

## 5-Year Planning for Transit Agencies

### Public Participation

### Developing and Implementing Coordination Plans

Rob Lynch  
Training Coordinator  
Small Urban and Rural Transit Center

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### Today's Outcomes...

Understanding of:

1. The components of transit management plans
2. Robust public participation
3. How to create a Coordinated Plan
4. Identifying gaps in service
5. Strategies to implement the Coordinated Plan

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**"If you don't know where you are going,  
you'll end up someplace else."**

*Yogi Berra*

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## 5-Year Planning for Transit Agencies

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### Planning vs. Management

- Planning
  - Identify key strategic issues facing the organization & formulating strategies to manage these issues
- Management
  - Develop an effective process for implementing & managing the strategic initiatives

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### Transit Management Planning

- Management Plan
  - Strategic plan
  - Marketing plan
  - Market analysis
  - Coordination plan\*\*
  - Financial plan
- City/County/MPO Comprehensive Plan

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**Transit Management Planning**

- A written document that:
  - Precisely defines your business
  - Identifies your goals
  - Serves as the blueprint for your organization
  - Looks back to the previous few years to analyze trends
  - Acts as a launching point for your decision making processes

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**Transit Management Planning**

- A good transit management plan will have:
  - Market & demographic analysis for your service area
  - Company description (including background/history)
  - Organization and management
  - Marketing
  - Funding

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**Transit Management Planning**

- A good transit management plan will have:
  - Financials
  - Consideration of new markets and services
  - Service changes or reductions
  - Evaluation of current services, operations, vehicles, and facilities
  - Five year operating & capital budget plan

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### Strategic Planning

- A strategic plan is a tool used to define an organization's:

The diagram consists of five colored boxes arranged in two rows. The top row contains three boxes: a red box labeled 'Vision & Mission', a green box labeled 'Core Values', and a purple box labeled 'Threats & Opportunities'. The bottom row contains two boxes: a blue box labeled 'Strengths & Weaknesses' and an orange box labeled 'Short- & Long-term Goals'.

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### Strategic Planning

The diagram features two main components. On the left, a red rounded rectangle labeled 'Guides Business Processes' is connected by a large grey arrow pointing right to a list: 'Operating Budget' and 'Capital Budget'. Below this, a green rounded rectangle labeled 'Measures Performance' is connected by a large green arrow pointing right to a list: 'Identifies Key Performance Indicators' and 'Sets Targets'.

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### Mission, Goals and Objectives

- Mission statement
  - A clear and succinct representation of the organization's purpose for existence
  - The mission statement describes why the public transportation system exists

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**Mission, Goals and Objectives**

- Goals
  - Improves communication
  - Reduces micromanagement
  - Encourages employee innovation
  - Communicates the right message to the public

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**Mission, Goals and Objectives**

- Well written goals are **SMART**
  - **S**pecific-easy to understand, no interpretation needed
  - **M**asurable-easy to determine if accomplished
  - **A**ttainable-a challenge, but within reason
  - **R**elevant-linked to the agency's mission
  - **T**ime limited-must have a timetable

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**Mission, Goals and Objectives**

- Objectives
  - Steps towards achieving a goal
  - Typically 2-3 objectives for each goal
  - Should be aligned with performance measures
    - Measurable
    - Specific

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### Efficiency PM's

- The relationship of inputs to outputs
- "Doing things right"
- Examples
  - Cost/hour
  - Miles/vehicle



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### Effectiveness PM's

- The relationship of inputs to objectives
- "Doing the right things"
- Examples
  - Passengers/hour
  - On-time performance



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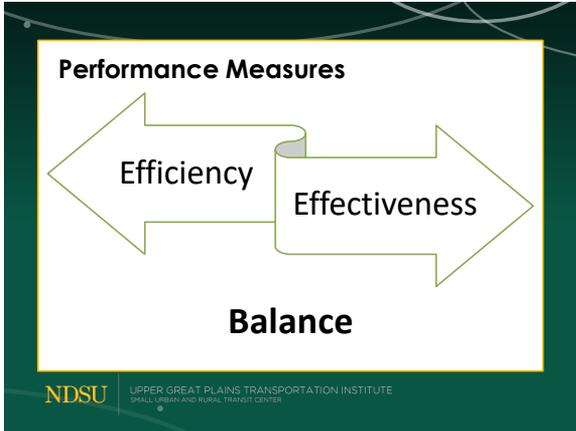
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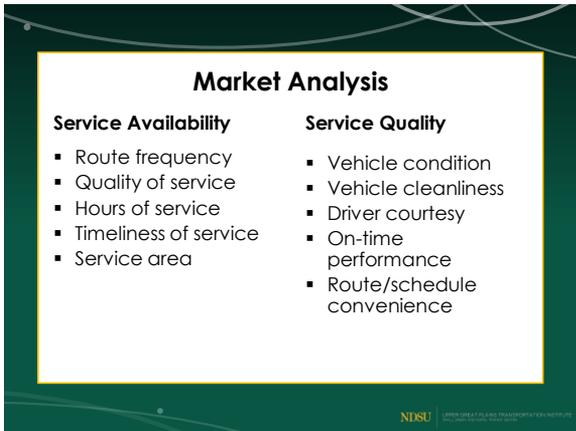
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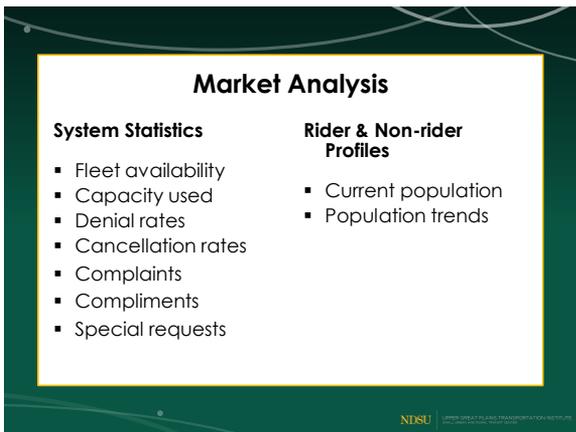
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### Marketing Plans

- Establish your agency's identity and promote it - BRANDING
  - Logo
  - Letterhead
  - Brochure
  - Rider's Guides
  - Vehicle Image
  - Bus Stop Signage
  - On everything that deals with your agency




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### Marketing Plans

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### Financial Plans

- Historical
- Operating statements
- Farebox
- Budget projections (operating, capital, administrative)
- Revenue management
- Full cost allocation
- Audits




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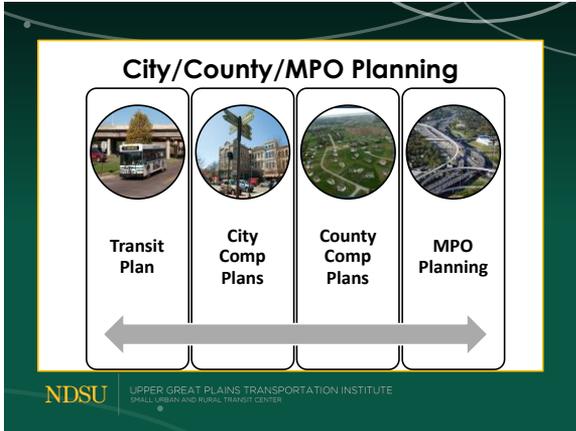
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**City/County/MPO Planning**

- Comprehensive planning is a term used in the United States by land use planners to describe a process that determines community goals and aspirations in terms of community development
- The **Comprehensive Plan** dictates public policy in terms of transportation, utilities, land use, recreation, and housing

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**City/County/MPO Planning**

- Types of planning
  - City/County Comprehensive Plans
    - 2030/2040 Plan
    - Growth/Annexation Plan
  - MPO Comprehensive Plans
    - Long Range Transportation Plan (LRTP)
    - Transportation Improvement Plan (TIP)
    - Transit Development Plan (TDP)

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### City/County/MPO Planning

- Growth/Annexation Plans
  - Current and future land use plans
  - Focuses on developing areas
  - Addresses future annexation
  - **New service areas for transit**




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### City/County/MPO Planning

- Long Range Transportation Plan (LRTP)
  - Provides policy guidance
  - Goals and strategies
  - Regional or statewide consensus
  - Defines vision for transportation
  - Indicates all of the improvements scheduled for funding over the next 20 years

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### City/County/MPO Planning

- Transportation Improvement Plan (TIP)
  - 4-year program of federally funded transportation projects (including FTA funds)
  - Identifies local transportation priorities, and then funds the improvements
  - Consistent with the LRTP
  - Updated annually

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### City/County/MPO Planning

- Transit Development Plan (TDP)
  - Multi-year Program of Activities
  - Outlines service improvements and enhancements
  - Coordinated Public Transit Human Services Plan
  - Supports coordination of consolidated activities

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### City/County/MPO Planning

- Why is it important to integrate transit planning into land use and economic plans?
  - **Every \$1 communities invest in public transportation yields \$4 in economic returns**
  - **For every \$10 million in capital investment into transit, generates \$30 million in additional business sales**

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### City/County/MPO Planning

- Why is it important to integrate transit planning into land use and economic plans?
  - **A household could save more than \$9,700 by using transit and eliminating a car**
  - **Residential property values perform 42% better on average if they are located near transit with high-frequency service**

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### City/County/MPO Planning

How do we get transit integrated into these plans?

- Know the plans in your agency's service area
- Know the input process
  - Surveys
  - Meetings
  - Hearings
  - Interviews

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### City/County/MPO Planning

- Know the stakeholders
  - City/county/MPO staff
  - Elected officials
  - Business leaders
  - Consultants
  - Transportation planners
  - Riders and non-riders
- Know the process to approval

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### City/County/MPO Planning



*Citizens working today  
to plan a better tomorrow!*

FARGO COMPREHENSIVE PLAN

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**City/County/MPO Planning**

**YOU** + **GO 2030** = **BETTER TOMORROW**

**TRANSIT RECOMMENDATIONS:**

*Improve the transit system as recommended and outlined within the 5-year Transit Development Plan (TDP) to conceptually identify options for improving efficiency of the transit system.*

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**City/County/MPO Planning**

**YOU** + **GO 2030** = **BETTER TOMORROW**

*Ensure that walkable mixed use centers are easily served by transit, that the physical form accommodates buses, and that pedestrian and bicycle routes lead to transit stops. Transit improvements are an integral part of redevelopment plans for walkable mixed use centers.*

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**City/County/MPO Planning**

**YOU** + **GO 2030** = **BETTER TOMORROW**

*Encourage density and reduce minimum parking requirements along arterials and collectors that are designated as transit corridors.*

*Encourage people to use public transit to and from density nodes.*

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**City/County/MPO Planning**

**YOU** + **GO 2030** = **BETTER TOMORROW**

*Continue to work with Moorhead to evaluate high frequency transit service.*

*Improve overall on-time performance of the metro area transit system.*

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**City/County/MPO Planning**

**YOU** + **GO 2030** = **BETTER TOMORROW**

*Explore and implement opportunities to advance the technology and intelligent transportation systems available to transit systems and transit users to provide more information about bus locations and estimated arrival times.*

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**Example of the planning process for a county comprehensive plan...**

**BECKER COUNTY, MN**



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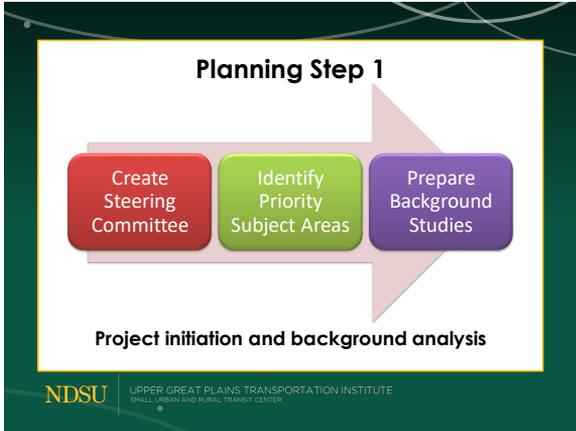
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### 5-Year Transit Plan- NCDOT

North Carolina Department of Transportation  
Division of Public Transportation  
[www.ncdot.gov/nctransit](http://www.ncdot.gov/nctransit)



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### 5-Year Plan Elements

1. Guidance for future resources (funding capital, personnel and training needs)
2. Guidance for expanding public transportation services and mobility options
3. Determination of service priorities

5 Year Plan - North Carolina DOT

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### 5-Year Plan Elements

4. Mission statement, objectives and metrics for performance measurement
5. List of implementable recommendations (from plan elements)
6. Description of public involvement

5 Year Plan - North Carolina DOT

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## Public Participation

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### The Coordinated Plan

"Recipients shall certify that the coordinated plan was **developed and approved** through a process that included participation by *seniors, individuals with disabilities, representatives of public, private and non-profit transportation and human service providers, and other members of the public.*"

- FTA Circular 9070.1G

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### Purpose of Public Involvement

- Central to good decision-making
- Enhance quality of service
- Improve public/community relations
- Produce higher quality plans
- It's a requirement
- It's the right thing to do



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### Purpose of Public Involvement

"Develop a public participation strategy that offers early and continuous opportunities for the public to be involved in the identification of social, economic, and environmental impacts of proposed transportation decisions."

Oregon State Management Plan



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Public involvement is woven into every aspect of transit planning



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### Public Involvement

- Your plan should include a complete description of activities to engage the public
- Your plan should create a Steering Committee to plan, develop and coordinate public engagement strategies

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### Public Involvement

- Include dialogue with all stakeholders:
  - Public officials
  - TAC members
  - Human service agencies
  - Employers
  - Transit users and non-users
  - Targeted populations
  - Private providers

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### Public Involvement

But, how do we further involve the public to address unmet transit needs?



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### Public Involvement

- Solicit comment
  - Meetings
  - Public hearings
  - Focus groups
  - Surveys
  - Interviews



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### Meetings

- Schedule meetings at various times on work days, evenings and weekends
- Use staff, board members, leaders/representatives that reflect the diversity in the community (race, color, culture, national origin, language, faith, age, gender)
- Be prepared to record oral comments as well as collect written statements

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### Meetings

- Some populations will not participate in meetings conducted in government or government-like buildings
- Select locations near transit (shopping malls, faith based facilities, etc.)
- Offer to provide transportation
- Provide food or refreshments
- Diagrams, charts, maps, handouts

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### Meetings

- Things to consider...
  - If providing food, provide culturally appropriate food that appeals to that particular population
  - Check calendar for ethnic festivals, carnivals, programs that will draw crowds from the groups you are targeting

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**Meetings**

- Things to consider...
  - Assistance available for sight and/or hearing impaired
  - Oral language interpreters present at meetings and any written materials translated
  - If names are being collected, have a staff person ask for the name & write it down – give the choice

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**Meetings**

- Things to consider...
  - Contact information for individuals needing any special assistance
  - List the decision-makers in attendance
  - How are you going to document the proceedings?

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**Meetings**

- Documentation
  - Sign in sheets
  - Contact information
  - Meeting minutes
  - Audio/video recordings
  - Social media? Facebook Live?

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### Translation - Interpreter

- The replacement of written text from one language to another
- Translating is different from interpreting - a competent interpreter may or may not be a good translator
- Determining what should be translated should be assisted by the appropriate community organizations

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### Interpreter Qualifications

- Skilled in English and language to be interpreted
- Trained or familiar with relevant transit terminology
- Committed to maintaining confidentiality
- Free of conflict of interest
- Understanding of role as interpreter and not counselor or legal adviser

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### Interpreter - Avoiding Problems

- Insufficient advance planning
- Inadequate understanding by interpreter of materials purpose and transportation terminology
- Incorrect translation from computer applications

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### Interpreter - Avoiding Problems

- Absence of proofreading and review by native speaker
- No oversight of interpreter
- Use of foreign language students or teachers ill-equipped to provide effective interpreter services

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### Pictures vs. Text Pictographs



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### Activity

- Faith
- National Origin
- Color
- Disability
- Seniors
- Low Income

1. Identify and list three or four barriers that typically limit the participation of members from these communities
2. Select a representative from your group to share your outcomes

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### Community Outreach

How do you notify the public (including LEP populations)?

- Notices in local newspapers – especially those printed in native languages
- Notices on English and non-English language radio and television stations (PSAs) & call-in shows (interviews)
- Direct mail

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### Community Outreach

- Posters and notices on transit equipment
- Posters at local grocery stores, ethnic shopping areas, laundromats, discount stores & other gathering places
- Ask if you can set up a table in the store or directly in front of a well-frequented, popular store or destination

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### Community Outreach

Other ways to get the word out...

- Grocery bag stuffers (fast food works, too)
- City/county/tribal newsletters
- Handouts/take home at local schools
- Local colleges, universities
- Sporting events
- Farmer's markets
- Faith-based events (bulletins)

**Get Creative!**

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### Non-traditional Outreach

- Agency website
- Community blogs
- Twitter/Facebook/YouTube
- Podcasts
- Text message information blasts
- Email listservs




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ANNOUNCES



## TAKING CHARGE OF OUR FUTURE

*A community-led dialogue to set PRIORITIES and SHAPE investments for our FUTURE*

**Goals for Summit:**

- Introduce community to the Community Benefits Coordinating Council, increase visibility and demonstrate how this group is different from existing groups
- Engage the community in a discussion of its priorities and build public buy-in to improve the quality of life in Southwest
- Connect with a diverse cross-section of residents - not just those who regularly participate
- Build community in an area that has changed dramatically recently - including the addition of a few thousand new residents

**When:** Saturday, March 5th, 10:00am-2:00pm

**Who:** Near Southeast and Southwest Residents, Business Owners, Community Leaders  
**Where:** Amidon-Bowen Elementary School (1 St and 4th St SW)

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# Developing and Implementing Coordination Plans

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## Overview

- Three C's
- Coordination
- Benefits of Coordination
- Challenges

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## Overview

- Identifying Partners
- Coordination Planning
- Required Elements of the Plan
- Implementing the Plan

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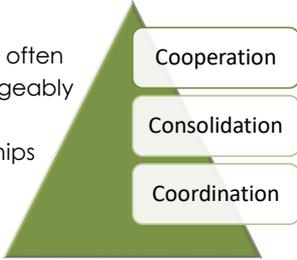
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### The Three C's

Three terms are often used interchangeably in discussing transit partnerships



Cooperation

Consolidation

Coordination

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### Cooperation

**C** Working together in some type of loose association, perhaps focusing primarily on information sharing, in which all agencies retain their separate identities and authorities, including control over the vehicles they own

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### Consolidation

**C** One agency retains all operational authority and provides services according to purchase of service agreements or other contractual relationships

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**Coordination**

**C** Involves joint decision making and actions of two or more agencies with formal arrangements to provide management of the resources and transit within a defined area

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**What is Coordination?**

- Strategy for managing resources
- Tool for doing more with the resources currently available
- Developing partnerships and cooperation in the delivery of transportation services
- Sharing power among organizations that are working together to achieve common goals

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**What is Coordination?**

- The best way to stretch scarce resources and improve mobility for everyone
- "Coordination" refers to all sorts of ways in which two or more entities agree to work together toward some common purpose.

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### Coordination

- The key is to clearly define and communicate what is meant by coordinated transportation to all parties that are potential participants.



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### Benefits and Challenges

It is crucial to understand and explain the pros and cons of coordination so potential partners do not develop unrealistic expectation.



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### Benefits of Coordination

- Improvements in service quality
- Increase in service quantity
- Better cost efficiencies
- Increased access for all



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**Benefits of Coordination**

- Greater customer satisfaction
- Increased integration
- Greater productivity
- More options to get to jobs, health care, shopping, etc.



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**Benefits of Coordination**

- Increased activity for local businesses
- Greater visibility for transit
- Enhanced ability of human service and other entities to focus on their primary missions



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**Benefits of Coordination**

- Stronger support and funding commitment from elected officials
- Broader community support for maintaining and expanding transit services
- Could lead to one-stop customer access
- At some point it may lead to increased funding



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**Challenges**  
Initially, Coordination may be...



**More expensive**  
**More difficult**  
**More time-consuming**

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**Challenges**

- Various funding requirements
- Problems with cost allocation
- Match requirements for federal funds
- Regulatory requirements



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**Challenges**

- Perceived incompatibility of goals, needs, or client eligibility
- Unrealistic expectations
- Unequal standards of service quality



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**Challenges**

- May reduce unit costs/trip but not free up transportation \$ for other activities
- Coordination agreements can unravel over time with changes in personnel and funding levels



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**Challenges**

- Medicaid Funding
- Head Start Vehicle Specifications
- Confidentiality Concerns
- Billing for Rides



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**Challenges**

- Working with people who are not used to sharing power in relation to their clients
- Crossing over long-standing barriers and boundaries
- Different "political" jurisdictions



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**Challenges**

- Lack of administration funding
- Differences in funding cycles
- Vehicle ownership
- Combining a variety of vehicles and vehicle conditions
- Maintenance philosophies
- Vehicle signage



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**Challenges**

- Fare Equity
- Resistance to Change
  - Agency Administration
  - Agency Staff
  - Passengers



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**Challenges**

- Lack of effort or support from funding sources for coordinated operations
- Inability to understand the true costs of operating transit services
- Personalities
- TIME!



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### The Coordinated Plan

- Required for the following FTA programs:
  - 5310 - Enhanced Mobility of Seniors and Individuals with Disabilities
  - 5316 - Job Access Reverse Commute (JARC)
  - 5317 - New Freedom



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### Required Elements

1. Assessment of available services that identifies current transportation providers
  - Public, private, non-profit
  - Inventory of Existing Means of Personal Mobility (your vehicles & other vehicles in the community – i.e., nursing home, adjustment training center, daycares, churches, etc.)

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### Required Elements

2. Assessment of transportation needs for individuals with disabilities and seniors
  - Stakeholder input
  - Community perceptions
  - Identify gaps in service
  - Other targeted data collection

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**Required Elements**

- 3. Strategies, activities and/or projects to address the identified gaps between current services and needs
  - Satisfying unmet needs
  - More efficiencies in service delivery
  - Partnerships

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**Required Elements**

- 4. Priorities for implementation based on resources
  - Time
  - Feasibility of implementation
  - Available physical resources
  - Potential funding sources

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**Transit needs...**

The identification of various market segments that are transit dependent and are in need of public transit services, e.g. senior citizens, disabled persons, low income persons, those without access to a vehicle, and youth

Greater Minnesota Transit Plan 2010-2030

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### Unmet transit needs...

an expressed or identified need which is not currently being met through the existing system of public transportation systems



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### 3 Steps to Determine These Gaps

1. Market research
  - Demographics
  - Census data
  - On-board surveys
2. Technical Analysis
  - Mathematical models
  - Performance measure data

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### 3 Steps to Determine These Gaps

3. Public involvement and community outreach



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### Strategies to Determine these Gaps

- Community planning session
  - Identify stakeholders
  - Identify needs based on experiences
  - Identify strategies to address needs
  - Set priorities
    - Time
    - Resources
    - Feasibility

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### Strategies to Determine these Gaps

- Self-assessment tool
    - Diagnostic questions
    - Assess progress
    - How to develop elements of the plan
- [www.transit.dot.gov/ccam](http://www.transit.dot.gov/ccam)

A FRAMEWORK FOR ACTION  
BUILDING THE FULLY COORDINATED  
TRANSPORTATION SYSTEM  
A Self Assessment Tool for Communities

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### Strategies to Determine these Gaps

- Focus groups
  - Provides greater input for a greater number of stakeholders
  - Opens new dialogue
  - Discuss key strategies and plans for implementation

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### Strategies to Determine these Gaps

- Surveys
  - Email, in-person, direct mail
  - Accessible to all stakeholder groups
  - Consider data sampling strategies, analysis, sampling, projected return rates

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### Strategies to Determine these Gaps

- Detailed study/analysis
  - GIS mapping
  - Mathematical models
  - 3<sup>rd</sup> party consultants
  - Must have available funding or funding partners

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### Planning Tips

- ✓ Look at your own internal capacity and capabilities
- ✓ Assess needs locally and across adjoining service areas
- ✓ Start with one partner and build upon successes
- ✓ Constantly assess coordination efforts

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**Planning Tips**

- ✓ Be patient in the process
- ✓ Be willing to invest time
- ✓ Work with individuals and agencies committed to coordination
- ✓ Be realistic
- ✓ Do not make promises you cannot keep

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**Planning Tips**

- ✓ Build trust and a knowledge base among coalition members
- ✓ Search for consensus
- ✓ Do not stop when you encounter roadblocks
- ✓ Establish clear roles & responsibilities
- ✓ Be flexible & willing to adapt

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**Planning Tips**

- ✓ Ensure partners are fully vested in process
- ✓ Work with local decision makers
- ✓ Put together a transportation advisory committee
- ✓ Listen to customers

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### Planning Tips

- ✓ Leverage funding
- ✓ Educate the public
- ✓ Clearly define what services will be provided in contracts

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### Planning Tips

- ✓ Share vehicles to maximize their utility
- ✓ Select a lead coordinating agency to function as the mobility manager
- ✓ Secure funding

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### Identifying Potential Partners

- YMCA, YWCA, Boys & Girls Clubs of America
- Park and Recreation Offices
- Shelters
- Red Cross
- Salvation Army



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### Identifying Potential Partners

- Universities, colleges & technical schools
- English as a Second Language programs
- Taxi and limo companies
- Private transit operators (i.e., Jefferson Lines)



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### Identifying Potential Partners

- Alcohol & Drug Services
- Rehabilitation Services
- Hospitals & clinics
- Dialysis or Cancer treatment centers or other medical facilities



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### Identifying Potential Partners

- Vocational & Developmental Disabilities Departments (Adjustment Training Centers/Centers for Independent Living)
- Job Service and Departments of Employment
- Veteran's Services



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### Identifying Potential Partners

- Other public transportation providers
- Department of Human Services
- County Social Services
- State and/or County Health Department
- State, Regional or County Mental Health Services




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### Identifying Potential Partners

- Area Agencies on Aging/Aging Services
- Long-term care facilities & assisted living centers
- Senior and public housing
- Community Action
- Churches and faith-based organizations




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### Identifying Potential Partners

- Metropolitan or Regional Planning Organizations or economic development office
- County Fair organizers
- Child Daycare Providers
- Adult Day Stay Programs
- Cancer Society
- Local private non-profits (Senior Companions, RSVP)




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### Identifying Potential Partners

What about the private sector?

- Banks
- Grocery Stores
- Pharmacies
- Beauty Salons
- Wal-Mart, Kmart, and others




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### Identifying Potential Partners

What about the private sector?

- Restaurants/Cafes
- Industrial Park management
- Technology Park management
- Manufacturing Plants
- Processing Plants




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### Identifying Potential Partners

- Trip Generators
  - What type of activities, needs, etc. generate the need for transportation?  
(Be specific and explain the types of trips provided by your agency)




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### Activity

How many of the sources listed do you currently have formal coordination agreements with?



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### Activity

List 3 "Potential Partners" from the list that you are not currently working with that you will commit to contact :

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

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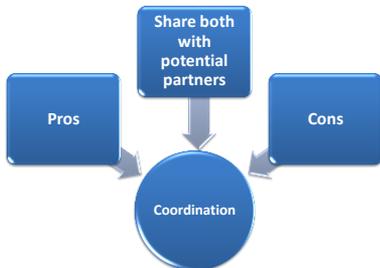
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### Identifying Potential Partners



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**Identifying Potential Partners**

- Identify who you want to approach
- Plan what you want to say
- Create a bullet list of facts about your transit organization
- Pull together materials to leave with the potential partner about your agency

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**Identifying Potential Partners**

- Learn about their organization
- Attend meetings that are about their needs/concerns in community
- Ask them about their goals for their clients/customers
- Ask about their general needs for their clients/customers (not just mobility needs)

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**Implementing the Plan**

- Collect & carefully monitor fiscal, operating, & client data
- Allocate costs clearly, carefully & fairly
- Market the service
- Make a strong commitment to training
- Develop a clear & comprehensive joint rider's guide and/or transit policy manual

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### Implementing the Plan

- Recognize & take advantage of new opportunities
- Purchase services & equipment that meet needs
- Passenger assistance & customer service training for drivers and dispatchers
- Kinds/amounts of funding to pay costs of passenger trips

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### Implementing the Plan

Increased productivity focuses on:

- Improved accessibility
  - Greater adaptability
  - More affordability
  - Increased availability
- ... of transportation services

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### Implementing the Plan

Greater efficiencies are achieved by focusing on reducing duplication & fragmentation in:

- operations
- administration
- planning
- funding

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### Implementing the Plan

You must not break FTA Rules:

- You cannot do charter trips
- You cannot contract for exclusive school transportation

You must clearly define in your Coordination Plan what "working with" means. Comprehensively explain your relationship with your coordination "partners."

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### For More Information

TCRP Report 101  
Transportation Research Board  
*Toolkit for Rural Community  
Coordinated Transportation Services*

[www.tcrponline.org](http://www.tcrponline.org)

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### For More Information

Federal Transit Administration (FTA)  
Coordinating Council on Access and  
Mobility (CCAM)  
United We Ride

[www.transit.dot.gov/ccam](http://www.transit.dot.gov/ccam)

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**Summary**

- Know the components of a well documented multi-year transit management plan
- Public participation is not only a requirement, but it is good community dialogue and creates better plans
- Coordination plans are an important part of a balanced community transportation system

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**Summary**

- Required elements of the Coordinated Plan
  1. Assessment of available services (public, private, non-profit)
  2. Assessment of needs for seniors and individuals with disabilities

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**Summary**

- Required elements of the Coordinated Plan
  3. Strategies, activities and/or projects to address identified gaps between current services and needs
  4. Priorities for implementation based on resources

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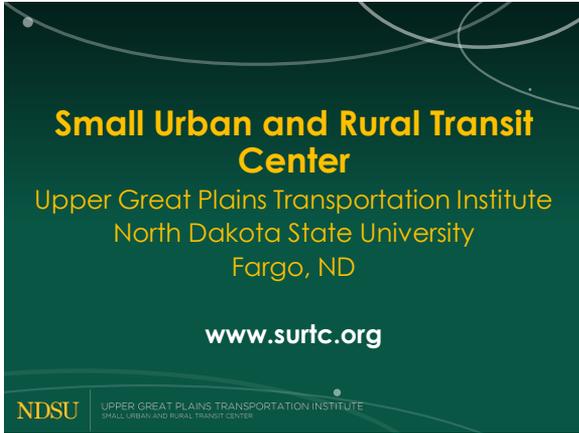
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