

Catawba Regional Human Services Transportation Coordination Plan



Prepared by



for the

South Carolina Department of Transportation

and the

Catawba Regional Council of Governments

June 2007

Table of Contents

LIST OF TABLES	III
LIST OF FIGURES.....	III
EXECUTIVE SUMMARY	IX
SECTION 1: PURPOSE AND BACKGROUND OF COORDINATION PLAN.....	1
1.1 BACKGROUND.....	1
1.2 PLANNING PROCESS	2
1.3 FUNDING BARRIERS TO COORDINATION.....	3
1.3.2 <i>Non-regulatory Challenges</i>	8
1.3.3 <i>Conclusion</i>	9
1.4 ORGANIZATION OF THE DOCUMENT	9
SECTION 2: INTRODUCING THE CATAWBA REGION	10
2.1 PROFILE OF REGION.....	10
2.2 SERVICES.....	11
2.3 IDENTIFIED TRANSPORTATION GAPS AND NEEDS	17
2.3.1 <i>2006 SCDOT Survey</i>	17
2.3.2 <i>2005 CRCOG Survey</i>	18
2.3.3 <i>CRCOG Sponsored Meeting</i>	18
2.4 STATE BASED USE OF TECHNOLOGY.....	20
SECTION 3: STATE OF COORDINATION IN THE REGION.....	23
3.1 EFFORTS TO COORDINATE.....	23
3.1.1 <i>CRCOG Efforts</i>	23
3.1.2 <i>Efforts Identified Through CRCOG Meeting in November 2006</i>	25
3.2 BARRIERS TO COORDINATION	25
3.3 OPPORTUNITIES TO COORDINATE	25
SECTION 4: COORDINATION STRATEGIES AND ACTIONS.....	27
4.1 COORDINATION STRATEGIES AND ACTIONS	27
4.1.1 <i>Administrative Actions</i>	29
4.1.2 <i>Information Sharing/Capacity Management Actions</i>	29
4.1.3 <i>Future Operations Planning Actions</i>	30
SECTION 5: CONSIDERATIONS FOR IMPLEMENTATION	31
5.1 CONSIDERATIONS FOR DEVELOPING PROJECTS.....	31
5.1.1 <i>Form a Working Group</i>	31
5.1.2 <i>Describe the End Result</i>	32
5.1.3 <i>Define Steps to be taken</i>	32
5.1.4 <i>Identify and Take First Steps</i>	33
5.2 CONSIDERATIONS FOR PRIORITIZING PROJECTS	33
5.3 CARRYING OUT PROJECTS	33
5.4 PROJECT EVALUATION GUIDELINES	34
APPENDIX A: 2005 CATAWBA HUMAN SERVICE PROVIDER SURVEY	A-1
APPENDIX B: 2006 SCDOT SURVEY - CATAWBA REGION.....	B-1

APPENDIX C: REGIONAL MEETING SUMMARIES..... C-1
**APPENDIX D: TECHNOLOGY RESOURCES FOR TRANSPORTATION
COORDINATION D-1**

List of Tables

TABLE 1: SUMMARY OF TOP FEDERAL HUMAN SERVICE TRANSPORTATION FUNDING PROGRAMS.....6
TABLE 2: CATAWBA COMPOSITE VEHICLES IN MAXIMUM SERVICE (FY 2002 TO FY 2005).....13
TABLE 3: CATAWBA COMPOSITE PASSENGERS (FY 2002 TO FY 2005)14
TABLE 4: CATAWBA COMPOSITE VEHICLE MILES (FY 2002 TO FY 2005)15
TABLE 5: CATAWBA COMPOSITE VEHICLE HOURS (FY 2002 TO FY 2005)15
TABLE 6: NUMBER OF TRANSPORTATION PROVIDERS USING COMPUTERS OR ELECTRONIC SYSTEMS
FOR OPERATIONS BY COG20
TABLE 7: NUMBER OF TRANSPORTATION PROVIDERS USING INTERNET OR WEB-BASED APPLICATIONS
FOR OPERATIONS BY COG21
TABLE 8: COORDINATION STRATEGIES.....28

List of Figures

FIGURE 1: SOUTH CAROLINA’S TEN COUNCIL OF GOVERNMENT (COG) REGIONS3
FIGURE 2: SOURCES OF FEDERAL TRANSPORTATION FUNDS4
FIGURE 3: ANNUAL OPERATING EXPENSES (REGION TOTALS FT 2002 TO FY 2005).....13
FIGURE 4: RIDERSHIP PER VEHICLE MILE (FY 2002 TO FY 2005).....16
FIGURE 5: RIDERSHIP PER VEHICLE HOUR (FY 2002 TO FY 2005)16
FIGURE 6: OPERATING COST PER PASSENGER, PER VEHICLE, AND PER VEHICLE HOUR (FY 2002 TO FY 2005).17

Executive Summary

CATAWBA REGIONAL HUMAN SERVICES TRANSPORTATION COORDINATION PLAN PARTICIPANTS

Jay Altman, Chester & Lancaster Disabilities and Special Needs
Gina Amato, Pilgrims Inn
Ligia Latiff Barlet, Catawba Community Mental Health Center
Ann Barton, York County Adult Day Care Services, Inc.
Belinda Brown-McClure, SC Youth & Family Services Youth Net
Ernest Brown, North Central Family Medical Center
David Burgess, SC DOT Office of Mass Transit Planning
Lynda Burke, SC Employment Security Commission-Lancaster one Stop
Karen Busha, Keystone Substance Abuse Center
David Drennan, York County Department of Social Services
Wendy Duda, York County Council on Aging
Janet Ellis, SC Department of Health & Environmental Control, Region 3
Janice Fowler, York County Disabilities and Special Needs
Doug Frate, SC DOT Office of Mass Transit Planning
Debbie Hayworth, York County United Way
Duncan Howe, USC School of Medicine
Sabrina Jones, J. Marion Sims Foundation
Denise Keating, Lancaster County United Way
Walter Kellogg, Carolina Community Action, Inc.
Allison Love, York County Planning Department
Sherron Marshall, Catawba Regional Council of Governments
Luevinia Massey, Catawba Care Coalition
Max Melton, Communities in School
Sharon Novinger, Lancaster County United Way
Brenda Perryman, SC DOT Office of Mass Transit
Deb Pittman, Catawba Area Agency on Aging
Dollie Roberts, Great Falls Area Assistance Program
Steve Sanders, Catawba Mental Health
Harold Shapiro, Catawba Regional Council of Governments
Sally Sherrin, Lancaster County Council on Aging
Barbara Smith, York County Adult Day Care Services, Inc.
Frances Thomas, City of Rock Hill Planning/RFATS
Mary Thwaites, Great Falls Area Assistance Program
Laura Walton, Pilgrims Inn
Mike Wessinger, Senior Services Inc., of Chester County
Stephanie White, American Red Cross
Victor Wilson, United AMEZ Church
Shelia Worley, Union Workforce Center

BACKGROUND

The CATAWBA REGIONAL HUMAN SERVICES TRANSPORTATION COORDINATION PLAN was developed through the work of Catawba Regional Council of Governments (CRCOG) and South Carolina Department of Transportation (SCDOT) and prepared by TranSystems. The Catawba Region consists of Chester, Lancaster, Union, and York Counties which are located in the north-central part of South Carolina.

The CATAWBA REGIONAL HUMAN SERVICES TRANSPORTATION COORDINATION PLAN is designed to assist with development of an efficient and effective transit service network for the region. Additionally, the plan will ensure the Catawba Region's compliance with certain federal public transit funding requirements. Under the federal transportation bill, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), in order to be eligible for some Federal funding programs, a locally developed human services coordination plan must be completed by 2007, and subsequently will provide the basis for funding decision for Federal Fiscal Year 2008.

According to federal requirements, this coordination plan must include, but is not limited to, involvement of public, private, and nonprofit transportation and human service providers and the general public. Catawba Region's plan goes beyond the scope of federal requirements and includes coordinating efforts required by other governmental agencies. Future updates and program specific initiatives can be made more easily because of the adaptability of this plan.

The coordination plan consists of three parts: (1) INVENTORY OF SERVICES and TRANSPORTATION NEEDS, (2) STRATEGIES AND ACTIONS to fulfill those needs, and (3) IMPLEMENTATION OF THE PLAN. Each part of the plan was developed through input and feedback from CRCOG representatives during meetings with SCDOT and representatives of human services transportation. These steps assist the plan in meeting the requirements of SAFETEA-LU. South Carolina DOT is concurrently conducting a statewide plan, which involves significant public outreach efforts to better understand the transportation needs in the State.

I. INVENTORY OF SERVICES and TRANSPORTATION NEEDS

Currently, 62 federal government funding programs are aimed at providing human services transportation with 16 specifically for public transit. Of the 16 programs specifically designated for public transit, six programs are funded in the Catawba Region by US Department of Transportation (USDOT) through the Federal Transit Administration.

The six USDOT public transportation programs funded through SAFETEA-LU in the Catawba Region are:

1. Section 5307: Urbanized Area Formula Program
2. Section 5309: Capital Grants

3. Section 5310: Transportation for the elderly and persons with disabilities
4. Section 5311: Nonurbanized Area Formula Program
5. Section 5316: Job Access and Reverse Commute
6. Section 5317: New Freedom for disabled workers

It should be noted that Sections 5316 and 5317 funding will start in the region in 2008.

The ten non USDOT programs providing transportation in the Catawba region are:

- Transitional Assistance for Needy Families (TANF)
- Vocational Rehabilitation
- Medicaid
- Head Start
- Grants for Supportive Services and Senior Centers (Older Americans Act)
- Workforce Investment Act (WIA)—Adults
- WIA—Youth
- WIA—Displaced Workers
- Program for Native Americans
- Senior Community Service Employment program

Various SC agencies administer the above programs.

A major concern of human transportation service providers is the perceived funding barriers required from the above listed programs. This perception is not always correct. The findings of this plan indicate that government programs from the federal, state, and local level do not restrict coordination through regulations, but that practical and programmatic issues do at times make coordination efforts somewhat difficult.

Coordination efforts may be a challenge if funding programs have different requirements for who is eligible to receive service or if guidelines demand the use of certain technologies. To meet these requirements, coordination challenges must overcome the administrative (referring to the use of funds) and service delivery (referring to special requirements) issues. Finding and implementing creative solutions will make sharing resources and coordination a reality.

Demographics

The demographic characteristics of the Catawba region vary. York County and the upper portion of Lancaster County are closely linked with the Charlotte urban area, and have a relatively young and affluent population. However, the other, more rural counties have an older population as well as a higher proportion of lower-income residents. In the areas closest to Charlotte, there appears to be a growing need for commuter-oriented transit services, whereas in the remaining counties, transit needs are likely to be more centered on providing access to basic needs.

Available Services

The City of Rock Hill provides express bus service daily to downtown Charlotte. This service is operated by the Charlotte Area Transit System (CATS). York County and the City of Rock Hill have made available “York County Access” a demand response service for the residents of rural York County and the Rock Hill urbanized area. Chester County offers its residents demand response services countywide through the “Chester County Connector.” Other organizations in the four counties offer human service transportation services, but these services are limited and generally provided for their own clients. Examples of these organizations are Chester & Lancaster, Union and York Disabilities and Special Needs, Veterans Affairs and Carolina Community Action.

Needs and Issues

According to Catawba Regional’s Advisory Participants, the lack of public transportation services makes residents face challenges of long trips to get to needed employment, commercial, medical or government destinations. Some residents also have special transportation needs because of conditions such as advanced age, lack of income, or disabilities. Providing transportation is particularly challenging in the rural areas of the Catawba Region with long distances between destinations and limited local resources. The SCDOT Catawba Region Survey and the Catawba Human Service Provider Survey provide feedback on these issues. Catawba Regional COG understands that establishing and supporting transit efforts require significant and continuing commitments. Additionally, Catawba Regional COG realizes that to achieve effective planning and coordination of transportation services, efforts must take place over a long period of time.

Catawba Region’s overall human services transportation needs and issues raised during coordination planning were:

- Maintain and create more service (more days, hours, geographic coverage)
- Demonstration of coordination activities
- Applicable laws, e.g., Jacob’s Law
- Insurance coverage
- Explore mobility manager concept
- Address service standards and performance requirements
- Deal with cost allocation among operators

II. COORDINATION STRATEGIES AND ACTIONS

Coordination strategies and actions were developed in the plan to address the transportation needs confronting the region. Three strategic areas were developed to address the identified “needs and issues.” The three strategic areas are the *administrative* strategy (procedural and paper barriers inhibiting coordination), the *information sharing/capacity management* strategy (sharing of resources in the region), and the *future operations planning* strategy (future needs and looks for ways resources can be shared in order to increase efficiencies).

The table below summarizes the strategies and actions developed by the regional advisory participants to address Catawba’s identified needs and issues.

Table X - 1: Coordination Strategies

NEED/ISSUES	AREAS OF ACTION		
	Administrative	Information Sharing and Capacity Development	Future Operations Planning
1.Demonstrate Coordination Activities	Be involved with various groups organizations that coordinate transportation	Exhibit willingness to coordinate developing mutually agreed upon projects	Impart information on available transportation capacity
2.Maintain Existing Services		Secure funding for replacement vehicles and ongoing operations	Determine effect changes have to existing services
		Offer access to jobs, skills development, and training programs	Increase efficiencies to create more services
		Offer community access	
3.Create New Services	Provide opportunities for joint partnerships	Better share resources through managing driver and vehicle availability	Identify future needs
		Better understand trip origins and destinations	Prioritize emerging service needs
		Secure funding for new vehicles operations	Identify additional opportunities and resources
		Offer access to jobs, skills development and training programs	
		Provide community access	
4.Applicable Laws, e.g., Jacob’s Law	Raise awareness of constraints by various laws	Analyze laws to determine real or perceived constraints	Effect public policy changes, if appropriate
5. Insurance Coverage	Identify barriers that inhibit resource sharing because of insurance constraints		
6. Mobility Manager		Define scope for a mobility manager	Analyze need and fiscal requirem for development
		Establish a call center with tools assist with scheduling trips on unused seats	
7.Service Standards	Identify and agree upon common performance and service standards among partners	Create joint, cooperative programs utilizing resources of various partners	Execute MOUs among service partners
			Develop common standards for driver training and qualifications
			Set up mechanisms for sharing driver information, such as backg checks
8.Cost Allocation	Develop cost allocation plan among service partners	Share allocation plan among service partners	Promote understanding of actual for providing transportation

III. IMPLEMENTATION OF THE PLAN

The strategies and actions presented in this plan only set the stage for enhanced coordination. More work is needed if these actions are to be converted into concrete steps or projects. “Projects” will be the steps necessary to fulfill the strategies and actions identified in the plan.

Projects should advance through a working group consisting of key stakeholders from each county in the Catawba region. The working group needs to identify the goal or end result of their task so that this can become the guiding principle for any project. Steps must then be defined as to how the goal or end result will be achieved, and then the group must identify and take the first step to get the project underway.

Once a working group is formed, Catawba Regional COG will need to develop criteria for selecting the order in which projects are undertaken and implemented. This process should consider type and amount of resources available, technical difficulty, time needed for completion, and how the project addresses immediate or long term needs.

Criteria for project prioritization should be developed. Prioritization of projects will result in selecting projects that affect specific areas or the region as a whole. This consideration can be challenging because funding sources may target a specific group for funding. But even though a project may result in a small number of persons affected because of funding requirements, the impact may be great. The amount of effort (called scope of effort) a project takes is also relevant in project prioritization. The scope of effort identifies what kinds of technical skills the project may require and whether a working group has the abilities and time to contribute to the project or if outside assistance is required.

As the Catawba Regional Council of Governments begins planning projects for the future, this CATAWBA REGIONAL HUMAN SERVICES TRANSPORTATION PLAN will be a guide in accomplishing the actions set forth in the plan. The services provided to this region can be coordinated more efficiently, and the next steps the Catawba Regional Council of Governments takes in the future will help in achieving this goal.

Section 1: Purpose and Background of Coordination Plan

The purpose of this plan is to ensure that federal requirements regarding coordination are satisfied as well as to assist the Catawba region in its continuing efforts to develop an efficient and effective transit service network.

1.1 Background¹

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) created a requirement that a locally-developed, coordinated public transit/human service planning process and an initial plan be developed by 2007 as a condition of receiving funding for certain programs directed at meeting the needs of older individuals, persons with disabilities and low-income persons. Plans must be developed through a process that includes representatives of public, private, and non-profit transportation and human service providers, as well as the general public. Complete plans, including coordination with the full range of existing human service transportation providers, are required by Federal Fiscal Year 2008.

The South Carolina Department of Transportation (SCDOT) through the consulting team of TranSystems/URS and in partnership with Councils of Governments (COGs) and interested stakeholders, has developed regional coordinated plans that meet the requirements of SAFETEA-LU and the Federal Coordinating Council on Access and Mobility (CCAM). While at a minimum projects funded under the Federal Transit Administration (FTA) formula programs for Sections 5310, 5316 and 5317 must be derived from a coordinated plan, the coordinated plans will incorporate activities offered under other programs sponsored by federal, state and local agencies. These programs would include as appropriate FTA's Section 5307 and 5311 programs, as well as Temporary Assistance for Needy Families (TANF), Workforce Investment Act (WIA), Vocational Rehabilitation, Medicaid, Community Action (CAP), Independent Living Centers, and Agency on Aging (AoA) programs among others.

On October 1, 2006, the CCAM released the following policy statement:

“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that federally-assisted grantees that have significant involvement in providing resources and engage in transportation delivery should participate in a local coordinated human services transportation planning process and develop plans to achieve the objectives to reduce duplication, increase service efficiency and expand access for the transportation-disadvantaged populations as stated in Executive Order 13330.”

¹ Much of this section was written by the South Carolina Department of Transportation (SCDOT).

Development and content of coordinated plans are intended to be specific to the needs and issues of each COG. The coordinated plans will be developed to address intra- and inter-regional needs and issues, and in a manner that allows the COGs, concurrent with regional Long Range Transportation Plan (LRTP) updates, to directly update the regional coordinated plan. Further, the coordinated plans will be developed in a manner that allows the COGs to adapt and expand the plans to incorporate programs and initiatives specific to their regions.

Each coordinated plan's development will, at a minimum:

- Assess and document transportation needs in each region for individuals with disabilities, older adults, and persons with limited incomes;
- Inventory available services in each region and identify areas of redundancy and gaps in service;
- Identify and document restrictions on eligibility for funding;
- Identify and document short- and long-range strategies in each region to address the identified gaps in service, including mobility management strategies;
- Identify and document technological resources currently available and appropriate for coordination of transportation services;
- Identify and document coordination actions in each region to eliminate or reduce duplication in services and strategies for more efficient utilization of resources; and
- Document and prioritize implementation strategies to increase coordination of transportation services in each region.

1.2 Planning Process

The consultant team of TranSystems/URS, with oversight from SCDOT and a committee of COG representatives, has developed ten regional coordinated plans, one plan for each of the State's COG regions. See Figure 1. The regional coordination plans are intended to meet the requirements of SAFETEA-LU, and the guidance detailed in the Federal Register Notice dated March 29, 2007 entitled, "Elderly Individuals and Individuals With Disabilities, Job Access and Reverse Commute, New Freedom Programs: Final Circulars' effective May 1, 2007."

The development of the Catawba regional plan involved three basic steps:

1. Developing an inventory of services in the region as well as a sense of transportation needs.
2. Development of strategies and actions.
3. Development of the regional plan document.

At each step SCDOT and its consultant team met with representatives of each COG region to solicit input and feedback.

Figure 1: South Carolina's Ten Council of Government (COG) Regions



Source: South Carolina Department of Transportation.

This regional coordination plan also benefits from a parallel statewide planning effort undertaken by SCDOT. The statewide transportation plan's transit element involves a significant public outreach including key person interviews, focus groups, and general public attitudinal surveys. In addition, socio-economic and demographic data as well as provider statistics were compiled. These data will be used selectively in this regional coordination plan.

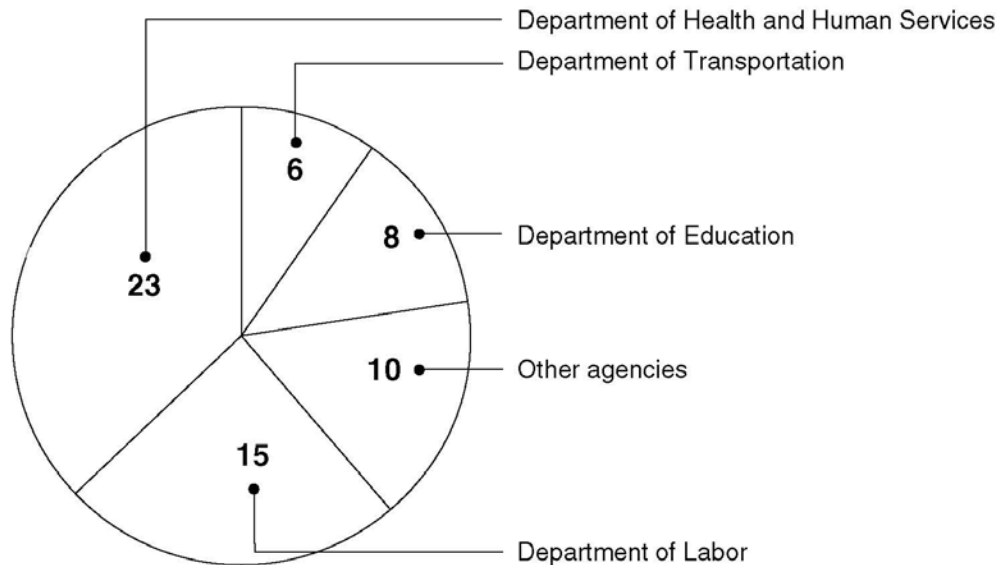
1.3 Funding Barriers to Coordination

One area of common concern to all regions is the role of federal and state funding in promoting coordination. In this regard, this section analyzes to what extent federal funds inhibit coordination. Included in this discussion is a brief review of important transportation funding programs and associated regulations that could affect coordinated transit. As will be seen, these programs do not restrict coordination through regulations. However, there are practical and programmatic issues that make coordination challenging but not insurmountable.

1.3.1 Regulatory Review

In June of 2003, the US General Accounting Office (GAO) issued a study on Federal transportation funding and coordination entitled *Transportation—Disadvantaged Populations*. The study reported that there were sixty-two funding programs for transportation. Of those, sixteen are most regularly used for public transportation with six from the USDOT through the Federal Transit Administration (FTA). See Figure 2.

Figure 2: Sources of Federal Transportation Funds



Source: *Transportation-Disadvantaged Populations*, Figure 1, page 9, USGAO, June 2003.

The ten, non-DOT funding programs most commonly used for transportation are:

1. Transitional Assistance for Needy Families (TANF)—*provides assistance to families with children. Such assistance can include help in funding transportation needs.*
2. Vocational Rehabilitation—*targets persons with disabilities and provides a variety of vocational services including transportation.*
3. Medicaid—*assists people with accessing medical services including transportation to such services.*
4. Head Start—*assists pre-school children with a variety of services including education readiness, health care, and transportation to/from such services.*
5. Grants for Supportive Services and Senior Centers—*assists in developing services for older people which include nutrition services, senior centers, and transportation.*
6. Workforce Investment Act (WIA)—Adults—*provides job skill training services as well as transportation to/from such services.*

7. WIA— Youth—*provides job skill training services to youth as well as transportation to/from such services.*
8. WIA— Displaced Workers—*provides job skill training services as well as transportation to/from such services.*
9. Program for Native Americans (under Older Americans Act)—*provides a variety of social service funding (e.g., nutrition and caregiver services) for Native Americans.*
10. Senior Community Service Employment program—provides work opportunities for older Americans.²

In addition, these six US DOT programs were listed among the top human service transportation funding programs:

1. Capital Grants (Section 5309)
2. Urbanized Area Formula Program (Section 5307)
3. Nonurbanized Area Formula Program (Section 5311)
4. Job Access and Reverse Commute (Section 5316)
5. Over-the-Road Bus Program (Section 3038)
6. Transportation for Elderly and Persons with Disabilities (Section 5310)

Table 1 on the next page summarizes these sixteen programs. In addition, one more program is included in the Table that was not part of the 2003 GAO study. Since that study, the “New Freedom” program was enacted. The New Freedom program (Section 5317) is intended to provide operating and capital assistance to services that go beyond ADA complementary paratransit requirements.

Table 1 explains, in brief, each of the top sixteen transportation programs (plus the New Freedom Program) including the responsible federal agency, typical recipients, target population, and the scope of funding. As seen in the table each funding program covers a variety of transportation costs. Some programs are targeted to specific populations while others (such as many of the USDOT programs) are open to the general public. Those programs that are intended for specific populations must only serve those populations.

²Table 1, page 10 of *Transportation-Disadvantaged Populations, Figure 1, page 9, USGAO, June 2003.*

Table 1: Summary of Top Federal Human Service Transportation Funding Programs

Program	Responsible Agency	Recipients	Target Population	Transportation Funding	Coordination Issues	Other Information
Capital Grants (Section 5309)	US DOT (FTA)	Designated Recipients and States.	General population	Wide variety of capital funding including for vehicles and facilities.		Congressional earmarks popular method in securing this funding.
Urbanized Area Formula Program (Section 5307)	US DOT (FTA)	Designated Recipients in urban areas over 50,000 in population.	General population	Wide variety of funding for capital, planning and operations (for areas with less than 200,000 in population)		
Nonurbanized Formula Program (Section 5311)	US DOT (FTA)	For States to assist rural areas under 50,000 in population. Recipients can be public agencies, non-profit agencies, and Native American Tribes.	General population	Wide variety of funding for capital, planning and operations.		
Job Access and Reverse Commute (Section 5316)	US DOT (FTA)	Local governmental agencies and non-profit organizations.	General population of workers with nontraditional work schedules.	Wide variety of funding for capital and operations.		
New Freedom Program (Section 5317)	US DOT (FTA)	Designated Recipients and States.	Persons with disabilities	Operating and capital assistance that go beyond ADA requirements.		
Over-the-Road Bus Program/Over-the-Road Bus Accessibility (Section 3038)	US DOT (FTA)	Private operators of over-the-road buses.	General population.	Capital projects relating to improving accessibility including retrofit of lifts and the purchase of new vehicles.		
Transportation for Elderly and Persons with Disabilities (Section 5310)	US DOT (FTA)	States on behalf local recipients such as non-profit and public agencies.	Elderly and persons with disabilities.	Mainly capital though services can be purchased if through a contract.		

Table continued

Section 1: Purpose and Background of Coordination Plan

Table 1/Continued

Program	Responsible Agency	Recipients	Target Population	Transportation Funding	Coordination Issues	Other Information
Transitional Assistance for Needy Families (TANF)	US Dept of HHS	Payments directly to clients	Persons on Welfare looking for unsubsidized employment	Gas vouchers, bus tokens, car repairs, \$0 down/0% car loans, some contracts with Transportation providers	Clients living in rural areas, 2nd and 3rd shift needs, need to take children to day care	No specific regulations dealing with transportation
Vocational Rehabilitation Department	US Dept of Education	Payments directly to clients	Persons with a physical or mental disability that is an impediment to employment	Up to the individual client, although the program is described as a gas money or bus ticket program	No statutory or regulatory issues noted. There are certain options that they choose not to do to "stretch" funds.	Issues with rural areas where there is no public transportation services
Medicaid	Dept of HHS (Medicaid)	DSN Boards	MA eligible with physical, social or mental disability	Provided directly by DSN for residential and non residential clients. DSN's may contract with transit providers for community based customers	Unique needs of clients, specifically the need for van aides to ride with clients due to behavioral issues, and transportation for 2nd and 3rd shifts	Since mainstreaming is an ultimate goal, a client could be trained to use transit and community placements try to take into account bus service
Head Start	US Dept of HHS	Direct to agencies	Pre-school children (3 to 4 years of age)	Agencies may operate own service or contract	No restrictions, though vehicles and needs of children may be in conflict with adults	
Grants for Supportive Services and Senior Centers	US Dept of HHS		Seniors			
Workforce Investment Act (3)	US Department of Labor	State works with regions which has contracts with educational institutions.	Unemployed, under employed workers	Provides compensation for transportation costs which can be for private automobile as well as public transit.	None.	Job training; WIA has three programs targeting dislocated workers, adult and youth services.
Program for Native Americans, Alaskan Native, and Native Hawaiian Elders	USHHS (Older Americans Act)	US provides grants directly to Federally recognized tribes	Native American Seniors			Only one tribe in South Carolina (Catawba); 23 other tribes not recognized.
Senior Community Service Employment Program	US Dept of HHS		Seniors needing job training or re-training	Can fund a variety of transportation costs including gas money and bus fares.		

In South Carolina, many of the non-DOT funding programs are administered through the State. Only the Head Start program provides funds directly from the federal government directly to a local entity. The US DOT programs are generally handled through the State or directed toward designated recipients.

In February 2004, Executive Order 13330 (Human Service Transportation Coordination) was issued and "...direct[ed] Federal agencies funding human services transportation services to undertake efforts to reduce transportation service duplication, increase efficient transportation delivery, and expand transportation access for seniors, persons with disabilities, children, low-income persons and others..." This order reinforces that federal programs, through regulation, do not prohibit coordination and the sharing of resources.

While funds at the federal level would appear to offer no regulatory barriers to coordination, the administration of those funds at the state and local levels were also reviewed to determine if those governmental units created any barriers to coordination.

The following state and local entities were contacted to determine whether the State of South Carolina and others placed any requirements that would burden coordination:

- Lieutenant Governor's Office on Aging (various programs)
- Carolina Community Action Agency (Catawba area)
- South Carolina Commission for Minority Affairs (Older Americans Act as applied to Native Americans)
- Catawba Regional Council of Government (Workforce Investment Act)
- Department of Health and Human Services (Medicaid)

Based on discussions and research with these agencies, none of the non-DOT transportation programs, as administered, imposed any restrictions that would prevent coordination.

However, because each program has an intended targeted population, transportation services provided under the given program must honor the regulatory intent. While this presents a challenge, it does not, *per se*, prohibit coordination. It just makes coordination challenging.

1.3.2 Non-regulatory Challenges

While regulatory factors do not prevent different social programs from sharing resources, there are practical and programmatic considerations that can make coordination challenging. Some of these are service delivery issues and others relate to administrative issues.

Service delivery related issues include special requirements imposed by certain funding streams that are unique and not common to other funding streams. For example, Head Start requires on-vehicle monitors and use of safety restraints for passengers. These requirements are not typical with general public services funded by FTA. Thus, for an operator of FTA only funded services, transporting a Head Start client would require these additional features creating additional expense.

Administrative related issues refer to the documentation of the use of a funding stream's dollars. For example, Medicaid only pays for medical related transportation. A service provider who transports the general public as well as a Medicaid traveler would need to document to Medicaid the incremental cost of the trip. This would demonstrate to Medicaid that it is paying for only its share of the service. While a cost allocation formula can overcome this, this still presents an administrative hurdle in providing shared services.

1.3.3 Conclusion

This review found that solely on a regulatory basis, federal transportation funding does not, *per se*, prohibit or restrict coordination. However, some programs present service delivery and administrative issues that require creative thinking and tenacity to overcome practical and programmatic challenges to sharing resources.

1.4 Organization of the Document

This regional plan has these three main parts:

1. *Section 2: Introducing the Catawba Region* which profiles region's population and service providers. It also contains information regarding transit needs in the region.
2. *Section 3: State of Coordination* examines current efforts at human service transportation coordination and explores some of the barriers and opportunities to further coordination.
3. *Section 4: Coordination Strategies and Actions* provide initial ideas for the region to continue its development of coordinated transit.
4. *Section 5: Next Steps* provides direction for the region in implementing the strategies and actions from Section 4.

Section 2: Introducing the Catawba Region

The Catawba region consists of four counties in northern South Carolina: Chester, Lancaster, Union, and York. Refer to Figure 1. This section provides a demographic and service profile of the region as well as an identification of needs.

2.1 Profile of Region⁶

This section provides a demographic and service overview of the Catawba Region.

Overall Population

In 2005, the population of the Catawba region was approximately 315,000 people. York is the largest county with a population of about 190,000 people. The next largest county is Lancaster with about 63,000 people or more. York and Lancaster Counties grew from 2000 to 2005, with York growing at a rate greater than the state average of 6.1 percent. York grew at a rate of 15.5 percent while Lancaster increased by 2.9 percent. According to the census, the other two counties lost population by 2.5 percent (Chester) and 4.5 percent (Union), although these downward trends are expected to reverse. The overall region had a population growth rate of 8.6 percent from 2000 to 2005, significantly more than the state as a whole.

Elderly Population

Overall, in 2005, 12.4 percent of South Carolina's population was aged 65 years and older. For the region as a whole, only 11.6 percent of the population is elderly—lower than the state's average. About 10.5 percent of York's population is elderly. Union County has the oldest population with 16.2 percent of its residents 65 years of age or older.

Disabled Population

According to the 2000 census, 22.7 percent South Carolina's population aged five and over was disabled. In the Catawba region, 22 percent of the region's total population was disabled in similar proportion to the state overall. The counties with the highest percentages are Chester and Union at almost 27 percent each. Following those two counties are Lancaster at 23.1 percent and York at 19.8 percent.

Persons Below the Poverty Level

About 13.8 percent of the state's population (in 2003) was considered at or below the poverty level. Three of Catawba's four counties are above this level, with a relatively high level of poverty. At 15.6 and 14.3 percent, respectively, Chester and Union counties have the highest proportion of poverty level residents while York has the lowest rate at 10.5 percent. The more rural areas in the region are generally where poverty is more prevalent.

⁶ This section is from the Statewide Transportation Plan, 2007.

Median Household Income

The median South Carolina household (in 2003) had an annual income of \$38,003. Chester, Lancaster and Union Counties are below this level with incomes of \$33,017, \$34,267, and \$31,499 respectively. York has higher income levels, with a median of \$45,662.

Change in Daytime Population

All of Catawba's counties experience a similar decrease in daytime population. York loses about 10.0 percent of its daytime population, while the other counties lose between 8 and 9.8 percent of their daytime populations. It can be inferred that many residents are traveling to jobs outside the region into Mecklenburg County (North Carolina) or Spartanburg County.

Demographic Summary

The demographic characteristics of the Catawba Region vary widely. York County and the Indian Land area of Lancaster County have grown into extensions of the Charlotte urban area, and are relatively young and affluent. However, the other parts of the region have an older population as well as more lower-income residents. In York County, there is a growing need for commuter-oriented transit services, whereas in the remaining counties, transit needs are likely to be more centered on providing access to basic needs.

2.2 Services⁷

While there are a number of transportation providers in the region, three *public* transit services currently operate in the Catawba Region and report data to SCDOT.

- The City of Rock Hill sponsors commuter express service between Rock Hill and Charlotte. This peak-hour service is operated by the Charlotte Area Transit System.
- York County and the City of Rock Hill offer "York County Access" a demand-response transit service to residents in the rural areas of York County and the urbanized area around Rock Hill. This service is funded by monies designated for rural areas, and for small urban areas. The service is operated by York County Council on Aging.
- Chester County offers the "Chester County Connector," a demand-response transit to residents in all of Chester County. The service is operated by Senior Services, Inc. of Chester County.

There are no similar public transit services currently available in Lancaster or Union Counties.

These organizations (listed by county) provide other human service transportation services and, with the exception of the York County Council on Aging and Senior Services of Chester County, are not included in the below statistics:

⁷ From the Statewide Transportation Plan, 2007.

Chester County

- Lancaster & Chester DSN Board
- Senior Services Inc. of Chester County
- Veterans Affairs
- Carolina Community Action

Lancaster County

- Lancaster & Chester DSN Board
- Lancaster County Council on Aging
- Veterans Affairs
- Golden Care Adult Day Care
- Lancaster Children's Home
- Carolina Community Action

Union County

- Union DSN Board
- Union County Council on Aging

York County

- York DSN Board
- York County Council on Aging⁸
- Veterans Affairs
- York Adult Day Care
- Carolina Community Action
- Catawba Care Coalition

Regional Overview

During the period of analysis between FY 2002 and FY 2005, the only public transit service in the Catawba Region for which there was available data was the commuter express service operated by the Charlotte Area Transit System (CATS) for the City of Rock Hill. Four vehicles are used for this service, and ridership has grown steadily (approximately 90,000 passenger trips were provided in FY 2005). Since this time period, the York and Chester counties have initiated general public service on a demand response basis, but data regarding this service is not yet available.

Table 2 shows the trends in the number of active vehicles. The express service between Rock Hill and Charlotte has grown steadily, with an additional vehicle added in FY 2004.

⁸ Statistics are included in this report.

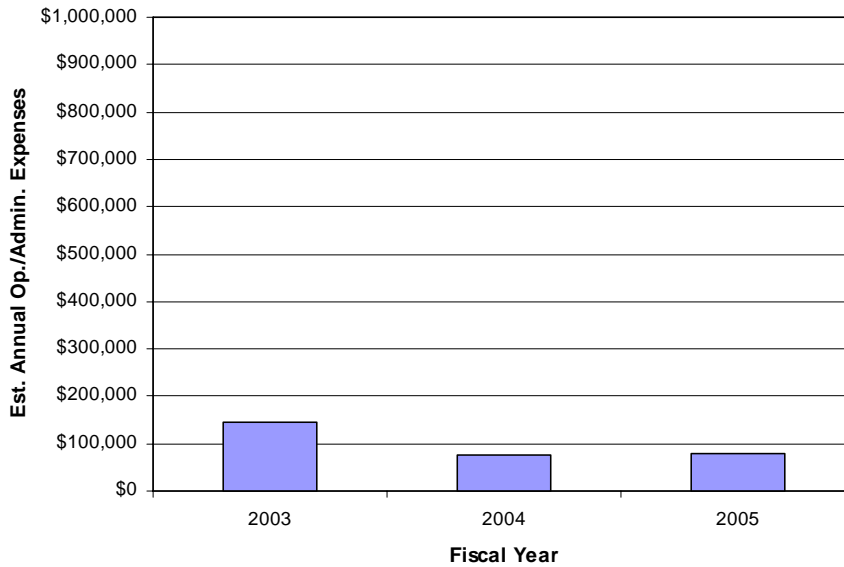
Table 2: Catawba Composite Vehicles in Maximum Service (FY 2002 to FY 2005)

Area	Fiscal Year			
	2002	2003	2004	2005
Fixed Route	3	3	4	4
Demand Response	0	0	0	0
Other	0	0	0	0
Totals	3	3	4	4

Source: Data by SCDOT

Because the express service to Charlotte is the only public transit service that is included in this data set, operating costs are understandably low. Figure 3 indicates that annual operating costs have been fairly steady, with expenses of approximately \$79,000 in FY 2005. No data were available for operating costs incurred in FY 2002.

Figure 3: Annual Operating Expenses (Region Totals FT 2002 to FY 2005)



Source: Data by SCDOT

Trends in Ridership and Amount of Service Provided

Although the transit operations in the Catawba Region are limited (especially during the period of analysis between FY 2002 and FY 2005), ridership is experiencing tremendous growth. Table 3 present composite data for ridership, vehicle miles of service, and vehicle hours of service for the Catawba Region.

Table 3 shows ridership by type of service (fixed route, demand response, other) as well as by geographic area (urban versus rural). The service is strictly urban with fixed route operations due to the CATS contract. However, the commuter service has enjoyed significant increases in ridership since its inception.

Table 3: Catawba Composite Passengers (FY 2002 to FY 2005)

Service Type	Fiscal Year			
	2002	2003	2004	2005
Fixed Route	11,740	26,805	29,127	36,698
Demand Response	-	-	-	-
Other	-	-	-	-
Totals	11,740	26,805	29,127	36,698

Area	Fiscal Year			
	2002	2003	2004	2005
Urban	11,740	26,805	29,127	36,698
Rural	-	-	-	-
Totals	11,740	26,805	29,127	36,698

Source: Data by SCDOT

Tables 4 and 5 show the amount of service provided in terms of vehicle miles and hours respectively. Service provided is shown both for type of service (fixed route, demand response, other) and geographic area (urban versus rural). Urban, express bus service was the only service provided during the period of analysis. As shown in the tables, the amount of service has increased, reflecting the growing demand for commuter-oriented transit.

Table 4: Catawba Composite Vehicle Miles (FY 2002 to FY 2005)

Area	Fiscal Year			
	2002	2003	2004	2005
Fixed Route	22,150	42,107	59,813	59,312
Demand Response	-	-	-	-
Other	-	-	-	-
Totals	22,150	42,107	59,813	59,312

Area	Fiscal Year			
	2002	2003	2004	2005
Urban	22,150	42,107	59,813	59,312
Rural	-	-	-	-
Totals	22,150	42,107	59,813	59,312

Source: Data by SCDOT

Table 5: Catawba Composite Vehicle Hours (FY 2002 to FY 2005)

Area	Fiscal Year			
	2002	2003	2004	2005
Fixed Route	681	1,585	3,211	3,557
Demand Response	-	-	-	-
Other	-	-	-	-
Totals	681	1,585	3,211	3,557

Area	Fiscal Year			
	2002	2003	2004	2005
Urban	681	1,585	3,211	3,557
Rural	-	-	-	-
Totals	681	1,585	3,211	3,557

Source: Data by SCDOT

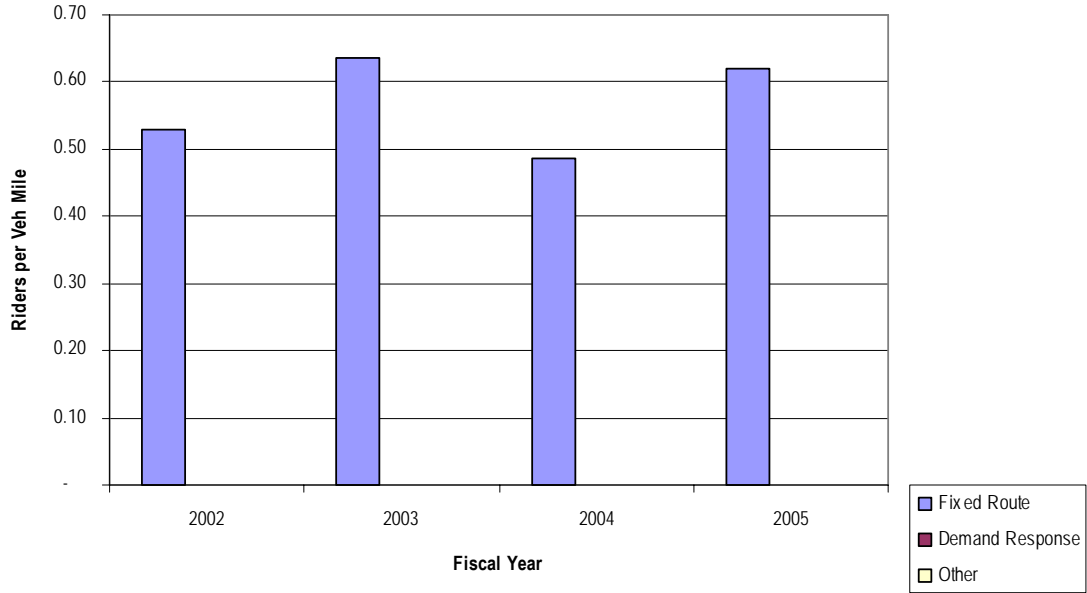
Trends in Efficiency and Effectiveness

Figures 4 through 5 present regional trends in revenue and expenses as well as measures of key cost efficiency and service effectiveness. These measures include the following:

- Ridership per vehicle mile;
- Ridership per vehicle hour; and
- Operating cost per rider, per mile, and per hour.

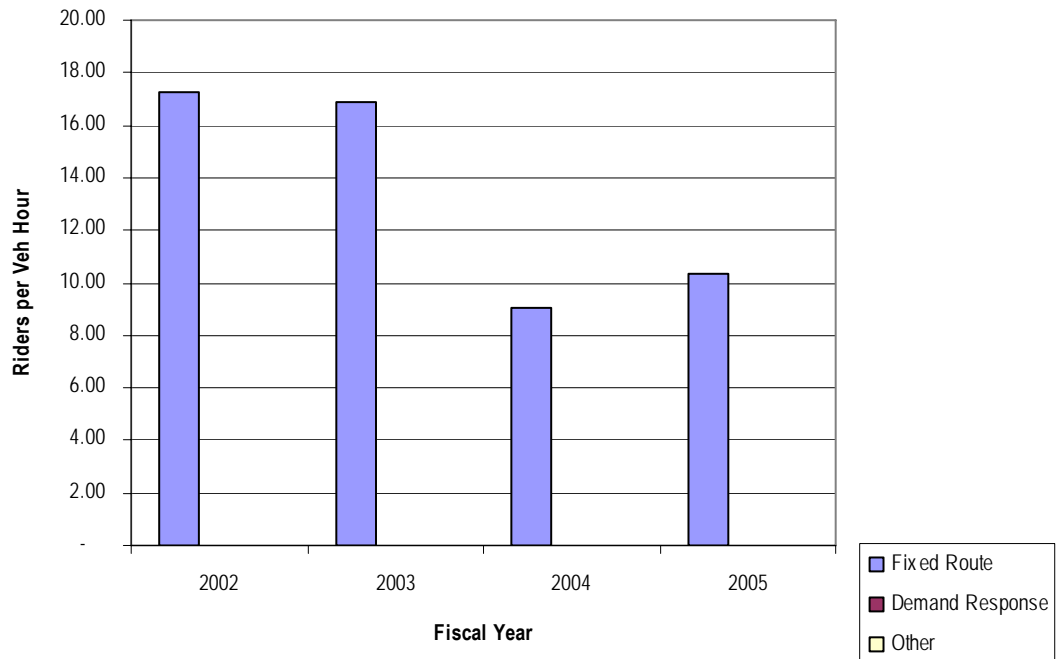
According to Figure 4, ridership per mile has remained relatively steady. Figure 5, measuring ridership per hour, shows a significant decrease in FY 2004 and FY 2005 compared with FY 2002 and FY 2003.

Figure 4: Ridership per Vehicle Mile (FY 2002 to FY 2005)



Source: Data by SCDOT

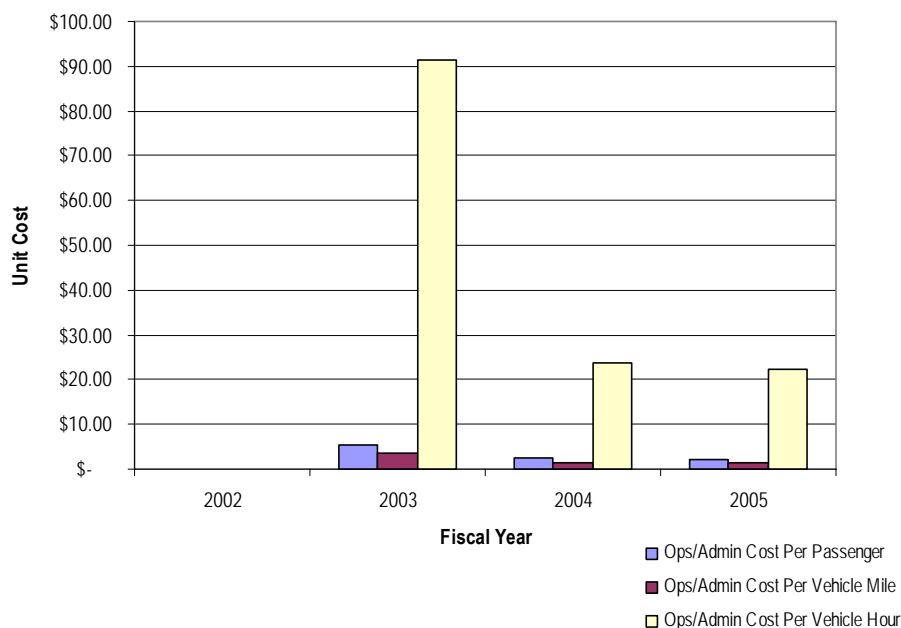
Figure 5: Ridership per Vehicle Hour (FY 2002 to FY 2005)



Source: Data by SCDOT

Finally, Figure 6 shows a similar trend in cost per passenger, per mile and per hour, with significant decreases in FY 2004 and FY 2005 when compared with FY 2003. These figures illustrate the improving efficiency of the service.

Figure 6: Operating Cost per Passenger, per Vehicle, and per Vehicle Hour (FY 2002 to FY 2005)



Source: Data by SCDOT

2.3 Identified Transportation Gaps and Needs

Three key sources of information describe Catawba’s human transportation service providers as well as their needs. The first was a survey conducted specifically for this coordination plan by SCDOT. The second was a survey conducted by the Catawba Regional Council of Governments (CROG). The third was through a meeting of Catawba human services agencies and other stakeholders held in November of 2006.

2.3.1 2006 SCDOT Survey

In addition to the statistical information provided by SCDOT in section 2.2, a number of human and other service providers were surveyed to determine the nature of their services as well as factors that could help or hinder coordination. This section summarized that survey.

In late 2006, about 40 surveys were distributed to Catawba Region service providers. The survey was approved and tabulated by SCDOT and distributed by CROG. Ten questionnaires were returned. The survey covered seventeen areas including:

- Descriptive information about provider (budget, number of vehicles, quantity of service provided)
- Types of clients and destinations served
- Times of day and days of week of service.
- Vehicle restrictions
- Use of advanced technology
- Areas of interest with respect to coordination

Key observations from the survey are:

- Region relatively compact; overlapping service from Lancaster County to Kershaw County which is in the Santee-Lynches Region.
- Varied destinations served, though given compactness of region may not be an issue in terms of servicing varied locations.
- Many operators have similar peak times.
- Restrictions noted for operators serving elderly/disabled and human service clients.
- Rather large transportation budgets represents mainly three agencies, thus may not be easily used for broader transportation services.
- Areas of interest include operational and administrative functions.

Tabulation of survey responses and a copy of the survey instrument can be found in Appendix B.

2.3.2 2005 CRCOG Survey

In 2005, CRCOG administered a survey to human service agencies in its region. One-hundred –twelve questionnaires were distributed with 41 returned. The survey covered similar questions posed in the 2006 SCDOT survey.

Highlights of the survey results include:

- 16 agencies surveyed had vehicles and provided transportation services.
- Wide range of populations is served.
- Population group that need services tend to be persons with disabilities and persons without their own vehicles.
- Most agencies need transportation service for their clients between 8am and 6pm, though considerable numbers need service before 8am and after 6pm.

A full listing of questions and responses are included in Appendix A.

2.3.3 CRCOG Sponsored Meeting

In November of 2006, the CRCOG sponsored a meeting consisting of human service providers. The purpose of the meeting was to introduce the coordination planning effort as well as to identify transportation needs and challenges.

Regional Transportation Needs

The following needs were identified:

- Employment related transportation
 - Private/public sector jobs.
 - Related to supporting job training as some people cannot hold jobs due to the lack of affordable transportation options.
 - This is an issue in both the rural and urban parts of the region.
- Medical—non-emergency and non-Medicaid transportation. This is a prevalent issue through out the region.
- Interagency transportation—unable to transport people from one social service program to another. For example, not able to transport people to substance abuse programs (especially those aimed at adolescents).
- Evening transportation.
- Youth—non-medical related.
- Generally, transportation for a wide variety of needs.

Challenges Facing Agencies

- High cost of rural transportation
- Addressing liability/insurance (not issue if agency is cover via State of South Carolina—though this is limited to agencies receiving public funds).
- Need drivers—some agencies (such as Head Start) uses teachers as drivers.
- Child access—can't usually bring child as a companion to an adult because "Jacobs' Law" prevents the use of some vehicles.⁹
- Explosion of "pay day loan" businesses in South Carolina (due to clamping down of predatory loan practices in North Carolina and Georgia) which puts some people's personal vehicles as risk, thus contributing to a potentially greater need for transit.
- Generally increasing demand for service due to aging population and other traditional groups.
- Use of technology such as vehicle location systems and better communications.

A complete meeting summary can be found in Appendix C.

⁹ Jacobs' Law requires child to be transported in vehicles that meet certain safety requirements such as "roll over" protection.

2.4 State Based Use of Technology¹⁰

As part of the statewide transit service assessment, the survey distributed as a part of this process included specific questions about how technology was being used in transit operations. This section presents general findings about technology use from the survey questions statewide including the Catawba Region. The survey instrument and complete summary of responses are included in Appendix B.

Transportation providers were asked what advanced technologies were used to support the following operational functions: office, scheduling, reservations, dispatching, mapping/planning, accounting, eligibility determination, vehicle maintenance inventory, and in-route vehicle location. As one would expect, across state transportation providers, the greatest use of technology—supported by computers or other electronic systems—is for office functions, followed by accounting, scheduling, and vehicle maintenance inventory. Approximately one-third of all the responding providers use technology to support reservations, dispatching, mapping/planning, and eligibility determination. Fifteen systems are utilizing in-route vehicle location systems. A summary of responses by COG is shown in Table 6.

Table 6: Number of Transportation Providers Using Computers or Electronic Systems for Operations by COG

Region	Office	Scheduling	Reservations	Dispatching	Mapping/Planning	Accounting	Eligibility Determination	Vehicle Maint. Inventory	In-Route Vehicle Locating
Appalachian COG	10	6	3	3	4	8	2	8	0
BCD COG	7	4	2	1	5	7	4	3	2
Catawba COG	9	4	0	1	2	8	4	2	1
Central Midlands COG	13	9	6	6	7	12	5	5	4
Lowcountry COG	0	0	0	0	0	0	0	0	0
Lower Savannah COG	10	7	4	4	3	6	1	7	2
Pee Dee COG	1	0	0	0	1	1	1	0	0
Santee-Lynches COG	5	3	1	3	2	6	2	3	3
Upper Savannah COG	5	4	4	2	3	5	2	5	1
Waccamaw COG	4	3	2	2	2	4	4	3	2
Total	64	40	22	22	29	57	25	36	15

¹⁰ This section on technology was authored by URS Corporation, with minor edits by TranSystems to tailor for this regional coordination plan.

The transportation providers were asked whether they used web-based or internet applications to aid in performing operational functions. Approximately one out of four providers indicated they use the internet or web-based applications to assist with mapping/planning or scheduling. One out of five providers use web-based or internet applications for the following functions: office, reservations, accounting and in-route vehicle location, as shown in Table 7.

Table 7: Number of Transportation Providers Using Internet or Web-based Applications for Operations by COG

Region	Office	Scheduling	Reservations	Dispatching	Mapping/Planning	Accounting	Eligibility Determination	Vehicle Maintenance Inventory	In-Route Vehicle Locating
Appalachian COG	2	1	2	1	3	2	1	1	1
BCD COG	1	1	1	1	3	0	0	0	2
Catawba COG	2	3	0	0	1	2	0	0	0
Central Midlands COG	2	4	3	2	5	2	2	2	3
Lowcountry COG	0	0	0	0	0	0	0	0	0
Lower Savannah COG	0	4	3	2	2	2	0	0	2
Pee Dee COG	0	0	0	0	1	0	0	0	0
Santee-Lynches COG	1	2	1	1	1	2	1	1	2
Upper Savannah COG	2	1	1	1	2	2	1	1	1
Waccamaw COG	2	1	1	0	0	1	1	0	0
Total	12	17	12	8	18	13	6	5	11

Providers were asked open-ended questions about coordination opportunities and interests. Nearly all providers indicated they were interested in service coordination in order to reduce costs, meet service demand, achieve greater operational efficiencies and productivity, expand service areas and improve transportation services. The types of coordination opportunities desired by the providers include those to:

- **Use staff and operators more efficiently ✓**
- **Serve a greater geographic area and serve more patrons ✓**
- Improve training
- Enhance marketing
- **Schedule rides ✓**
- **Assist with maintenance ✓**
- Provide contracting and grant administration support
- **Coordinate between different service providers and types of service ✓**

The types of coordination opportunities that have the greatest potential for enhancement and assistance through technology tools are indicated by bold text and a check. Appendix D provides an introduction to the types of technological tools that are currently available to assist with transportation service provision. It also includes a discussion about what tools are being utilized nationwide and current trends, based on literature review.

Another statewide effort to utilize technology for the provision of transportation services in the Virtual Transit Enterprise (VTE). Beginning in Fiscal Year 1998, the Intermodal Surface Transportation Efficiency Act (ISTEA) and its successor, the Transportation Equity Act for the 21st Century (TEA-21), authorized the Federal Transit Administration (FTA) to award capital grants to South Carolina Department of Transportation (SCDOT) for the development of the VTE project, a shared technology solution to bring the state's public transit providers together to solve mutual problems.

The concept takes advantage of the economies of scale that result when a group of independent, self-sufficient organizations with common purposes share information technology (IT) resources rather than duplicating high-cost technological investments at numerous locations. A virtual enterprise works best when the individual organizations have a common type of business, are geographically dispersed with limited competition with each other, have mutual respect for each other, and are motivated to reduce IT infrastructure costs through standardization and increase revenue through integrated services among members. The enterprise is "virtual" because the organizations communicate and share information with each other and conduct their business from remote sites using Web-based communications with standardized software and hardware infrastructure resources located in a central location.

The main goal of the VTE project was to improve the efficiency and effectiveness of rural public transit providers through the use of state-of-the-art information technology by: Making available to smaller public providers the same modern resources as large providers; Providing more timely and accurate planning and reporting via electronic means to reduce overhead and turnaround time; Minimizing cost of implementing computer technology as well as total cost of ownership over the product life cycle; and Optimizing transportation runs and routes to make transit more flexible and responsive. Portions of this system are already in place within the region.

As a result, VTE would increase transit ridership through increased rider satisfaction, and improve mobility particularly for transit-dependent people, disabled persons, and Welfare-to-work participants.

Section 3: State of Coordination in the Region

This section reviews issues associated with coordination in the Catawba Region. Discussed are efforts already undertaken to coordinate as well as stated barriers and opportunities to coordinate.

3.1 Efforts to Coordinate

This section identifies steps various regional entities have undertaken to better share resources. The first part of this section documents coordination efforts sponsored by CRCOG. The second are efforts identified by region human service providers in November 2006.

3.1.1 CRCOG Efforts¹²

Catawba Regional Council of Governments (CRCOG) promotes public transportation planning and coordination activities to provide opportunities for various agencies and organizations in the Catawba Region to work through a process to develop mobility options. It also recognizes the value of benefits that can result from leadership provided by the CRCOG. These benefits include:

- services organized on a regional basis,
- decisions made through a structured collaborative process,
- resources more effectively utilized, and
- information provided more readily to decision makers.

A primary objective of the Catawba Regional COG has been to act as the formal organization within the Catawba Region that provides a multi-jurisdictional, coordinated approach to the provision of transit options and services in the region. To date, Catawba Regional COG has focused its planning and facilitation efforts on 1) identifying gaps in public transit services, 2) working with local agencies, organizations and public officials to provide transit services to fill these gaps, and 3) encouraging coordination between agencies and improving efficiency of services.

One of the first steps in achieving the potential benefits of coordinated transportation services is to analyze existing conditions within the communities in the Catawba Region to see if problems such as low vehicle utilization and limited services miles and hours exist. In order to accomplish this task Catawba Region has invested a great deal of effort organizing county workgroups to collect this information.

Transportation coordination activities undertaken by Catawba Regional Council of Government include the following:

¹² This section was authored by CRCOG, with minor format editing by TranSystems.

- Catawba Regional Council of Governments Board of Directors passed a resolution recognizing Catawba Regional Council of Governments as the Regional Transportation Management Association (RTMA) in the Catawba Region.
- Face-to-face interviews conducted with county and city government officials, social service agencies, chambers of commerce, employment agencies, and the medical community to determine the need for and interest in transportation coordination.
- Convened region-wide workgroup of social service agencies to discuss transportation systems and to hear presentations of common interest to group members.
- County transportation coordination workgroups organized and meeting to address the need for additional transit options.
- Developed and distributed county specific *Transportation Services and Interest in Transportation Coordination Surveys*. The purpose of the surveys was to develop baseline information about transportation services available in each of the counties. Surveys sent to 112 agencies; 41 surveys completed and returned.
- Led an effort in Chester County resulting in publication of the *Chester County Public Transportation Feasibility Study* and subsequent provision of a county-wide demand response service in Chester County named the “Chester County Connector.”
- Worked with York County to establish a demand response service in the rural areas of York County. System name is “York County Access.”
- Surveyed cities to determine interest in public transportation.
- Helped facilitate the City of Rock Hill’s planning efforts to initiate a demand response service in the urbanized areas of York County. System is named “York County Access.”
- Worked with a local county workgroup to obtain a \$50,000 foundation grant to develop a strategic plan that will outline a methodology for Lancaster County to provide its residents who are not Medicaid eligible access to non-emergency medical transportation.
- Participated in SC DOT Section 5310 grant application process whereby agencies in the Catawba Region submitted their applications to Catawba Regional COG for review and ranking.
- Involved in various activities within the region to promote and inform the community about issues associated with public transportation.

Many residents in the Catawba Region face challenges of long trips to get to needed employment, commercial, medical or government destinations. Some residents also have special transportation needs because of conditions such as advanced age, lack of income, or disabilities. Providing transportation is particularly challenging in the rural areas of the Catawba Region with long distances between destinations and limited local resources. Catawba Regional COG understands that establishing and supporting transit efforts require significant and continuing commitments. Additionally, Catawba Regional realizes that to achieve effective planning and coordination of transportation services, efforts must take place over a long period of time. Building trust, gaining credibility and reconciling differences are all issues that people encounter when working together, Time, communication, and a well facilitated process can help organizations and agencies in the Catawba Region address these concerns, resulting in better coordination of transportation services for the residents of Chester, Lancaster, Union and York Counties.

3.1.2 Efforts Identified Through CRCOG Meeting in November 2006

In November of 2006, CRCOG sponsored a meeting of area human service providers to discuss transportation coordination. The group used the following words to define the term of “coordination”: partnership, togetherness, non-duplication, efficiency, networking, “give and take,” and “win-win.”

Examples of coordination already occurring in the region:

- Sharing of vehicles—DNS does this in Lancaster County.
- Could do—sharing training resources
- Sharing information (Catawba Coalition and Lancaster Coalition—transportation comes up at these group meetings)
- United Way’s Needs Assessment work
- Some referral of services.

3.2 Barriers to Coordination

As part of the previously mentioned November 2006 CRCOG meeting with regional human service providers, these barriers to coordination were identified:

- Mixing riders
 - Potential confidentiality issues in sharing rider information.
 - Special needs among some riders that might not be met by other transportation providers.
 - Social and legal reasons that might making mixing riders difficult.
- Conflicts among policies and procedures where standards of care for riders varies among transportation providers.
- Liability fears.
- Trust and confidence of other providers to provide acceptable service.
- Ability to allocate cost of services among different clientele.

3.3 Opportunities to Coordinate

As part of the previously mentioned November 2006 CRCOG meeting with regional human service providers, these opportunities for coordination were identified:

- Information on available transportation capacity (may be post on a web site for all to see and know that space is available to key destinations). Some mention of setting up something similar to a 211 phone number.
- Mobility manager who can be a clearing house for centralized information availability as well as scheduling and dispatching of services.
- Regional vehicle maintenance to share that expense.

- Cooperate in driver training.
- Establish a fare structure for non-program riders.
- Develop common standards for driver training and qualifications, as well as for maintenance and insurance coverage.

Section 4: Coordination Strategies and Actions

Based on the coordination and other issues identified in Section 3, several strategies and actions were developed to advance the region's efforts to promote coordination to a higher level. "Strategy" is defined here as a general direction for a course of action while "actions" are more specific steps in fulfillment of the given strategy. Actions will lead to "projects" which would be the implementation of both the actions and strategies. This regional coordination planning effort will only go to the "action" level with projects to be developed later in concert with CRCOG. This coordination plan will suggest a project evaluation approach.

Draft coordination strategies and actions were presented to a meeting of human service providers at a February 2007 meeting hosted by CRCOG. This section presents the results of that meeting.

4.1 Coordination Strategies and Actions

The coordination strategies and actions were developed to address the transportation needs and issues confronting the region identified as earlier in Section 3. These are the main issues in brief:

- More service (more days, hours, geographic coverage)
- Address Jacob's Law
- Insurance coverage.
- Explore mobility manager concept.
- Address conflicts of service performance requirements.
- Address cost allocation among operators.

Table 8 on the next page presents strategies and actions. Three strategic areas were developed which attempt to address at least one of the identified "needs and issues." Some strategies address multiple issues. The three areas are:

- The *administrative* strategy is intended to reduce procedural and similar "paper" barriers (both perceived and actual) that inhibit coordination.
- The *information sharing/capacity management* strategy area is intended to facilitate the sharing of resources, such as vehicles.
- *Future operations planning* targets emerging needs by creating efficiencies from better resource sharing.

Table 8: Coordination Strategies

NEED/ISSUES	AREAS OF ACTION		
	Administrative	Information Sharing and Capacity Development	Future Operations Planning
1.Demonstrate Coordination Activities	Be involved with various groups and organizations that coordinate transportation	Exhibit willingness to coordinate by developing mutually agreed upon projects	Impart information on available transportation capacity
2.Maintain Existing Services		Secure funding for replacement vehicles and ongoing operations	Determine effect changes have to existing services
		Offer access to jobs, skills development, and training programs	Increase efficiencies to create more services
		Offer community access	
3.Create New Services	Provide opportunities for joint partnerships	Better share resources through managing driver and vehicle availability	Identify future needs
		Better understand trip origins and destinations	Prioritize emerging service needs
		Secure funding for new vehicles and operations	Identify additional opportunities and resources
		Offer access to jobs, skills development and training programs	
		Provide community access	
4.Applicable Laws, e.g., Jacob's Law	Raise awareness of constraints created by various laws	Analyze laws to Determine real or perceived constraints	Effect public policy changes, if appropriate
5. Insurance Coverage	Identify barriers that inhibit resource sharing because of insurance constraints		
6. Mobility Manager		Define scope for a mobility manager	Analyze need and fiscal requirements for development
		Establish call center with tools to assist scheduling trips on unused vehicle seats	
7.Service Standards	Identify and agree upon common performance and service standards among partners	Create joint, cooperative programs utilizing resources of various partners	Execute MOUs among service partners

			Develop common standards for driver training and qualifications
			Set up mechanisms for sharing driver information, such as background checks
8. Cost Allocation	Develop cost allocation plan among service partners	Share allocation plan among service partners	Promote understanding of actual costs for providing transportation

4.1.1 Administrative Actions

As seen in Table 8, there are several actions associated with the three areas of action. For example, administrative strategy addresses creation of coordination activities, creation of new services, Jacob’s Law, insurance coverage, service standards and cost allocation. Cost allocation would cause transportation providers to determine how to properly account for the use of resources funded by one agency but used by another. This is essential since accountability to funding sources is crucial in coordinating services. Addressing service and performance standards attempt to create a “standard of care” common to all providers that would be intended to allay issues of trust between agencies in transporting their respective clients.

4.1.2 Information Sharing/Capacity Management Actions

This strategy has the following associated actions:

- Developing mutually agreed upon projects which demonstrate coordination activities
- Secure funding for replacement vehicles and ongoing operations in order to maintain existing services
- Offer access to jobs, skills development and training programs for existing services
- Better share resources through managing driver and vehicle availability to create new services
- Better understand trip origins and destinations to create new services. Determining common destinations and origins would better position the region’s providers to share resources.
- Offer community access and access to jobs, skills development and training programs for new services
- Analyze Jacob’s Law and other applicable laws to determine real or perceived constraints
- Define scope for a mobility manager and work to establish a call center with tools to assist with scheduling trips for unused vehicle seats. This resource could be Internet based or developed through some kind of centralized information referral agency
- Create programs utilizing common service standards of various partners
- Share cost allocation plans among service partners

4.1.3 Future Operations Planning Actions

As the region grows the need for more services will also grow. For example, as the Rock Hill area continues to attract residents who work in North Carolina, the need for social as well as commuter services will grow. If coordination yields greater efficiencies, such efficiencies may be used to satisfy some of these transportation demands. Consequently identifying and rank ordering future service priorities will be an important element of future operations planning for the Catawba Region.

Section 5: Considerations for Implementation

The strategies and actions presented in Section 4 only set the stage for enhanced coordination. More is needed if those actions are to be converted into concrete steps. This section presents some ideas on how the region may go about converting actions into well-defined projects. “Project” will be the steps necessary to fulfill the strategies and actions.

These areas of implementation will be addressed:

- Development of projects
- Prioritizing projects
- Carrying out projects

5.1 Considerations for Developing Projects

If the actions and strategies in section 4 are to be carried out, more concrete steps are needed. These steps or “projects” need to correspond to a given strategy and action. For example, the action to “identify and agree upon common performance and service standards among partners” under the “Administrative Strategies” in Table 8 needs specific steps or projects if the action is to be realized.

Some keys to making an action into a project or projects would be:

1. Form a region-wide working group made up of county representatives.
2. Describe the desired end result.
3. Define the steps to achieve the end result.
4. Identify and take the first step.

5.1.1 Form a Working Group

Coordination, by definition, involves a collection of agencies or groups working toward a common end. It makes sense, therefore, that any effort to promote coordination needs to be achieved by mutual cooperation of the affected entities. A working group, facilitated by CRCOG, to tackle a given action would be an important step in forming and executing implementation projects. For the last two years, counties have had a working group for their specific area. These county level groups could be merged into the regional group. This would ensure the work of the previous two years would be taken fully into account as the region continues to move forward with coordination. It will also allow regional resources to be applied to solving more localized transportation challenges.

The working group might be formed based on the scope of activity to be undertaken. Perhaps a working group could be formed to tackle one action (“identify and agree upon common performance and service standards among partners”) as a starting place.

The working group should be composed of stakeholder agencies and with people who are committed to finding common ground and can be counted on to attend meetings as well as to carry out assignments outside regular meetings. As with any group working together, meetings should be documented with summaries distributed to all participants as soon after the meeting as possible.

5.1.2 Describe the End Result

This step clearly defines the goal or objective of the working group. It answers the question, “What are we trying to do?” For example, to develop a project that “rationalizes performance and service standards,” multiple outcomes can result such as:

- Develop common standard for on-vehicle ride times
- Create service on time performance criteria and standards
- Establishing common driver qualifications
- Establishing common insurance requirements
- Determine vehicle maintenance requirements.

A project might address one or a combination of these outcomes. The working group would decide which of these would be best to tackle first.

5.1.3 Define Steps to be taken

In developing common action, it typically requires a series of small steps to achieve a given result. For example, “establishing common driver qualifications” would likely not be a question of agreeing to a set of standards. Each affected agency likely has a stake in its way of doing things. As such, addressing each unique circumstance will take methodological consideration. These steps become the project’s “work program.”

Using “driver qualifications” as an example, the following steps might be considered:

1. Define driver qualifications in use at each participating agency.
2. Determine the rationale for each qualification. For example, is a given qualification due to some special circumstance related to the type of riders carried?
3. Determine qualifications common to each agency. Which qualification areas are at odds? Does one agency require drivers to be 25 years of age while another 21 years?
4. Focus on areas of disagreement. For example, perhaps each agency has different age requirements, of driver training regimens or drivers have ancillary duties besides driving.
5. Of the areas of disagreement, select the areas that are perhaps easiest to address.
6. Take each area in turn.

5.1.4 Identify and Take First Steps

Taking the first step may seem easy, but it might be the hardest one. Sometimes embarking on a difficult assignment causes procrastination. Setting deadlines, meeting dates, and making initial assignments can be helpful in avoiding first step delays.

5.2 Considerations for Prioritizing Projects

There may be several projects that address a specific action or the region may want to tackle several actions at once. Either way, the region may be faced with a number of projects it wishes to pursue. As resources tend to be limited, only so much can be done. This section provides some ideas in how competing projects may be prioritized.

Developing project criteria is one way competing projects can be ranked in order of desired undertaking. Examples of criteria are:

- *Degree of project contention*—is this a project that is divisive and could be both time consuming and complicated to pursue? Depending on the importance of the project, it may be pursued alone or postponed in favor of easier pursuits.
- *Core versus peripheral issue*—is the project addressing a keystone issue or one that is relatively minor and has limited overall value? Depending on the range of impact of the project could dictate whether it is an action worth taking sooner or later. Generally projects with far-reaching results can have great pay-offs in advancing coordination or, if not successfully pursued, they can discourage future action.
- *Time*—is the project addressing an immediate and pressing issue or one that is more long term. Issues with immediate and significant impact may be more desirable than those that are long term in nature. For example, address the impact of rising fuel prices could be immediate while addressing federal vehicle safety standards may have a longer time horizon with less tangible benefits.
- *Scope of Impact*—does the project affect a small inconsequential aspect of human service transportation or is more significant. The more significant the issue, the more challenging and the greater the potential rewards.
- *Scope of effort*—does the project tax the technical and time skills of the people involved? Would it require outside help in the form of a consultant or other outside expert? Far-reaching projects require significant effort may be challenging to pull off, though a successful outcome could be enormously useful.

5.3 Carrying Out Projects

This section provides some information that may be useful as the region undertakes coordination projects. Some points to consider are:

- Look for analogous situations to the project being undertaken. It is possible some other agency has tackled the same or similar problem being addressed by the project. Some sources of information are:
 - Literature from the Transportation Research Board (TRB), the Community Transportation Association of America (CTAA), the American Public Transportation Association (APTA), and Easter Seals (through Project Action).
 - Presentations given at conferences of the above organizations as well as at State transit associations.
 - United We Ride website – www.unitedweride.gov
- Outside practitioners can be a good source of information and advice. These people could either be invited to attend a meeting in the region or the working group might take a field trip to the practitioner's place of work.
- Be willing to fail and learn.
- Find people who champion finding a solution to the issue at hand.
- Consider other outside resources such as SCDOT, other state agencies or a consultant.

5.4 Project Evaluation Guidelines

A part of the plan is to establish a methodology to evaluate potential projects at the regional level so that limited resources are optimized. Based on plan development process in the Catawba Region the following criteria should be considered when selecting projects.

1. Capital vs. Operational Assistance – a central theme among the gaps and strategies for coordinated transportation in Catawba was to simply increase service. Both capital projects and operating assistance can serve as a method for accomplishing this objective whether the project proponent is increasing the fleet size or designing a project that enhances service hours or service area. Capital projects tend to be less difficult to accommodate for an annual competitive funding process because they are one-time expenditures and create capacity for the funding program in the subsequent year. However, the region should consider projects involving operating assistance in cases where the proponent has established a sustainable local source of funding and/or combined a local source with matching dollars from another federal source. These projects should compare favorably with capital requests as long as they have a defined term of no more than three years of funding.
2. Projects that relax eligibility requirements or increase the number of individuals eligible for service should be considered.
3. Many coordination efforts involve a perceived risk on the part of one or more agencies. For instance, the simple act of contracting with another party for transportation service requires an agency to relinquish control of customer service to a certain extent. Projects that essentially provide seed money for the first year of a new relationship between two agencies should be favorably considered. This type of arrangement at least removes the issue of using agency funds for what may be perceived as a risky endeavor. The project would give the contractor one year to exhibit its service capabilities and warrant use of agency funds for the arrangement in subsequent years.

4. Projects that enhance reliability and schedule adherence of demand response services should receive a high rating. A cost allocation formula must be defined, but trip coordination efforts (real-time or otherwise) among the providers in the region could possibly address this issue without major increases in fleet size.

Appendix A: 2005 Catawba Human Service Provider Summary Survey

**CATAWBA REGIONAL COUNCIL OF GOVERNMENTS
RESULTS FOR THE “SURVEY OF TRANSPORTATION SERVICES AND INTEREST IN
TRANSPORTATION COORDINATION**

June, 2005

Surveys sent to 112 agencies. Forty-one surveys completed and returned.

1. Type of agency.

Public – 17 Private Non-profit - 24

2. Primary population served by agencies.

Adult	34
Children	24
Seniors	27
Health	23
Education	18

3. Number of individual persons who travel to agency offices during an average week.

Persons	Agencies	Persons	Agencies
1-10	3	41 - 50	1
11-20	2	51 – 75	3
21-30	6	76 – 100	0
31-40	2	101+	22

4. Estimate of persons not accessing agencies’ services because of lack of transportation.

2,205 persons

5. Types of transportation used to obtain agencies’ services.

Private Vehicles driven by agency employee or volunteer	8%
Agency Vehicles	16%
Family, friends or neighbors	29%
Drive Themselves	39%
Walk	8%

6. Estimate of number of persons needing transportation during certain times.

6:00 a.m. – 8:00 a.m.	160
8:00 a.m. – 10:00 a.m.	395
10:00 a.m. – Noon	232
Noon – 2:00 p.m.	243
2:00 p.m. – 4:00 p.m.	211
4:00 p.m. – 6:00 p.m.	203
6:00 p.m. – 9:00 p.m.	125

7. Radius in miles from which majority of agencies’ customers travel to obtain services.

	Number of Agencies
0-5 miles	2
0-10 miles	10
0-15 miles	13
0-20 miles	9
20+ miles	1

8. Agencies serving people with transportation limitations.

(Transportation limitations are conditions that limit one’s ability or cause difficulty in getting to places they need or want to go.)

35 answered “yes” 4 answered “no”

9. Agencies reporting types of transportation limitations.

Cognitive/Age Disability	14	Visual Impairment	14
Physical Disability	22	Hearing Impairment	8
Cannot Afford Vehicle	31	Multiple Disabilities	16
Remote Location	17		
Developmental Disability	11		

10. Best description of agencies’ situations with regard to transportation services.

Number of Agencies	
24	Offer no transportation services
11	Like to offer transportation services, but <u>do not want to own or operate</u> vehicles
3	Like to offer transportation services, and <u>would like to own or operate</u> vehicles
6	Like to offer transportation services, and would be willing to pay another agency
5	Offer transportation services
2	Offer transportation and <u>would not be interested in expanding</u> services

4 Offer transportation and would be interested in expanding services

11. **Number of agencies which own or operate vehicles.** 16 agencies

12. **Number of vehicles with wheelchair lifts.** 21 vehicles

13. **Miles per year vehicles are operated.** 1,367,000

14. **Perform own vehicle maintenance or contract maintenance out.**

3 agencies reporting self maintenance 9 agencies reporting contract
out maintenance

15. **Agencies reported condition of vehicles.**

Poor	0
Fair	1
Good	9
Excellent	1

16. **Agencies that assist clients from door-to-door or curb-to-curb and then into vehicles.**

4 agencies responding "yes" 1 agency responding "no"

17. **Hours and days of the week transportation services are provided.**

Monday – Thursday	1 agency
Tuesday – Wednesday	1 agency
Monday - Friday	7 agencies
Sunday – Saturday	3 agencies

8:00 a.m. – 6:00 p.m. service times reported by 8 agencies
24/7 reported by 3 agencies

18. **Number of paid or volunteer drivers.** 202 paid drivers 19 volunteer drivers

19. **Number of individual passengers transported per month.** 946 passengers

20. **Number of hours spent transporting passengers per month.** 1,486 hours

21. Number of agencies expressing interest in various types of transportation coordination.

- 13 Joining a network
- 8 Pooling training resources
- 6 Pooling financial resource
- 8 Sharing of vehicles among agencies
- 4 Cooperatively purchasing vehicles
- 6 Centralized fueling, scheduling operations
- 12 Contracting to purchase transportation service
- 8 Grant Writing
- 3 Contracting to provide services
- 6 Consolidation to a single provider

Appendix B: 2006 SCDOT Survey Summary—Catawba Region

**Summary of South Carolina DOT Regional Coordination Plan
Transportation Provider Survey***

SCDOT, in cooperation with your area Council of Governments (COG), is developing a regional transportation coordination plan. The purpose of the plan is to identify strategies for various providers of health and human service transportation to work together to create more efficient and effective services. This survey of the Catawba area will aid in the development of this regional coordination plan.

Council of Governments: Catawba, 13 agencies

Primary Person Completing Survey: N/A

Phone Number (for follow-up): N/A

E-mail address (for follow-up): N/A

Date Survey Completed: _____

1. What is your organization’s service area?

To/from or within the following counties/cities:

Counties: York, Lancaster, Union, Kershaw,

Cities: Rock Hill, Fort, Clover, Fort Mill, York, SC and Charlotte, NC

_____, _____, _____, _____

2. What are the top four destinations served? (please be specific such XYZ Hospital or ABC Shopping Center)

Medical Appointments, Mental Health, Other - Adult Vocational Centers, Senior Centers

3. What types of transportation services does your organization provide (either as an operator or a purchaser)? (check all that apply)

- On-demand/demand responsive – 8 agencies
- Fixed route, fixed schedule – 2 agencies
- Deviated (flexible) fixed route – 2 agencies
- User-side subsidy - 1 agency

- Other: 1 agency (provides to all residential consumers)

*Survey summary results limited due to small number of agency responses

4. Either measured in total service hours or miles, approximately how much service is provided by your organization for each service type?

On-demand/demand responsive 4,413/363,192 annual hours/miles (*circle one*)

Fixed route, fixed schedule 185,470/575,000 annual hours/miles (*circle one*)

Deviated (flexible) fixed route 1,815/38,675 annual hours/miles (*circle one*)

User-side subsidy 900/0 annual hours/miles (*circle one*)

Other: 0 _____ annual hours/miles (*circle one*)

5. What days and times is service provided? What are times are peak services operated during these days?

<u>Day of Week</u>	<u>Times of Service</u>	<u>Peak Service Times</u>
Monday to Friday	<u>5 – 6 PM</u>	<u>8-10AM and 12-3PM</u>
Saturday	<u>5 – 4 AM</u>	<u>8-10AM and 12-3PM</u> Sunday
	<u>No Sunday Service</u>	

6. Please tell us about who uses your service.

Number of annual riders 2,958 _____

Number of eligible clients
(*may include people who don't ride often or regularly*) 2,493 _____

Approximate number of daily trip denials 12 _____

7. Please tell us about the type and number of passenger vehicles used to operate for service.

<u>Type</u>	<u>Number</u>
Large vehicles (<i>30 or more seats</i>)	<u>0</u> _____
Medium vehicles (<i>16 to 29 seats</i>)	<u>9</u> _____
Small vehicles (<i>8 to 15 seats</i>)	<u>70</u> _____
Automobiles/Minivans	<u>27</u> _____
Other: volunteer cars (<i>specify</i>)	<u>8</u> _____
Total passenger vehicles	<u>90</u> _____

Check here if my organization does not operate vehicles. - 3 agencies do not operate vehicles

8. Which of these funding source related restrictions apply to the use of the vehicles used in your service (*check one*):

- There are no restrictions; vehicles can serve general public – 1 agency
- Vehicles can only serve elderly and/or disabled – 1 agency
- Vehicles can only serve clients of a specific human service program – 3 agencies
- Vehicles have a mix of restrictions depending on the funding source of that vehicle. – 1 agency
- Vehicles can only serve – 2 agencies only serve veterans

9. Please tell us about the driver labor force. Please tell us whether they have other duties for your organization besides driving by indicating the percentage of time driving.

<u>Type of Driver</u>	<u>Number</u>	<u>Percent time driving</u>
Paid, full time	<u>10</u>	<u>5 – 75%, 4 – 80%, 1 – 100%</u>
Paid, part time	<u>30</u>	<u>5 – 75%, 6 – 100%, 19 – 100%</u>
Volunteer, full time	<u>9</u>	<u>Percentage unknown</u>
Volunteer, part time	<u>8</u>	<u>Percentage unknown</u>

- Check here if my organization does not have drivers. – 1 agency

10. Who schedules trips? Does that person(s) have other job duties (if yes, approximately what percent of time is done schedule versus the other duties)? - 5 agencies have people that spend 10 – 20% scheduling trips, others duties include: providing transportation in between scheduling

11. Tell us about the use of advanced technology to manage your operation. Which of these functions are supported through the use of computer and similar electronic systems? (*check all that apply*)

- Office (e.g., word processing, electronic spreadsheet) – 9 agencies
- Scheduling – 4 agencies
- Reservations – 0 agencies
- Dispatching – 1 agency
- Mapping/Planning – 2 agencies
- Specialty Accounting (bookkeeping, invoicing, etc.) – 8 agencies
- Specialty Human Resource – 4 agencies
- Vehicle maintenance and inventory – 2 agencies

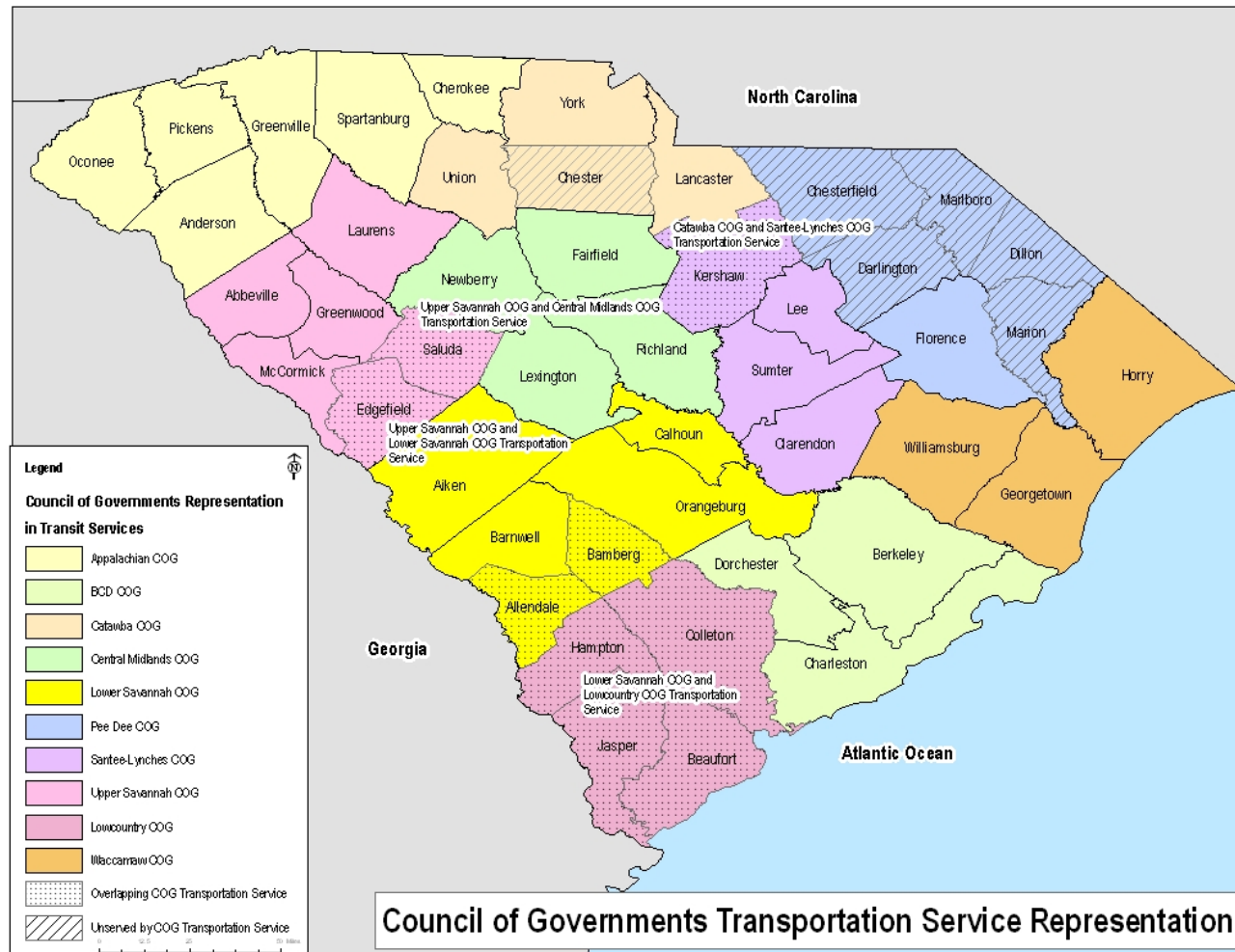
- In route Vehicle Locator – 1 agency
 - Internet/ web based applications – 8 agencies
12. How do you communicate with your drivers while they are on the road? (check all that apply)
- Cell Phones – 6 agencies
 - Two-way radios – 0 agencies
 - Combination of phones and radios – 1 agency
 - Do not communicate with drivers on the road – 0 agencies
13. What is the annual human service transportation budget for your organization? Organizations
Annual budget – \$17,451,000.00
Annual Transportation Budget - \$898,987.00
14. What methods are used to collect fares from riders?
- No fares are collected – 6 agencies
 - Fares are placed in money bags or money box – 1 agency
 - Fares are deposited in a fare box – 0 agencies
 - Fares are billed to the rider via invoice – 1 agency
 - Other: 2 agencies (clients contribute for transportation and invoice to agency paying for services (DSS, Medicaid), 2 agencies also accept donations
15. Do you currently coordinate efforts with other providers in area? If so, which areas:
- Grant admin - 3
 - Maintenance - 1
 - Training - 2
 - Marketing/Public information - 0
 - Operations
 - Other: Shared Vehicles – 2 and Other 2 (students provide transportation and AmbuStar - wheelchair only
16. Which of these areas (from question 15) benefit your organization most? Least? Why?
- Benefit Most: Grant administration (no explanation)

Training – shared training, easier to get a full class from the surrounding 4 counties
Shared Vehicles – Having vehicles to borrow if needed

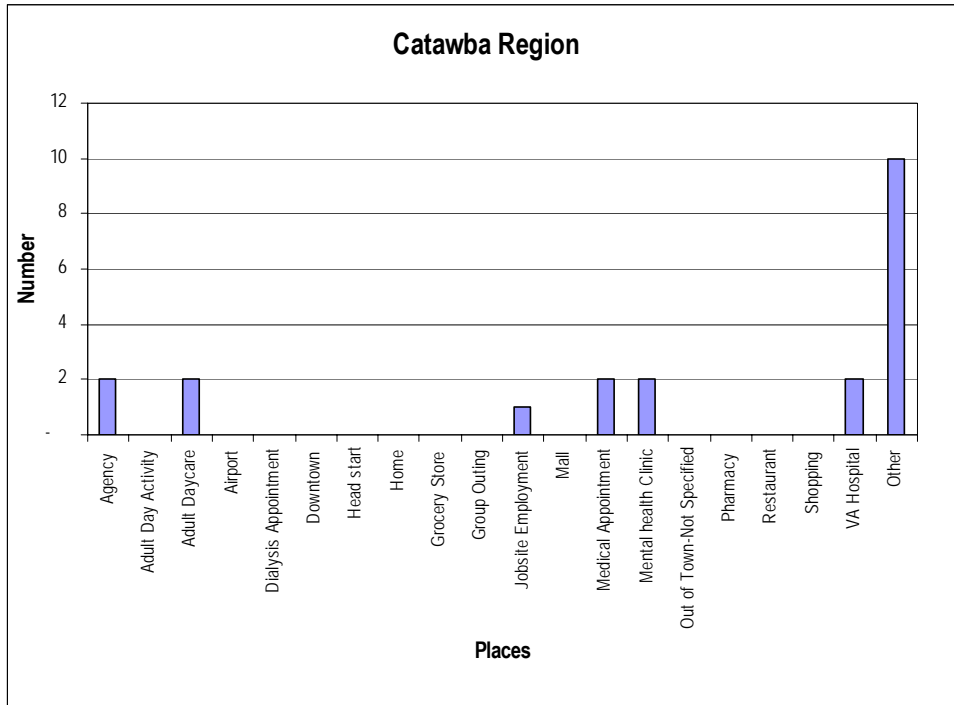
Benefit Least (or not at all): There were none that are least beneficial

The pages that follow present responses to selected questions.

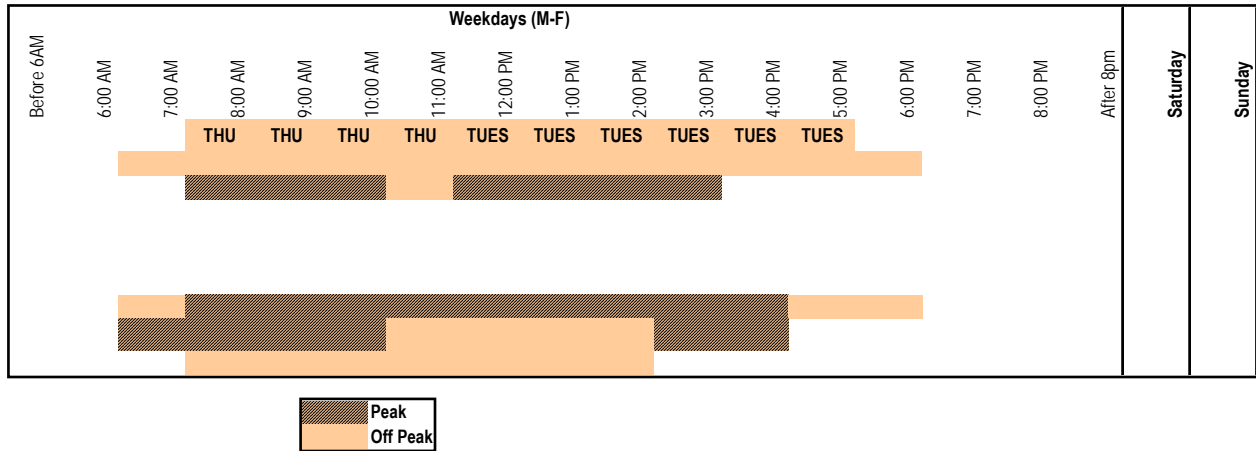
Q1.: Counties Served—based on survey results for Catawba region and other regions; not actual services



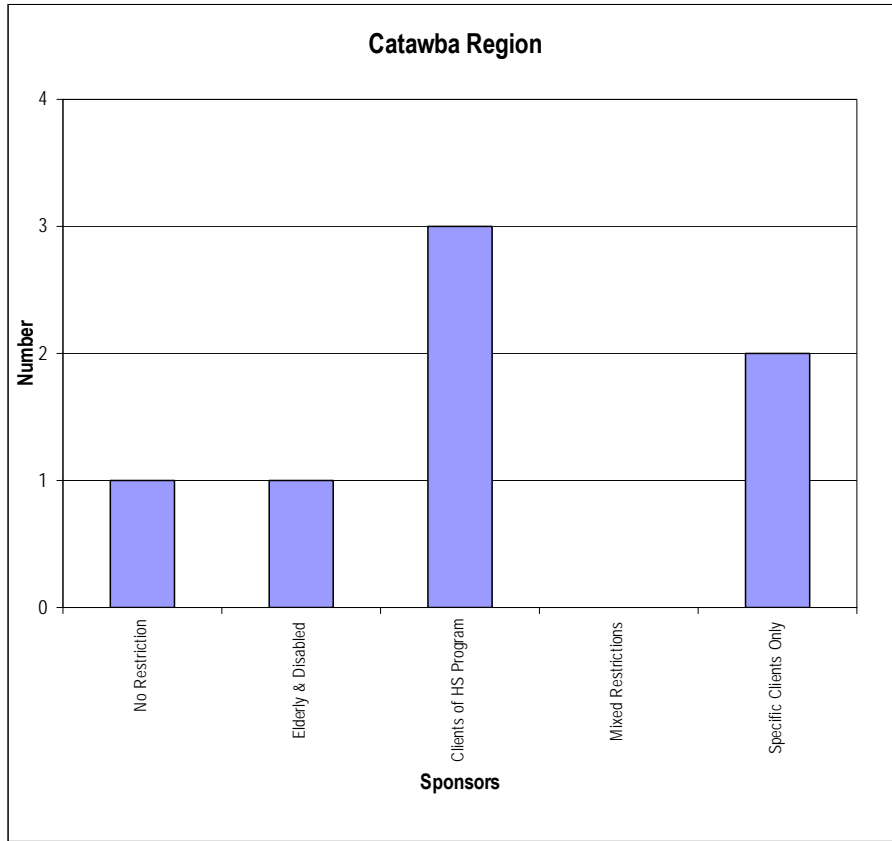
Q2.: Top Four Catawba Destinations Served



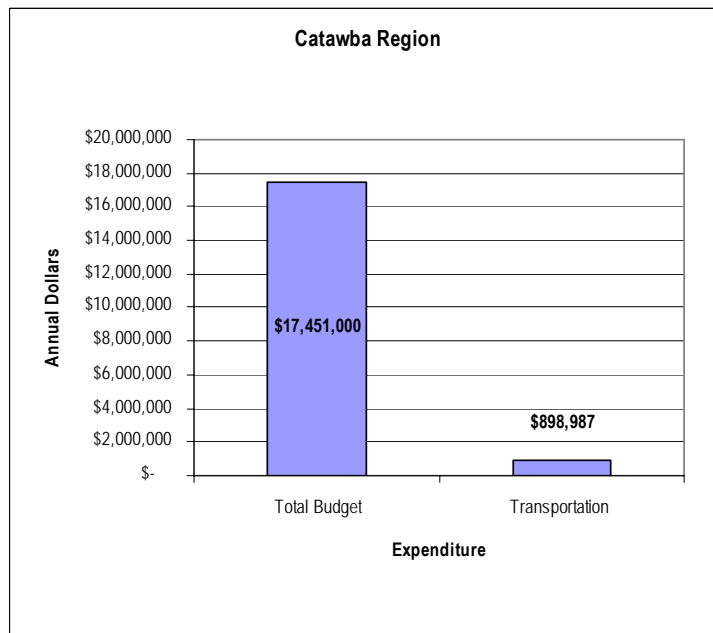
Q5.: Days and Hours Service is Operating



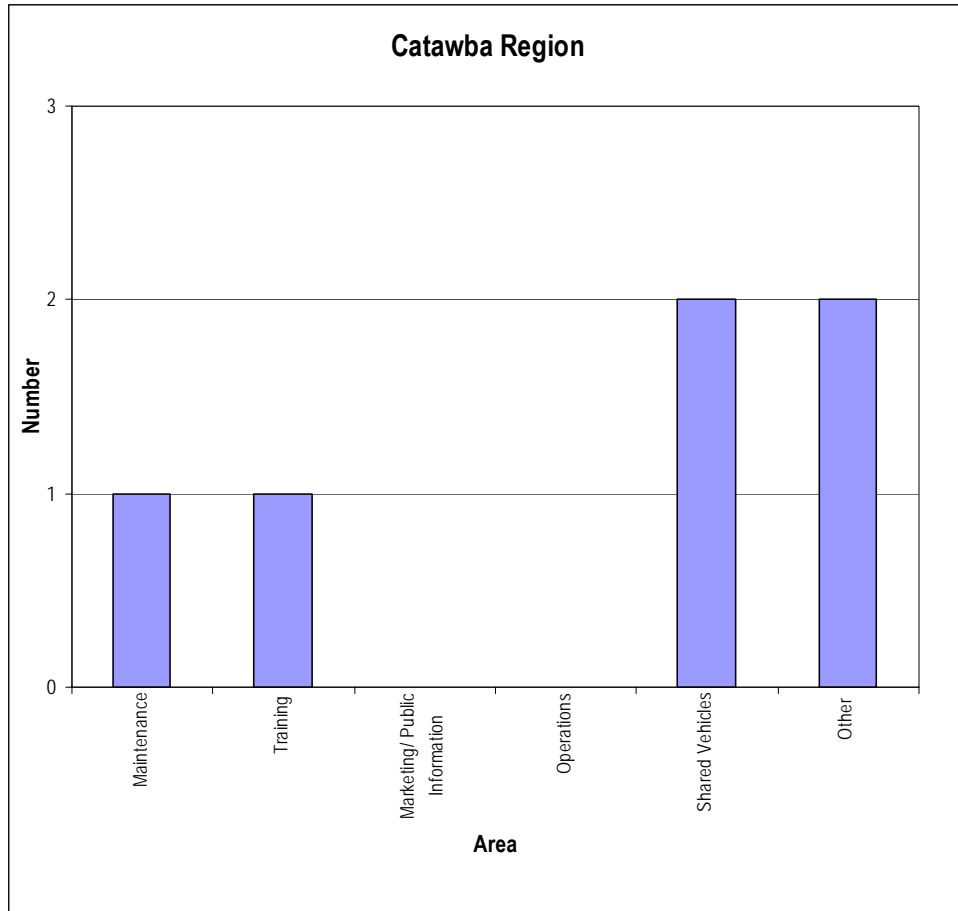
Q8.: Restrictions by Funding Source on Sharing of Vehicles



Q13.: Transportation Budget



Q16.: Areas of Coordination Interest in Catawba Region



Appendix C: Regional Meeting Summaries

**Regional Coordination Planning
Catawba Regional COG Regional Kick off Meeting**

Meeting Summary

Time: 10:00 AM to 11:30 AM
Date: November 28, 2006
Place: Catawba Regional COG
Address: 215 Hampton Street,
Rock Hill, SC 29731

I. Welcome and Introduction—*Sherron Marshal, CRCOG*

Sherron began the meeting by explaining its purpose—find ways for area transportation providers to make their collective resources work in tandem to create a more efficient transportation system. She explained the role of federal regulations serving as an impetus to this coordination planning effort.

II. Regional Coordination Planning Background—*Doug Frate (SCDOT)*

Doug Frate provided the legislative background for developing regional coordination plans. New requirements stemming from SAFETEA-LU mandate that states develop coordination plans. The requirement also has foundations in an executive order issued in 2004 providing for the coordination of federal agencies that fund transportation services. SCDOT desires a “grass roots” effort to promote regional plans that reflect the needs of individual regions.

Some questions were raised. First, was why agencies which do not provide transportation services should be concerned about coordination? Doug said that coordination can positively affect that agency uses services because those may become more available.

Doug added that the regional planning process should be open to all interested parties including private for-profit providers of transportation services.

The recent move by the State’s DHS to set-up Medicaid brokerage in the state questioned as a potential hindrance to developing coordination plans. Doug said it would not have a major impact in that other, non-Medicaid service could be coordinated

III. Regional Transportation Needs—*Group*

- Discussion with group

- IV. **Coordination**—what does it mean, opportunities and barriers—*Group*
- Discussion with group

V. **Next Steps**

- Schedule next two meetings
- Review inventory and technology survey

ADJOURN

**Regional Coordination Planning
Catawba Regional COG Regional Meeting**

Meeting Summary

Time: 2:00 PM to 3:30 PM
Date: February 20, 2007
Place: Catawba Regional COG
Address: 215 Hampton Street,
Rock Hill, SC 29731
Attendees: Sherron Marshal, CRCOG, Harold Shapiro, CRCOG, David Burg
SCDOT, and Ted Rieck, TranSystems. See attached sign in she
remaining attendees.

VI. Welcome and Introduction— Sherron Marshal, CRCOG

Sherron welcomed the group and asked the attendees to introduce themselves. Sherron commented on the meeting purpose.

VII. Regional Transportation Information— Ted Rieck (TranSystems)

Rieck presented a slide show and stated that the purpose of the meeting was to accomplish three things:

1. Review data from a provider survey
2. Review whether Health and Human Services (HHS) funding restricted coordination.
3. Discuss draft strategies for regional coordination.

Provider survey results:

- o 40 surveys distributed, 10 returned. Covered 17 areas including inventory type questions (e.g., number of vehicles, riders, types of services provided).
- o Geographic coverage—region is compact. Comment that the City of Kershaw may be confused with Kershaw County on the survey graphic shown in the slide presentation.
- o Typical destinations: varied reflecting a wide variety of transportation activities occurring in the region.
- o Reviewed peak and off peak operations—complementary services where some operator have peaks, other have off peaks perhaps allowing sharing.
- o Vehicle restrictions: a number of respondents indicated that their funding sources restricted coordination.
- o The region spends about \$8 million annually on transportation. Attendees thought that this number was skewed. Rieck noted that the survey responses showed for Catawba Care Coalition's response to the budget question may have been transposed.
- o Areas of interest for coordination: varied, covering a fairly wide range of activities related to administration and operations.

In addition, Sherron presented results of a survey taken by CRCOG in the summer of 2005. She indicated that the results of that survey generally agreed with some of the findings of the above survey.

VIII. Funding Review— *Ted Rieck (TranSystems)*

- Executive Order 13330 directs Federal agencies to coordinate.
- US GAO 2003 study showed:
 - 62 Federal programs with a transportation element
 - 16 most frequently used; 6 are US DOT.
 - 10 most commonly used are:
 - Transitional Assistance for Needy Families (TANF)
 - Vocational Rehabilitation
 - Medicaid
 - Head Start
 - Grants for Supportive Services and Senior Centers
 - Workforce Investment Act (WIA)—Adults
 - WIA— Youth
 - WIA— Displaced Workers
 - Program for Native Americans (under Older Americans Act)
 - Senior Community Service Employment program
- Neither the Federal nor State of South Carolina governments place restrictions on the use of funds for coordination.
- However, there are practical issues in mixing varied services as each funding source may have unique service delivery challenges (such as driver licensing, vehicle safety systems, etc.).
- Need to develop cost allocation process. South Carolina Mass Transit office (according to information Rieck received at another regional meeting) is working on a cost allocation plan for providers.

IX. Ideas for Coordination Strategies— *Ted Rieck (TranSystems)*

- “Strategy” defined as general direction, with “actions” more specific. Actions will lead to projects which are implementation of actions and strategies. This regional coordination planning effort will only go to the “action” level with projects to be developed later in concert with CRCOG.
- Rieck said that strategies and actions should be related to transportation needs and issues in the region. These (as stated and summarized from the November 2006 kick-off meeting) were:
 - More service (days, hours, geographic)
 - Address Jacob’s Law
 - Insurance coverage.
 - Explore mobility manager concept.
 - Address conflicts of service performance requirements.
 - Address cost allocation among operators.
- Comments on draft strategies and actions presented in the slide show:

- Some discussion as to the scope of projects that might be generated from the plan. Some believed that it would be important to reconcile program and service delivery issues among all providers while others (CRCOG) thought focusing on the key programs (Council on Aging, Medicaid, and DSN) were important to do first.
- No other comments except that Harold Shapiro wanted to be sure that coordination efforts undertaken by CRCOG would not be ignored in the SCDOT plan.

X. Next Steps— *Ted Rieck (TranSystems)*

- The group was generally available to meet July 10, 12, 24, 25, and 26. There was a preference for a 10am meeting time.

ADJOURN

Catawba Region Draft Strategies and Actions

Strategy/Areas of Action	Stated Needs/Issues					
	More Service	Jacob's Law	Insurance Coverage	Mobility Manager	Service Standards Conflicts	Cost Allocation
<p>Administrative <i>Reduce barriers that inhibit resource sharing.</i></p> <ol style="list-style-type: none"> 1. Rationalize policies and procedures including cost allocation and Jacob's Law 2. Rationalize performance and service standards among funding partners 		√	√		√	√
<p>Information Sharing/Capacity Management <i>Better share vehicles and driver resources</i></p> <ol style="list-style-type: none"> 1. Define scope for a mobility manager 2. Better share resources through managing driver and vehicle availability 3. Better understand trip origins and destinations. 	√			√		
<p>Future Operations Planning <i>Identify future needs not being met by increased efficiencies</i></p> <ol style="list-style-type: none"> 1. Prioritize emerging service needs 	√					

**Regional Coordination Planning
Catawba Regional COG Regional Meeting**

Meeting Summary

Time: 10:00 AM to 11:30 AM
Date: July 25, 2007
Place: Catawba Regional COG
Address: 215 Hampton Street,
Rock Hill, SC 29731

XI. **Welcome and Introduction**— *Sherron Marshall, CRCOG*

Sherron opened the meeting by explaining its purpose and by asking people to make self-introductions.

II. **Review of Draft Plan Document**— *Ted Rieck, TranSystems*

Ted began by saying that the regional coordination plan needs to be embraced by the region as it will be a touchstone for determining which projects will receive grant funding under certain FTA transit programs. The purpose of today's meeting is to review the draft plan with a focus on the implementation section.

Ted reviewed the main parts of the plan: section 2 profiling the region's demographics and services; section 3 the identification of coordination already occurring in the region; and section 4 developing strategy and actions.

Sherron also elaborated on some the activities that CRCOG has led in the way of promoting coordination.

III. **Implementation Considerations**— *Ted Rieck, TranSystems*

Ted discussed three main steps in implementing the "strategies and actions" associated with the plan. These steps are: project development, project prioritization, and project execution.

Ted reviewed the parts of the plan that addressed potential approaches to implementation:

- Project development
 - Regional driver training was discussed as a potential area for coordination that might be explored early. Having common driver standards and practices would establish a kind of "good housekeeping" seal that would give various agencies confidence in allowing other agencies to transport clients.
 - Creation of a regional working group, based on the county level groups already developed by CRCOG, was raised as a way to focus regional resources on county level issues. A question was asked about the participation of Union County which has,

to date, been reluctant to get involved in transit discussions. If necessary, the coordination efforts would continue without the initial involvement of Union County.

- Project prioritization was presented.
- Project execution was presented.

IV. **Next Steps**—*Ted Rieck, TranSystems*

The process for having the CRCOG formerly adopt the coordination plan was discussed. Harold Shapiro said that an October board date was feasible if the plan was finalized by mid-September. Before then, CRCOG would form a working group to review the plan draft by the end of August. A revised draft would be sent to SCDOT which would review by mid-September.

ADJOURN

Appendix D: Technology Resources for Transportation Coordination

Technology Resources for Transportation Service Coordination¹³

Technological resources that could be used to aid in transportation service coordination fall into the following categories:

- Communications
- Dispatching/Scheduling
- Fare Collection
- Vehicle/Component Monitoring
- Traveler Information
- Technology Standardization

Coordination considerations and benefits for each of the resource categories are presented, along with a description of specific technologies. Technologies were identified that appear to have greater application for small or rural transportation providers, as these are the bulk of transportation providers in South Carolina.

Communications

Providing a means of communication among vehicle operators and central office staff for a transportation service provider is an essential function. Wireless communications technologies have been advancing quickly, with greater levels of data transmission occurring through wireless communications devices such as cellular telephones, personal digital assistants and portable, laptop computer systems. For a transportation provider, a uniform platform for communications is necessary. Sharing a common platform between different systems can aid service coordination by providing a means to communicate dispatching and service needs between different systems. It can also be an indispensable asset in responding to emergency situations. A traditional communication device used by transportation providers is a two-way radio; however, the advances in wireless communications technology now provide the transmission of both voice and digital data.

Advanced Communications Systems - Advance communications systems combine digital technology with trunked radio systems. The trunked radio system allows a system to use the best available frequency for transmission instead of using a preset frequency.

Mobile Data Terminals (MDT) - MDTs are on-board computer systems. Data is transmitted between the operators and the central office. MDTs provide real-time information to operators such as traffic conditions, weather, routing, and client information. The terminals can also provide electronic data collection. A strength of MDTs is that operators can access data when it safe to do so and it reduces frequent and distracting verbal communications.

Cellular Digital Packet Data (CDPD) - CDPD sends digital information via wireless communications to provide real-time information to travelers and operators. CDPD technology works in concert with Automatic Vehicle Location (AVL), Geographic Positioning System (GPS), and MDTs.

Dispatching/Scheduling

¹³ This section was authored by URS Corporation.

For rural, paratransit, and other on-demand transportation services, increased service productivity is achieved through efficient scheduling and dispatching of the service to patrons. The benefits of more efficient service delivery through use of reservations, scheduling, and dispatching software become evident when more patrons can be served resulting in better performance measures such as more trips per hour, more trips per mile, and lower costs per trip. Automated dispatching and scheduling, combined with automatic vehicle location, CDPD, and MDTs, is a powerful tool to facilitate service coordination within and between service providers.

Computer Aided Dispatching (CAD) - CAD is software used to coordinate and automate on-demand transit services. The software can aid in providing shorter response times and providing more efficient service operations. CAD software can be utilized by itself or in combination with other wireless communications technologies such as MDTs and automatic vehicle location. Costs for CAD range from \$75,000 to \$245,000 for smaller systems.¹⁴

Automatic Vehicle Location (AVL) - AVL is used to track transit vehicles using geographic positioning devices such as Geographic Positioning Systems (GPS). AVL can benefit coordination of services by supporting more efficient trip planning. AVL indicates vehicle locations, which can be essential for responding to security and safety problems. AVL can also provide a means for passengers to identify wait times via web-based, online tool. Costs for AVL range from \$400 to \$2,000 per system on a vehicle plus \$10,000 for central operating system.¹⁵

Fare Collection

For large urban transit systems, fare collection is most often administered through non-cash media (tokens, fare cards, or smart cards), which are purchased from the provider or through vending machines. The greatest benefit of using non-cash media is that it streamlines accounting and reduces the problems inherent with a cash-based system. Within travel regions, using a single fare collection system can facilitate service coordination between systems.

Automatic Fare Collection (AFC) and Reconciliation Systems - AFC systems count fares as they are collected, which allows automated reconciliation. AFC reduces errors in collection, reconciliation, and accounting. An AFC system is essential for areas with interoperable agreements to distribute funds, using common fare media.

Electronic Fare Collection - Electronic fare collection is facilitated by use of magnetic or smart cards for fare media. Electronic fare collection eliminates the need for cash in system and provides a means to collect data on ridership electronically. Electronic fare collection requires significant capital investment. An electronic fare box may cost \$10,000 per vehicle. A smart-card reader can add an additional \$2,000 to \$3,000 per fare box. A centralized management system ranges in cost from \$100,000 to \$200,000, and ticket vending machine may cost \$30,000 per unit.¹⁶

¹⁴ TCRP Report 84, page 14.

¹⁵ Ibid.

¹⁶ TCRP Report 84, page 16.

Vehicle/Component Monitoring

Automated vehicle/component monitoring includes remote sensing of operating vehicles. By identifying potential problems real-time, component monitoring assists in maintaining vehicles and keeping more vehicles operating.

Patron/Traveler Information

Disseminating information for transportation service patrons or travelers can be automated in many ways. Increasingly, transit systems have interactive websites, where transit information may be exchanged and patrons may access customer service centers to plan trips or purchase fare media. A uniform platform for information across service providers can increase efficiencies from the user's perspective, so that a user may coordinate trips between providers or across jurisdictions in the most expedient manner.

Automated Traveler Information System (ATIS) - ATIS includes the entire range of electronically transmitted transit information. An inherent strength is that ATIS permits information to be accessible at any time. The means to distribute information through ATIS are broad, via cellular telephones, internet, variable message signs, personal digital assistants and others.

Technology Standardization

Using the same infrastructure across various systems—such as among transportation service providers, local government agencies, and departments of transportation—is called ITS integration. The power of ITS integration is that it establishes a common control which can be used for coordinating service operations, communicating between agencies and organizations, and implementing programs like transit signal priority or preemption. When all organizations are using the same technology platform within a geographic area, the exchange of information and data can be accomplished more readily. Technology training and ongoing operations and maintenance of the technology can be shared among the organizations, thereby reducing costs.

Resources

Transportation Research Board, *Transit Cooperative Research Program (TCRP) Report 84, E-Transit: Electronic Business Strategies for Public Transportation, Volume 6, Strategies to Expand and Improve Deployment of ITS in Rural Transit Systems*, Washington, D.C., 2005

Dan Boyle & Associates, *Technology/Software Needs Assessment and Implementation Plan for Antelope Valley Transit Authority*, February 18, 2004.

U.S. Department of Transportation ITS Website: www.its.dot.gov/index.htm.