Mobility Management Study

Prepared for:

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August, 2013 SCRCOG VN Engineers, Inc.

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EXECUTIVE SUMMARY

The elderly and people with disabilities are entitled to participate fully in society by working, accessing medical care, attending to personal business, obtaining education, and interacting socially. There is a need to improve access to transportation for seniors as they age, as well as for people with disabilities throughout their lives. Mobility Management is a systems approach to managing transportation resources. It emphasizes the movement of people instead of vehicles, focusing on the needs of individuals and considering an entire trip, not just the portion on one mode or another. Mobility Management strategies often involve information sharing which can be facilitated with the use of various technologies. To provide more client-centered transportation services and to make the most efficient use of funds, many agencies are beginning to implement Mobility Management strategies. SAFETEA-LU required the development of a Locally Coordinated Public Transit-Human Services Transportation Plan (LOCHSTP) to improve transportation options for the elderly, people with disabilities, and individuals with low income. During the LOCHSTP gap identification process, the most significant gap that was identified consistently throughout all regions of Connecticut was a lack of information and awareness of transportation options. Mobility Management strategies can be used to address this gap.

There are a number of Mobility Management activities that have been initiated in the State of Connecticut, including those of the Eastern Connecticut Transportation Consortium, the Southwestern Regional Planning Agency, and a number of other agencies and organizations that focus on State or regional levels. Within the South Central Region of Connecticut, there are a number of existing transportation resources including regional public transportation providers, such as CTTRANSIT, the Greater New Haven Transit District, the Milford Transit District, 9 Town Transit, and others. There are also various municipal transportation services available throughout the region. Some human service agencies also provide transportation for various trip purposes to their clients or other individuals in the region. An updated inventory of all of the transportation resources in the region was developed for this study.

Best practices were examined for Mobility Management efforts. Besides initiatives in Connecticut, programs throughout the country were reviewed in order to understand what strategies could best be implemented in the South Central Region. Practices related to Mobility Management program structure, efforts related to coordination and communication, and options for implementing various forms of technology were presented and discussed. The

implementation of some specific strategies was also investigated in detail, including the development of a brand for a Mobility Management program, the construction of a website, the establishment of a call center, and the creation of an online trip-planning tool. These were investigated in greater detail to better assess the potential for these and similar strategies to be implemented in the South Central Region.

A key component of a Mobility Management project would be an education and outreach campaign to address the lack of information and awareness of transportation options for the elderly and people with disabilities in the region. A communication plan was developed that considers target audiences and key communication tactics to reach them. This plan will help inform any future outreach campaign.

Based on the investigation of Mobility Management practices in Connecticut and elsewhere in the country as well as characteristics of the South Central Region, several recommendations were developed to address specific implementation options. A Mobility Management project in the region would need to be flexible and collaborative to meet the needs of the project's stakeholders. The recommended strategies for a Mobility Management project for the South Central Region are ordered and summarized with corresponding cost considerations noted. It is expected that as a project is executed, strategies would be tailored and reprioritized on an ongoing basis. Guidance for procuring Mobility Management services is also provided in the form of a sample job description and qualifications for a Mobility Manager.

Initiating a Mobility Management project in the South Central Region will be a critical step in addressing the known information and awareness gap that was identified during the LOCHSTP process. This study is meant to provide information on needs, resources, practices, and implementation issues so that the project established for the Region can meet the needs of its stakeholders. Considering these issues upfront will set the groundwork for a successful project for years to come.

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1   INTRODUCTION AND BACKGROUND

For all residents of Connecticut, transportation is a critical resource that enables an individual's economic, social, and civic engagement. It is critically important that all residents have access to transportation, in particular for those populations that are transportation-disadvantaged. There is a need to improve access to transportation for seniors as they age in place as well as for people with disabilities throughout their lives. Safe, reliable, and affordable transportation options allow for access to employment, health care, education, housing, and community involvement. To provide more client-centered transportation and to make the most efficient use of limited public transportation funds, many agencies are beginning to implement Mobility Management strategies. These strategies focus on providing service to the individual customer, improving communication and coordination, and using technology to streamline operations and improve availability of information. The results include an expanded range of viable transportation options for the individual, more effective management of resources, and greater benefits for cost. The use of Mobility Management strategies is gaining momentum throughout the public transportation sector and their use can provide benefits for the elderly and people with disabilities in particular.

1.1 Mobility Management Defined

Mobility Management is a systems approach to managing transportation resources. It emphasizes the movement of people instead of vehicles, focusing on the needs of individuals and considering the entire trip, not just the portion on one mode or another. Mobility Management strategies account for the age, financial means, and accessibility needs of an individual to determine a preferred transportation option. The full range of options is also considered including buses, rail, taxicab, carpools, vouchers, personal vehicles, and walking which improves service quality for the individual trip. Mobility Management also seeks to improve transportation services by increasing the availability of

information, promoting the development of transit-oriented and sustainable communities, cultivating partnerships and multi-agency initiatives, and applying advanced technologies. Potential partners in these efforts can include public transportation providers, social service agencies, non-profit organizations, senior centers, non-emergency medical providers, taxi companies, carpooling / vanpooling coordinators, volunteer driver programs, hourly rental cars, and livery service providers. Mobility Management efforts are most successful when they receive broad interagency involvement as well as support from the business community, voters, and the local government. They are also most effective when they promote mobility for all transportation system users. This report identifies strategies that will have particular benefits for the elderly and people with disabilities in the South Central Region of Connecticut.

1.2 Transportation-Disadvantaged Clients and Their Needs

Transportation options for the elderly and persons with disabilities are being expanded by greater integration of paratransit and human services transportation into all transportation planning. However, in order to serve this population, transit options must meet the specific needs of these users. Many users require accommodation for wheelchairs and medical equipment or may have difficulty navigating bus stairs, getting in and out of seats that are too low, or waiting at bus stops without facilities such as seats or shelters.

According to a 2005 AARP Report "To live independently and age successfully, older Americans must be able to maintain a mobile lifestyle."[1] This is not only true for seniors, but for people with a range of disabilities. A lack of mobility options keeps these users from being able to fully engage with life outside of the home. They are entitled to participate fully in society by working, accessing medical care, attending to personal business, obtaining education, and interacting socially, but they require specific transportation services to do so. Where viable transportation options are not available, people end up staying home which limits their interaction with society and can lead to loneliness, depression, and deterioration in health.

For seniors in particular, the transition from independent living to depending on friends and family for assistance with everyday tasks can be a very difficult one. A lack of adequate transportation options provide another reminder of dependence, which leads to an understandable reluctance for seniors to surrender their licenses, even when their physical and functional skills deteriorate to the point where driving becomes a difficult or dangerous

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[1] AARP *Enhancing Mobility Options for Older Americans: A Five Year National Action Agenda.* 2005.

endeavor. Public transportation options enable them to age in their own homes and maintain their independence longer.

It is also important to remember that the elderly and some people with disabilities may be more physically vulnerable than other user groups and often require a higher frequency of medical-related trips. Users can become fatigued easily from long trips, especially those who are traveling to receive medical treatments such as dialysis or chemotherapy. For these reasons, it is crucial that the transit drivers serving this population receive the necessary training for emergency situations and that transportation users are provided with a reasonable feeling of comfort and safety.

For transportation options to be viable for these populations, it is preferable for services to include the following key components:

- Increased hours of availability including evenings and / or weekends.
- Affordable options with fees that are comparable to or less than driving a car.
- A variety of relevant locations such as medical facilities, employment centers, shopping centers, and areas with entertainment.
- Acceptable condition of vehicles and waiting areas including cleanliness, safety, and user-friendliness.
- Service and schedule information that is available to access in multiple ways and is easy to understand.

Potential transit customers encompass a wide variety of people, with various needs and disabilities. Often when people think about transportation services for people with disabilities, they focus primarily on users that have difficulty walking. Although this is a large portion of specialized transportation users, there are many other user groups that need to be considered as well, including people with vision or hearing impairments as well as people with social or cognitive disorders. A 2011 report by the FHWA highlights a specific group of users that is often overlooked in the transit system: "Consideration needs to be placed on how an individual with cognitive challenges responds to an unexpected event, such as a pothole. Individuals with cognitive impairments are usually trained for the expected but not the unexpected. It was also noted that some disabilities are well covered by transit operators but others are not—for example, people with autism spectrum disorders. There is a lot to understand and a lot of work to be done in this field—it is not just a case of training operators to understand behavioral

differences."[2] Better understanding is needed of the accommodations required for these users to take full advantage of the transit options available to them.

1.3 LOCHSTP Gap Identification

SAFETEA-LU required the development of a Locally Coordinated Public Transit-Human Services Transportation Plan (LOCHSTP) to improve transportation options for the elderly, people with disabilities, and individuals with low income. The Connecticut plan was developed locally (through each region) in collaboration with transportation providers, human service agencies and the public. The plan was intended to provide strategies for meeting local needs and establishing transportation service priorities for Section 5310, Section 5316, and Section 5317 funding. Through this process the State of Connecticut's 2007 LOCHSTP plan identified and documented the needs of transportation-disadvantaged populations statewide. These gaps were categorized into five main categories and are summarized below.

Greater New Haven Transit District Service Area

Information and Awareness Gaps - A lack of information and awareness was a key gap that was identified for regions throughout the state and was confirmed in discussions with providers and agencies in the South Central Region. Public transportation providers, private providers, human service agencies, and customers are not fully aware of each other's activities and priorities and insufficient communication prevents the most efficient operation and use of the transportation network. The greatest opportunity to address the information and awareness gap is in

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[2] FHWA *Technological Innovations in Transportation for People with Disabilities Workshop Summary Report.* 2011.

developing coordinated marketing and communication efforts to educate customers about available transportation options. Initiating this effort on a regional basis and including all providers would offer greater potential for reaching the largest audience than individual agency efforts. Information sharing between customers and providers would make customers more aware of available services and would make providers more aware of service issues. In developing communication strategies, the specialized needs of the elderly and people with disabilities should be considered. In particular, providing a centralized location for customers to obtain travel information (a "one-stop shop") was a priority identified by many of the providers and agencies in the region.

Geographical Gaps - Many small towns and rural areas of Connecticut do not have the population density to support bus services and thus residents of many locations are not eligible for ADA-paratransit service. In these areas, transportation options are limited to services offered by municipalities, human service organizations, and volunteer operations. These services providers are often challenged to find cost effective methods of providing service to their customers, as costs per trip are significantly greater in these rural areas. Even where transit services are available, hours of operation, and travel destinations are limited.

Temporal Gaps - The CT LOCHSTP process also identified specific gaps in the service hours or days of service operation that significantly limit the mobility of users. Both fixed route transit and paratransit services are in high demand on weekdays during the middle of the day and during rush hour. However, in many areas there is little or no service available during early mornings, late evenings, weekends, and holidays. Service options during these times are limited to taxi, other private providers, or non-profit / volunteer organizations, which may still be very limited and / or more costly to the customer. This service gap particularly impacts employees with workplaces that remain open on weekends and holidays.

During the development of the 2007 CT LOCHSTP Plan, it was noted that there was no accommodation for urgent transportation needs, such as non-emergency medical trips, failure of a motorized wheelchair, or an unexpected need to work late. Additionally, there were no wheelchair accessible taxis in Connecticut
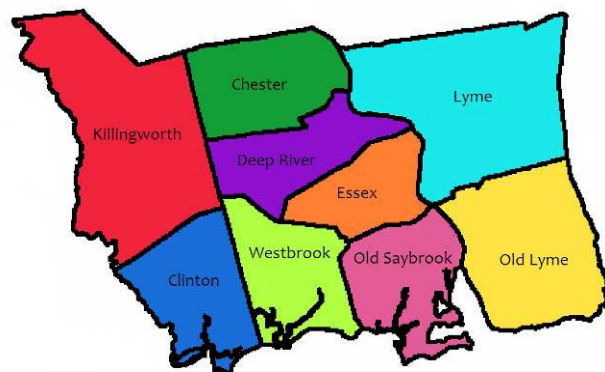
The 9 Town Transit District Member Towns

that could be utilized during circumstances like these. Since that time, improvements have been made in this area, including the development of taxi-voucher programs and the addition of wheelchair accessible taxis to fleets across the state. These efforts have done a lot to address the identified temporal gap. With additional efforts, other transit agencies may also be able to accommodate more urgent requests. For example, while demand response services still generally require reservations to be made at least 24 hours in advance, adopting new technologies may allow transit providers to start offering more flexible service to accommodate urgent requests.

Client Gaps - Client gaps result from restrictions placed on certain services based on user eligibility or service parameters. When individuals do not qualify for ADA services and cannot drive or use a fixed route bus, their mobility is severely limited. Even individuals that qualify for ADA paratransit service may face difficulty when attempting to make a trip that is outside an ADA service area. Customers who utilize paratransit services often require varying levels of assistance during the pick-up and drop-off experience. Many providers are extending their service from curb-to-curb service to door-to-door service, however there is a segment of users that may require door-through-door service. Also note that in communities where transportation services are available to seniors and people with disabilities, trip purposes may be limited to specific categories such as medical, or trip destinations may be limited to specific shopping centers.

Service Quality Gaps - Gaps in service that affect the quality, accessibility, and usability of transportation services have a large impact on the usage of the service and the customer population that can be accommodated. In many areas, physical infrastructure of the fixed-route system is not sufficient for seniors and person with disabilities. Bus stops that lack seating areas and shelters are insufficient for customers who may not be able to stand for long periods of time and may be more vulnerable to extreme weather such as rain,

Transit Shelters provide necessary refuge from the elements to users that are more susceptible to harsh weather conditions.

snow, wind, or heat. Also, during winter months, improper snow removal and lack of sidewalk treatments can create significant hazards for customers navigating icy sidewalks and snowdrifts and for bus drivers that may have difficulty finding areas to safely deploy lifts or ramps.

Pedestrian accommodations such as crosswalks, pedestrian signals, and curb ramps are also critical for providing safe walking access to and from bus stops. Other issues affecting service quality include the aging transit fleets in Connecticut, finding and retaining qualified drivers to operate specialized equipment, the high cost of insurance, and the lack of assistance for customers boarding, traveling, and entering or leaving their homes.

These gaps were identified in 2007 in accordance with SAFETEA-LU. Although some progress has been made, these are still some of the most pressing issues for transportation providers serving the elderly and people with disabilities. With consideration for these identified gaps, other sections of this report examine Mobility Management strategies that can address some of these deficiencies.

1.4 Funding for Transportation Services that Facilitate Mobility Management

Under SAFETEA-LU, transportation services for the elderly and people with disabilities were funded through a patchwork of programs. The various requirements for providing services from these funding sources resulted in a complicated array of service options and corresponding difficulty in communicating with customers. In discussions with transportation providers in the South Central Region, the "stovepipe" funding sources were identified as a barrier to providing more effective and efficient service. With the passage of the "Moving Ahead for Progress in the 21st Century" Act (MAP-21), which authorizes funding for federal transit and highway programs through Fiscal Year (FY) 2014, several transportation programs have been altered or consolidated and changes are being implemented that could allow more flexibility for transit funding and operations. A summary of some of the major funding programs for specialized transportation is provided in this section.

Formula Grants for Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310) – Section 5310 funding is intended for initiatives that will enhance mobility for the elderly and people with disabilities beyond traditional public transportation and ADA paratransit services. In the South Central Region of Connecticut there are several organizations which provide transportation using 5310 funds, including Easter Seals-Goodwill Rehabilitation Center, Kuhn Employment Opportunities, Marrakech, Inc., the Mary Wade Home, the Milford Council on Aging, and the United Cerebral Palsy Association of Southern Connecticut. Under SAFETEA-LU, the New Freedom Program (Section 5317) addressed the barriers facing individuals with disabilities seeking to integrate into society and the work force. Under MAP-21, New Freedom Program activities are now funded under Section 5310 alongside other eligible activities that

enhance mobility for seniors and persons with disabilities. Section 5310 now includes two funding streams: "A" and "B"

- Section 5310 "A" is the traditional 5310 definition where at least 55 percent of program funds are for projects " planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable."
- Section 5310 "B" allows for the remaining funds to be used for "public transportation projects that exceed the requirements of the ADA, projects that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit; or alternatives to public transportation that assist seniors and individuals with disabilities."

Under MAP-21, Section 5310 funds are apportioned for each large urbanized area, small urban area, and non-urban area. Previously there was a single statewide apportionment for 5310 funds while 5317 funds were apportioned by region. Note that although the consolidated funding under Section 5310 allows for more flexibility in the types of projects that can be funded, there is also more diversified competition for these funds.

Urbanized Area Formula Grants (Section 5307) - An Urbanized Area (UZA) is defined as an area with a population greater than 50,000. Under MAP-21, Section 5307 provides grants to UZAs for public transportation capital, planning, Job Access and Reverse Commute (JARC) projects that provide transportation to jobs and employment opportunities for welfare
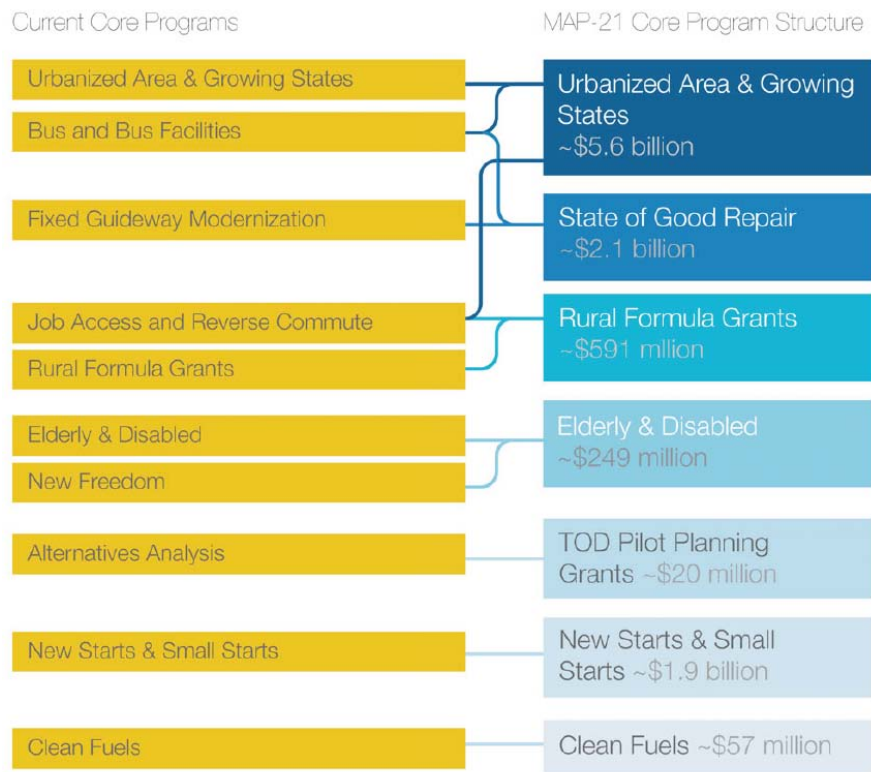
Source: www.t4america.org

recipients and low-income workers, as well as operating expenses in certain circumstances. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion. Note that Under MAP-21 The JARC Program has been changed from a stand-alone grant program to a requirement that transit agencies use 3% of their Urbanized Area Formula Funds for JARC-type projects.

Formula Grants for Rural Areas (Section 5311) – A Rural Area is defined as an area with a population of less than 50,000. Section 5311 provides funds for public transportation in rural areas including capital, operating, and administrative expenses for public transportation projects that address the needs of rural areas. Under Map-21, planning and mobility management activities have been added as eligible expenses for rural formula funds as well as JARC-type projects.

Rural Transit Assistance Program (RTAP) (Section 5311.b.3) - RTAP provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in non-urbanized areas. RTAP has both state and national program components. States may use RTAP funds to support non-urbanized transit activities in four categories: training, technical assistance, research, and related support services. A RTAP contract was recently awarded in Connecticut that is detailed in Section 1.5 of this report.

Requirements of the various funding programs can limit the ability of transportation providers to offer comprehensive and efficient services. For instance, specialized service vehicles often operate under capacity, but due to restrictions on the qualified users or types of trips allowed for the services, providers are unable to offer services to non-qualified users along the same routes, which could increase revenue without sacrificing service to the intended users. Under MAP-21, a number of programs have been

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consolidated, allowing for the potential to improve service efficiency. However, additional policy changes at the local, state, and federal levels could be beneficial for serving the growing needs of the elderly and people with disabilities.

1.5 Mobility Management in Connecticut

Transit planning goals in the State, according to the Connecticut Department of Transportation (CTDOT), include the promotion of:

- livable communities - 24-hour cities that are walkable and service-rich
- sustainable communities that are economically and environmentally viable long term
- Mobility Management to encourage connectivity, coordination, and a customer focus to service

There are a number of statewide initiatives that support these goals. Connecticut transit services include rail, state-owned CTTRANSIT bus service and other subsidized transit districts. A number of Transportation Demand Management efforts are ongoing, such as ridesharing programs, Telecommute CT, Guaranteed Ride programs to complement other services, Commute Tax Benefits, and corporate outreach. Additionally a number of transit information systems are currently being utilized in Connecticut including transit trip planners (Google, CTTRANSIT), transportation provider websites and social media, CTRIDES website and phone line, Travel Training, and United Way's statewide database of services available online and by calling 211. To support local Mobility Management efforts, CTDOT has recently provided New Freedom Grant funding for regional projects. The North Central Regional Mental Health Board, the United Way (through the Central Naugatuck Valley Council of Governments), and the Northwestern Connecticut Transit District were all awarded funds. Details of the projects that were funded are as follows:

North Central Regional Mental Health Board (NCRMHB) "Way to go CT" project – NCRMHB has secured the funding for this project and will begin implementation on July 1, 2013, a process that they expect will take about a year. One of the first tasks is the establishment of a call center to be staffed five days a week to assist clients with understanding their transportation options. A subsequent task is to place trip-planning kiosks in clubhouses at local mental health authorities. The initial stage of the project will begin with placement at three clubhouses: Intercommunity Inc's Common Ground in East Hartford, Community Health Resources "We Can" Clubhouse in Manchester, and the Chrysalis Center in Hartford. Peer support specialists will be trained to help people use kiosks, which will include information on all transportation

options. NCRMHB has ideas for expansion in the future to more clubhouses and is considering other types of locations, such as recovery centers, independent living centers, etc. Future site selection will focus on identifying places with technology expertise and staff support.

Central Naugatuck Valley Council of Government's 211 Database Enhancement Project – The United Way of Connecticut maintains an extensive database of 4,600 agencies that provide over 48,000 services throughout the entire state. The database provides information and referrals for services such as

- utility, food, and housing assistance
- child and elder care
- health and mental health care
- programs for the elderly and people with disabilities
- crisis intervention
- transportation

The database is available in a searchable format online. Additionally, the database is used by staff at the 211 infoline. 211 is a toll-free number in Connecticut that reaches a 24-hour call center. Trained, multilingual specialists assess the individual needs of each caller and provide referrals to agency services and programs. The service is supported by the State of Connecticut and is free for callers. A few years ago, New Freedom funding was obtained by the Central Naugatuck Valley Council of Governments that was used to enhance the information available in the database for transportation resources in the Waterbury area. The number of agencies included in the database was increased, and more detailed information was obtained and included for transportation agencies. The information added for transportation providers included descriptions of service type, eligibility, cost, operating hours, etc.

Northwestern Connecticut Transit District Marketing – The Northwestern Connecticut Transit District (one of Connecticut's five rural transit districts) provides Flexible Route and Dial-A-Ride services to a 16-town region in the northwest corner of the state. They were recently awarded New Freedom funds to conduct an advertising campaign for raising awareness of their Dial-A-Ride services in Winsted. They designed, printed, and mailed oversized postcards with tear-off magnets that included information about the transit provider and transit services in area. Zip codes with low ridership were identified and targeted and the postcards included information about the recently increased service hours for area routes. Although no formal data was obtained to measure the campaign's impact on ridership, transit district staff reported that usage of the service increased. They are currently planning another marketing effort (using New Freedom funds) to raise awareness of their Dial-A-Ride services in four other towns.

There are also a number of other Mobility Management efforts that involve a wide range of agencies and organizations throughout the state. Some of these efforts are ongoing, while others are or were shorter-term projects. These efforts include the following initiatives:

Eastern Connecticut Transportation Consortium (ECTC) – ECTC serves both as a provider of ADA paratransit services for Southeast Area Transit (SEAT) and as a Mobility Manager for all of Eastern Connecticut, promoting coordination and consolidation of transit services for the elderly, low-income individuals, and people with disabilities within the regions of the Northeast CT Council of Governments (NECCOG), Southeastern CT Council of Governments (SECCOG), and Windham Region Council of Governments (WINCOG). While SEAT provides the primary fixed-route bus service in South Eastern Connecticut, public transit services in the WINCOG and NECCOG regions are provided by Windham Regional Transit District (WRTD) and Northeastern Connecticut Transit District (NECTD), respectively, both of which offer ADA paratransit and Senior transportation to qualified individuals as well as deviated or fixed-route services to the general public. ECTC also offers the following programs:

- Transportation one day each week for shopping and medical appointments to seniors in Bozrah and Franklin through contracts with those towns.
- Medical transportation 24 hours per day 7 days per week for seniors in the towns of East Lyme, Groton, New London, Waterford, Stonington, and Ledyard funded by municipal grants. Customers can receive up to 30 Dial-a-Ride medical trips per year.
- Caregiver Mileage Reimbursement for medical trips within New London County funded by municipal grants. Customers are able to choose a friend or family member for transportation assistance, while being able to compensate the driver for the use of their vehicle. Customers that take advantage of this program often decrease or eliminate their need for the less convenient Dial-a-Ride service, which benefits the ECTC by decreasing the demand for the more costly service.
- Travel Vouchers which can be used to cover up to half of the fare for a taxi, livery, or wheelchair accessible ride.
- "Rides for Jobs," funded through JARC grants, helps to arrange employment-related transportation services for eligible individuals, free of charge for a limited period of time and at a service-based fee thereafter. Eligible customers must meet specified income levels or be current TANF recipients. Additionally, this program provides trip reimbursements to participants that carpool or use their own car for travel to work related activities, as well as reimbursements for car repairs and incidentals, which can cover up to 90% of the cost of repairs with a $700 lifetime maximum benefit.

ECTC has partnered with NECCOG, SECCOG, WINCOG and Windham Region Transit District (WRTD) to create the Eastern Connecticut Mobility Project which seeks to expand transportation options for seniors and people with disabilities, with a focus on the consumer's

needs. This project has resulted in the creation of a Mobility Information Specialist position responsible for matching customer needs with transportation resources and promoting awareness of available transportation options for all residents. Additionally, ECTC has created a transportation user survey to expand the understanding of customer needs and a guide for mobility services in Eastern Connecticut. The "Getting Around Eastern CT Guide" provides a listing of Senior Centers, directory of service providers, and information on transportation services available throughout the region including eligibility, service area and contact information.

ECTC also provides customer support via their phone line, facebook page and email. They publicize contact information on their website, buses, brochures, the Getting Around Guide, business cards, and in presentations that they do throughout the region. Their volume of inquiries (from customers as well as social service agency representatives) has increased since they have been active with their outreach efforts. Many of the questions they receive are related to income / eligibility requirements for programs, the ADA certification process, municipal grant programs, the voucher application process, transportation to work guidelines, and utilization of the public transit system. For "after-hours" coverage, the mobility ombudsman can still respond to facebook messages and emails if needed, and calls are transferred to voicemail or forwarded to another person in the office. ECTC has a staff of five individuals: an executive director, office manager, mobility ombudsman, transportation coordinator, and assistant coordinator. Most of the staff is cross-trained to provide coverage when other staff is out of the office. The positions are funded by contracts with the Eastern Workforce Investment Board, Municipalities, Transit District, and grants.

South Western Regional Planning Agency (SWRPA) Mobility Management Project– The RFP for this project was solicited by SWRPA in 2010 and was awarded to the Kennedy Center which hired a full time Mobility Manager to coordinate transportation for seniors, people with disabilities, and veterans in Southwestern Connecticut. This project is being funded by the Federal New Freedom grant and is overseen by a steering Committee that includes members from SWRPA, the Greater Bridgeport Regional Council, the Disability Resource Center, transit agencies, and a veterans group. The Mobility Manager has been charged with providing assistance to people with disabilities, identifying barriers to their use of existing services, and assisting with the planning and development of new services. To do this, the Mobility Manager conducts presentations on transportation options at various locations such as HUD section 8 housing complexes, The Disability Resource Center, Churches, etc. These presentations educate people about the fixed route bus system, paratransit, ADA certification, and other related

topics. When presenting to a group of people, the Mobility Manager also administers a survey which helps to identify gaps in existing transportation services. The Mobility Manager has also conducted focus groups to clarify issues and identify possible solutions. One focus group that was conducted with veterans is leading to the development of a veteran volunteer driver program. The Mobility Manager has also been involved with the creation of a taxi voucher program that offers 50 percent off taxi fares for individuals who are ADA certified. Currently the program is restricted to trips that begin or end in Bridgeport, Stratford, or Trumbull, but expansion to a broader area is planned. Another initiative that is included in this project is the development of a mobility handbook to provide riders with disabilities information on public and private transportation and commute options. This project was initially established with five years of funding.

The SWRPA Mobility Manager provides customer support via a phone line, which is publicized on the project website, in presentation materials, at outreach meetings, on print materials, with media releases, through 211, and by travel trainers. The volume of calls received varies in conjunction with outreach efforts. For example, a recent mass mailing of a taxi voucher program brochure has increased the call volume. On average though, the Mobility Manager receives 10 to 15 calls a day. Many of the questions asked are related to the taxi voucher program, use of fixed route bus service, eligibility for ADA paratransit, details for the veteran volunteer driver program, information on travel training, and the various transportation options for a community. "After-hours" calls are transferred to voicemail and the call is returned as soon as possible. If the Mobility Manager is out of the office, she can use a work cell phone to handle calls, or the project supervisor or administrative assistant can provide coverage in the office.

Travel Training- The Kennedy Center also provides travel training statewide, funded by a CTDOT-administered grant. This effort has involved training more than 3,000 people throughout the state. Training is provided to any senior or person with a disability that requests it at no cost to them. Individualized, one-on-one training is tailored to each person's particular needs and specialized curriculums have been developed for transitional high school students and seniors. The Kennedy Center is also in the process of developing a program for people with Autism spectrum disorders with a grant from Autism Speaks. Most individuals who request training are referred through an agency (such as DSS or BRS) or an individual caseworker. The human service agencies that we spoke with during the course of this study were well aware of the available travel training services and recommend them to their clients often.

Rural Transit Assistance Program (RTAP Consortium) Contract - CTDOT has awarded this contract to Transaction Associates, and work on the project has just recently begun. The scope of services for the contract includes some Mobility Management activities including public outreach and advocacy and training courses for RTAP Consortium participants (defensive driving, customer relations, passenger assistance, wheelchair lift and securement, and safety orientation). Participants include Connecticut's five rural transit districts: 9 Town Transit, Middletown Transit District, Windham Regional Transit District, Northwestern CTTRANSIT District, and Northeastern CTTRANSIT District.

Easter Seals Project ACTION Coalition – Through competitive selection, the southeast Connecticut region was chosen to be part of this national initiative to promote cooperation between transportation providers and service agencies to improve mobility for people with disabilities. Easter Seals Project ACTION staff facilitated a two day conference in November, 2012 hosted by LEARN, the Regional Education Service Centers (RESC) for the southeast / shoreline region of Connecticut. RESCs are intended to improve educational quality by identifying issues and providing solutions through a host of programs and services. The LEARN special education department offers Secondary Transition Services (STS) to assist transitioning 16-21 year old students with disabilities in the region. The conference was intended to promote an interagency approach for improving access to transportation and supporting the transportation needs of transitioning students as they begin employment, higher education, and / or independent living. The coalition includes members from the education, transportation, and human service sectors and additional meetings are planned.

Connect-Ability – Connect-Ability began in late 2005 with funding from a five-year, multimillion-dollar federal Medicaid Infrastructure Grant to the State of Connecticut. Medicaid Infrastructure Grants are intended for removing barriers to employment, and Connecticut's goal was to review the State's employment and disability service infrastructure to identify issues that prevent job seekers with disabilities from finding and keeping jobs and to implement solutions to those problems. Connect-Ability worked with and for all sizes and types of employers as well as people of any age with physical, sensory, emotional, and / or intellectual disabilities. Connect-Ability was managed by a Steering Committee which included representatives from State agencies, non-profit organizations, advocacy groups, employers, individuals with disabilities, and educators. The following priority areas were identified during the strategic planning process: stakeholder education, transition from school to work, transportation, and recruitment / hiring / retention. Through the tenure of the grant, there were a number of transportation initiatives that were successfully implemented. Connect-

Ability advocated for state legislation, which was eventually passed, to allow taxicab companies to purchase and operate wheelchair accessible vehicles. Before this legislation took effect, there was no 24-hour transportation option for individuals who use a wheelchair or scooter. Additionally, Connect-Ability worked with CTTRANSIT and CTDOT to develop a web-based trip planner which includes CTTRANSIT's Hartford, New Britain, New Haven, and Stamford bus routes. Connect-Ability also provided extra funding to assist the Hartford, New Haven, and Stamford divisions of CTTRANSIT to be included in Google Transit, a web based trip planner based in Google Maps. Connect-Ability also developed "Getting On Board" guides which provide information on accessible transportation options for commuters by region. They are available online but were also distributed by transit districts, state agencies, libraries, schools, paratransit providers, hospitals, colleges, and other organizations. The original intent was to continue the efforts started by Connect-Ability (with the federal grant funding) by evolving into a public / private partnership, although that did not materialize. The grant ended on December 31, 2012.

United We Ride – In 2005, CTDOT was awarded a grant from United We Ride to bring stakeholders together to develop a State Action Plan. The goal was to improve coordination of public transit and human service transportation to improve mobility for transportation-disadvantaged populations. One result of this effort was the *Locally Coordinated Public Transit–Human Services Transportation Plan for the State of Connecticut* dated July, 2007, which identified gaps and strategies, discussed project selection, and included plans from each region of the state, including the South Central Region. The next step in the process was to obtain an Executive Order to implement the plan. However, during that process, it was communicated that no additional resources would be available to move the plan forward and so the effort has been stalled.

Mobility Management activities are occurring at many levels and throughout various regions of Connecticut. Many of these major efforts are being spearheaded by agencies that are not providers. It should also be noted that many of the initiatives have been funded by non-renewable sources, and although they are effective, they are temporary and momentum is lost when funding is expended. There is a great opportunity to build on the Mobility Management efforts that are already occurring in the South Central Region as well as throughout the State and the establishment of a permanent Mobility Management program or organization could provide the most significant benefits.

2 TRANSPORTATION RESOURCES

There are a number of large public transportation providers that serve communities in the South Central Region as well as some surrounding areas. The services they provide include fixed route bus transport, "flexible" route bus transport, ADA paratransit, dial-a-ride, and rail. The transit districts and divisions operate in fairly small service areas or individual towns with minimal overlaps in service (by requirement). Note that "interregional" travel between these and other service areas was an issue identified almost universally by providers we spoke with during the course of this study. Also note that the services offered by these larger regional providers are supplemented by smaller providers, such as towns, organizations, and volunteer programs. There may be some overlap between the services offered by the large and small providers and thus there are likely to be opportunities to improve service options by increasing coordination between providers. In addition, there are also a number of human service agencies and organizations that have a vested interest in the transportation options that are available to their clients. Improved coordination and communication with these agencies would also improve transportation options for customers. To support coordination and communication efforts, an inventory of transportation providers was developed with supplemental service information. The information in this database can be developed into an informational guide, coded as a searchable online database, and / or used as a reference for providing phone support to customers in the region.

Sections below describe the region's large transportation providers, municipal transportation providers, and human service agencies, as well as the development of an inventory of service providers for the South Central Region.

2.1 Regional Public Transportation Providers

The large public transportation providers in the South Central Region are listed and described in this Section as follows.

CTTRANSIT - New Haven Division - CTTRANSIT operates fixed route bus service in the towns of Ansonia, Branford, Cheshire, Derby, East Haven, Hamden, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Seymour, Shelton, Wallingford, Waterbury, West Haven and Woodbridge. CTTRANSIT runs Local Bus Service seven days a week and holidays in the Greater New Haven area and the Local Bus Service "S" Route from New Haven to Madison runs Monday through Saturday with no service on six major holidays. CTTRANSIT also provides commuter

connections from Shore Line East to Downtown New Haven and Sargent Drive, as well as the Temple Street Parking Garage Shuttle to Union Station which operate weekdays during peak commute times. CTTRANSIT's Express Service between New Haven and Hartford also runs Monday through Friday during peak commute times with no service on six major holidays. All CTTRANSIT busses are wheelchair accessible and have the ability to lower the first step for easier access.

CTTRANSIT - Meriden / Wallingford Division (Operated by Northeast Transportation Co.)- Northeast Transportation operates local fixed route bus services in Meriden and Wallingford, Monday through Friday, and the Meriden-Middletown "M-Link" Monday through Saturday between Middletown and Meriden. The "M-Link" provides connecting service to Middletown Transit District routes at the Middletown Area Transit transfer station and local CTTRANSIT bus service at the Meriden Railroad Station. Northeast Transportation Co. also operates the complementary paratransit services for the area.

Greater New Haven Transit District (GNHTD) - GNHTD provides ADA paratransit, a Regional Rides Program, Dial-A-Ride services, and a (JARC-type) Rides-to-Work shuttle. GNHTD also has been contracted by New Haven, West Haven, and Hamden to provide municipal transportation services for elderly residents and residents with disabilities (as detailed in Section 2.2). GNHTD's ADA paratransit services are complimentary to CTTRANSIT fixed route bus services (within ¾ mile of fixed route services in the Greater New Haven Area) and are provided in the towns of Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge with limited service available in Ansonia, Derby, Cheshire, Guilford, Madison, Milford, Seymour, Shelton and Waterbury. The Regional Rides Program operates Monday through Saturday and offers rides for medical, adult day care, work, and shopping trips to seniors or ADA certified residents of member municipalities. The Dial-A-Ride services are offered Monday through Saturday to seniors or ADA certified residents of 10 member municipalities with no restrictions on trip purpose. GNHTD also operates a JARC-type Rides to Work Shuttle which provides transportation for work trips Monday through Friday to ADA certified residents who live within ¾ mile of a CTTRANSIT fixed route. Fares for all of these services are $2.60 per trip at this time, and as noted, restrictions on use and service areas, days, and hours vary slightly. Generally, reservations must be made in advance and door-to-door service is available for qualified individuals. GNHTD also administers a Taxi Voucher Program that offers vouchers for taxi service to ADA certified passengers at a 50 percent discounted rate on both standard and wheelchair accessible vehicles. This service provides greater freedom for

Greater New Haven Transit District passengers that need to travel beyond current GNHTD boundaries or outside of GNHTD service hours.

Estuary Transit District / 9 Town Transit (9TT) - 9TT services are funded by fare revenue, the Federal Transit Administration, CTDOT, and the transit resources budgeted for each of the district's nine member towns. The member towns of the 9TT region include Chester, Clinton, Deep River, Essex, Killingworth, Lyme, Old Lyme, Old Saybrook and Westbrook. 9TT operates four flexible bus routes that include connections to New Haven, New London and Middletown. Additionally, 9TT provides demand response service, Monday through Friday, throughout the region. All service vehicles in the 9TT fleet are ADA equipped and door-to-door services is available to customers, as required. All 9TT services are available to the general public with no restrictions based on age, disability or trip type, thus the district does not distinguish ADA trips from public trips. Because the district does not provide specific ADA services, it cannot provide ADA certification to residents, which limits their ability to use ADA services outside of the 9TT region. CTTRANSIT riders can transfer to 9TT lines at no additional cost and 9TT transfers are accepted on the CTTRANSIT S Route as well. The 9TT system provides connections to

- Shore Line East Rail Service at the Old Saybrook Train Station
- CTTRANSIT (New Haven Division) S Route from its Shoreline Shuttle at the Scranton Gazebo in Madison
- CTTRANSIT (Hartford Division) Route 55 and Middletown Area Transit (numerous routes) from its Mid-Shore Express at a stop on Main Street in downtown Middletown.
- SEAT (numerous routes) from its Southeast Shuttle at the New London transportation center

Milford Transit District - Milford Transit operates fixed route bus service in the City of Milford and regional service between Milford and Norwalk. Some local routes run Monday through Saturday, with shorter hours on Saturdays, while others run weekday mornings and evenings, with no weekend or midday service. These local routes do not run on six major holidays. Milford Transit also operates a Coastal Link Service from Milford to Norwalk and a Commuter Connection between Milford Railroad Station and the Wheelers Farm Corporate Area. The Coastal Link is a JARC-type service that serves, more than 30 passengers per hour on average, with pick-ups every 20 minutes during peak periods and every 40 minutes during off-peak periods. This service provides an essential connection between Milford Transit District and Greater Bridgeport Transit District services. Milford Transit also provides the mandated ADA Paratransit Service to complement their fixed route service.

Meriden Transit District - Meriden Transit provides fixed route bus service within the City of Meriden as well as a route from Meriden to New Haven. Meriden Transit also provides a commuter bus service to Hartford for those Meriden citizens in need of door-to-door Paratransit Service. Buses run Monday through Friday with no service on weekends or holidays. Transfers are free within Meriden, Wallingford, Middletown, New Britain, and New Haven. Meriden Transit stops at the Railroad Station, major shopping centers, or any safe location along fixed routes. Meriden buses connect hourly to New Haven CT Transit, New Britain Transportation, and the Middletown Transit District. Meriden Transit is also part of the "M-Link," a Regional Growth Connection providing job access service along routes designed to provide access to employment for residents of both towns. Operating and capital funds for this service are provided by the CTDOT and the Meriden Transit District acts in an oversight role.

New Haven Line Rail Services - The New Haven Rail Line is operated by the Metropolitan Transportation Authority's (MTA) Metro-North Railroad running between New Haven and New York City's Grand Central Station seven days a week including holidays. The system includes the New Haven Main Line as well as the New Canaan, Danbury and Waterbury Branch Lines. Bus connections are available at many major stations and direct train-to-train transfers are available in the same direction of travel. Many stations on the New Haven Line are not wheelchair accessible, though other accessibly features such as handrails, brail signs, audio and visual information systems, and platform-edge warning strips may be available at various stations. Details on the accessibility features of specific stations can be found on MTA's website. Conductors are available upon request to assist customers in boarding or leaving the train. MTA also offers a Reduced-Fare Program for People with Disabilities or Senior Citizens, 65 or older, which enables them to use the service at half of the normal fare.

Shore Line East Commuter Rail Service - Shore Line East provides weekday morning and afternoon peak hour service between New London and New Haven with stops in Old Saybrook, Westbrook, Clinton, Madison, Guilford, and Branford. Additionally, the Shore Line Express operates thru-train service to and from Bridgeport and Stamford. Commuter Connection shuttles meet Shore Line East trains in New Haven and travel to and from downtown and Sargent Drive / Long Wharf Drive area employment areas. All trains and stations are accessible for persons with disabilities. Shore Line East also offers a guaranteed ride program to monthly ticket holders guaranteeing access to transportation twice a year in the event of unexpected circumstance such as illness or a family emergency.

CTRides – Commuter services play an important role in the transportation network, allowing customers to create their own trip-sharing options. These services are often utilized by individuals and humans service agencies to reach across district lines. They can be used along side of or in place of traditional fixed-route and paratransit services. CT Rides is a free commuter service from the CTDOT. CT Rides is not a transportation provider, but rather a resource used by commuters, employers, and human service organizations to connect employees with jobs throughout the state. CT Rides offers a number of resources through its website including a travel cost calculator and trip planner. CT Rides also offers programs to encourage commuting including a Free Trial Ride Offer for new users, a Guaranteed Ride Program to help monthly-pass holders to get home in case of an illness or emergency, Commuter Tax Benefit assistance, and Park and Ride Lots across the state. CT Rides also operates Easy Street, a statewide vanpool service. Some Easy Street vehicles are exclusive to employees from a designated company, while other can be utilized by anyone in the area. The vanpools allow for a significantly lower cost and less stressful commuting for riders. Drivers and back-up drivers enjoy the perk of a discounted rate for the service. Easy Street Riders are also eligible for the Guaranteed Ride Benefit.

Metro Taxi - Metro Taxi's Accessible Service cab was the first wheelchair accessible taxicab in the state of Connecticut. Currently Metro Taxi operates two types of ADA compliant vehicles, lowered-floor, rear entry minivans and the side entry MV-1 model, built specifically to accommodate passengers with wheelchairs. Both vehicles include tie-downs to secure the passenger and his/her wheelchair or scooter offering plenty of headroom. Drivers receive training in sensitivity and instruction using the Taxicab Pocket Guide for Persons With Disabilities which discusses disability etiquette, mobility aids, and assisting customers with service animals. Additionally, Metropolitan Livery, an affiliate company of Metro Taxi, offers contracted social service and non-emergency medical transportation under Medicaid to public or non-profit agencies.

Other Providers - There are other providers that do not operate directly within the South Central Region, but offer services in some of the municipalities directly adjacent to the region and coordinate their services with some of the South Central Region's providers. Two of these transit providers are listed below.

Valley Transit District (VTD) - Valley Transit District provides demand response Dial-A-Ride and ADA paratransit services in the towns of Ansonia, Derby, Seymour and Shelton. Dial-A-Ride services are open to the public on Monday through Saturday with limited hours available on

Saturday. Complimentary ADA paratransit services are provided within 3 / 4 mile of CTTRANSIT fixed route services in the VTD area. All VTD vehicles are wheelchair accessible and equipped with lifts and door-to-door service is available to eligible persons. Additionally, VTD participates in the Bridgeport Commuter Connection, a job access service which connects users of CTTRANSIT New Haven Division and the Greater Bridgeport transit Authority to employment opportunities in Shelton along the Bridgeport Avenue corridor.

Middletown Transit District - The Middletown Transit District serves the towns of Cromwell, Durham, East Hampton, Middletown, and Portland. Fixed route services include daytime local bus service and a "Night Owl Service" in the late evenings in the City of Middletown and portions of Cromwell, Monday through Saturday. The Middletown-Meriden "M-Link," a JARC-type service, also operates Monday through Saturday as a fixed route service in the district. Middletown Transit also operates a rural route service in Portland, East Hampton and Durham on weekdays. ADA paratransit service, complimentary to the fixed route service, is provided by Middletown Transit and the Greater Hartford Transit District. Demand response Dial-A-Ride service is also available to qualified persons in some towns.

2.2 Municipal Transportation

Municipal transportation services are often provided in association with senior centers or other human service related departments. However, throughout the State of Connecticut, municipal transportation programs vary considerably from town to town. Much of the funding for town transportation programs is from municipal grants and/or general town funds. Some towns opt to forego providing transportation services locally and instead contribute funds to a transit district or contract with an agency that serves multiple towns. The member towns in the 9 Town Transit district have pooled their resources (limiting the transportation options provided by the individual towns) in order to establish the transit agency that provides a wider range of service options. Hamden, New Haven, and West Haven have contracted with GNHTD to provide local transportation services for their elderly residents and residents with disabilities.

In any case, decisions must be made in each municipality to optimize the use of available funds. Towns that operate their own transportation services make decisions regarding days and hours of operation, service areas, and eligible trip types. For example, some towns offer trips to and from the senior center daily and shopping trips once a week. Others provide medical transportation on a limited basis, but perhaps only during mid-day hours. Although there are some limitations on services, many town providers are able to provide customers with more personalized service and

greater assistance since the drivers and customers becomes well acquainted. This is especially true of smaller towns with a smaller customer base. Additionally, for many demand response services, customers can have long wait times (up to 30 minutes) for a vehicle to arrive and then lengthy travel times because of high demand and circuitous routes. This is a common customer complaint, especially for riders who may be uncomfortable traveling, such as those being transported home from medical appointments, dialysis, or cancer treatments. For town providers though, travel times can be shorter since service areas are smaller. For municipal transportation programs there are also opportunities to share resources between town departments, such as the use of town garages to service vehicles and the sharing of facilities with other town programs.

The needs and resources of every town are different and service levels vary widely across the state, especially between large and small towns. Woodbridge is an example of transportation in a smaller, more rural community. Woodbridge is a tight-knit community and the Town offers transportation services through the Office of Human Services. The Town of Woodbridge operates two buses owned by GNHTD and a car provided by the Town's Police Department. Service is available on weekdays from 9AM-4PM to persons with disabilities or residents age 60 and over. Trips are offered at a per-trip rate for medical appointments, shopping, and transportation to and from the Senior Center. Reservations are required by phone and are limited by the availability of the vehicles. Residents that cannot be accommodated are referred to GNHTD. The Director reports that customers are satisfied with the service but if resources allowed their customer demand would support more service. Woodbridge is one example of how a Town provides transportation services to its residents, although the services provided throughout the South Central Region vary considerably by municipality. The services provided by each municipality are summarized in **Table 1**. Within the region, Madison, Meriden, and Wallingford offer some of the more extensive transportation options to their residents.

Meriden Senior Center Source: Bing.com

Guilford Senior Citizens Program Bus
Source: Guilfordparkrec.com/seniors

Table 1: Summary of Municipal Transportation Services in the South Central Region

Municipality	Transportation Services Offered
Bethany	Town Transportation to Seniors: shopping and medical appointments
Branford	Canoe Brook Center Senior Bus: senior center, banks, pharmacy, grocery store Canoe Brook Center Mini Bus: shopping Branford Medical Transportation
East Haven	Senior Center Transportation Services: medical appointments, shopping, and banking
Guilford	Guilford Senior Citizens Program Transportation: errands, food shopping, medical appointments, hair salon appointments, etc.
Hamden *contract with GNHTD*	Hamden elderly services mini-bus: senior center and any other trip purpose
Madison	Fixed Route Madison Senior Bus Dial-A-Ride Community Services: Medical Transportation
Meriden	Senior Center Mini-Bus Program: senior center, medical appointments, convalescent home visits, errands and other Meriden destinations.
Milford	Senior Center Transportation: senior center and medical appointments
New Haven *contract with GNHTD*	New Haven Elderly Services: three senior centers and recreational day trips.
North Branford	Senior Center Transportation Service: to senior center and medical appointments
North Haven	Senior Center Transportation: senior center, medical appointments, errands, food shopping, hair salon appointments, special events or outings, town library, town pool, etc.
Orange	Senior Center Transportation: senior center, medical/dental/therapy appointments, adult day care, etc.
Wallingford	Senior Center Transportation Service: medical appointments, senior center, errands, social visits
West Haven *contract with GNHTD*	Senior Center Transportation: two senior centers and medical appointments. Savin Rock Trolley: fixed route service
Woodbridge	Senior Center Transportation: to senior center, Amity Stop & Shop, and medical appointments

2.3 Human Service Agencies

Human Service agencies play a vital role in working to address the needs of the elderly and people with disabilities, and transportation is routinely identified as a major need. Human service agencies include publicly or privately supported medical, educational, or workforce development organizations that work to improve the overall quality of life of populations they serve. Human service organizations range in size and purpose, from large public organizations such as the Bureau of Rehabilitation Services that provides assistance to a wide range of clients statewide to small private organizations such as a group home that only serves its own

residents. Smaller organizations that provide transportation for their own clientele are often limited by the funding that the organization is able to commit to transportation purposes. Better outreach to these organizations regarding the transportation services available to their clients could increase public transit ridership and alleviate some of the burden these organizations face in their efforts to provide transportation services to their clients. Human service agencies that do not directly provide transportation services also seek to support their clients as they seek employment opportunities, medical care, services, or social engagement, and they would benefit from improved communication between their clients and transportation providers. It is also vital for human service organizations to reach out to public transit providers in an effort to make them aware of the needs of their clients. During this study, representatives from a number of human service agencies were contacted in order to gain a better understanding of the services provided and the needs of their clients. In addition to representatives from LEARN and the North Central Connecticut Mental Health Board (whose agencies were discussed in Section 1.5 of this report) representatives from these agencies were also contacted:

Bureau of Rehabilitative Services (BRS) - This agency supports people with disabilities as they seek to live and work independently. The BRS offers assistance to people with disabilities including help with home modifications, vehicle modifications (if no other transportation option is feasible), job coaching, and training / schooling. The agency does not coordinate transportation for its clients, but rather clients are referred to paratransit agencies in order for them to obtain information about their commute options. A BRS representative that provided information for this study agreed that a Mobility Manager or one stop clearinghouse for transportation information would be helpful for BRS clients.

Vista Vocational and Life Skills - Vista serves people with neurological impairments who are 18 years and older. The organization offers a three-year transitional program (similar to college) and also offers support throughout their clients' adult years (providing case managers and additional classes). The transitional program attracts participants from all over the country. For the first two years of the program, students live in a dorm-like setting in Westbrook. The third year many live in Vista apartments in Guilford, which requires students to take two public transit routes (one on the 9 Town system and one on CTTRANSIT) to reach the Westbrook campus. When students complete the transitional program many stay in the area, get jobs, and continue to be supported by Vista through some of the other services they offer. Vista provides transportation for some clients who do not live on a bus line for commute trips as well as other trip purposes. However, Vista prefers that their clients use public transportation and offers

support through travel training and assistance with trip planning. They often are helping clients to identify options for inter regional travel (across transit regions), which is a challenge that they share with many other agencies and providers.

Easter Seals / Goodwill Industries - Locally, Easter Seals / Goodwill Industries in North Haven offers a number of services to enhance employment, educational, social, and recreational opportunities for people with disabilities and other challenges in the greater New Haven area. The organization provides assistance for employment and related activities to individuals who require vocational training or full-time and/or long-term employment support. Among the many services offered to these individuals, the employment-related transportation services provided are key to enabling individuals to maintain employment. Additional programs include the Senior People Involved in Community Enrichment (SPICE) program which provides retirement activities and support for individuals with developmental disabilities who have made or are in the process of making the transition from work to retirement, as well as the Recreational Enrichment in the Community (REC) program provides after-hours and weekend recreational activities for program participants who reside with family, in a community training home or live independently. Both of these programs include transportation services to participants. Easter Seals / Goodwill Industries also owns and operates 12 secondhand retail stores and 1 outlet throughout south-central and eastern Connecticut.

Marrakech, Inc. - The mission of Marrakech, Inc. is "to provide residential, employment, support, referral, and advocacy services to individuals with disabilities and people with similar service needs to assist them in exercising their human rights as citizens and contributing members of society" (marrakechinc.org). Marrakech, Inc. offers a wide variety of programs for persons with disabilities including workforce development, DDS-Funded community and vocational assistance, support for individuals with acquired brain injuries, behavioral health and vocational rehabilitation, independent living assistance, and support for children with disabilities including educational and transition services. Many of these programs include a transportation services component which, for many individuals, is essential to allowing them full participation as contributing members of the community. Marrakech, Inc. operates out of Woodbridge Connecticut, but provides support services throughout Connecticut.

The Mary Wade Home - The Mary Wade Home is a nonprofit senior care facility located in New Haven offering nursing and residential services such as transitional medical services, rehabilitation programs, long and short-term medical management, assisted living, Alzheimer's support programs, hospice care, respite care, adult day care, aging services, and outpatient

rehabilitation and family support groups. During the weekdays, the Mary Wade Home utilizes its accessible vehicles for transporting facility residents. On the weekends, the Mary Wade Home extends the use of its vehicles to offer free transportation to senior residents of the Greater New Haven Community. The services can be used for a variety of trip types including visits to relatives, attending religious services, shopping, and social events. This unique program is funded by the Agency on Aging of South Central Connecticut.

There are many ways in which Mobility Management efforts are being encouraged and supported by members of human service agencies in the South Central Region and the State. Continuing to develop partnerships between these agencies and providers will be extremely beneficial to Mobility Management initiatives moving forward.

2.4 Coordination and Communication

Effective coordination between providers and communication with customers are essential to addressing identified gaps and to serving customers' needs. Therefore, improving coordination and communication are both key Mobility Management strategies. Increasing coordination efforts can improve service quality while making the most efficient use of limited funds. Enhancing communication efforts can make customers more aware of available travel options, help them make informed decisions about their transportation choices, and improve their experiences with little or no change to the services available. In this section, current practices in the South Central Region are discussed with respect to coordination efforts between providers and communication efforts with customers.

Coordination – The coordination challenges faced by transportation providers vary depending on the type of provider and the services offered, i.e. public vs. private, regional vs. local, demand-response vs. fixed route, or any combination of the above. In the region, there are two main issues that have been identified related to service coordination. For large transit districts, coordinating interregional travel can difficult, while effectively utilizing resources to minimize service overlaps can be a challenge for smaller providers and organizations.

Transit districts often face challenges providing service to customers that require travel across district boundaries. Fixed route services are simpler to coordinate, because of established schedules, but there are still some operational challenges. Transit agencies in the South Central Region report that the schedule and timing of routes for which transfers occur are coordinated well and that information is shared if a route is running early or late. However, they also report that when service changes, such as route or stop modifications are made, that information is

not always quickly shared. This is an issue for agencies assisting customers who are looking to travel out of a district and want information about other providers or connections.

Although interregional travel for fixed route service can be complicated, it can be even more difficult to coordinate interregional ADA paratransit trips. Paratransit service is highly individualized, and often great efforts are made to coordinate interregional travel for these customers. This usually involves planning the transfer of a customer at the periphery of two districts. This can be problematic if service types, days, and hours do not coincide between the two providers, and service quality for customers can be considerably diminished as a result. Another related issue that has been identified in the region is that the 9 Town Transit district does not offer ADA paratransit service (instead providing flexible routes and dial a ride). Therefore they do not offer ADA certifications. And so when 9 Town residents (that would otherwise qualify for ADA certification) leave the district, they are not eligible to transfer to ADA paratransit service in other regions.

For smaller transportation providers and human service agencies, there is an opportunity to improve efficiency of the transportation system overall by eliminating some service overlaps. Although travel options are important to customers, overlaps in service can unnecessarily consume resources that could otherwise be used to provide other services. For example, on the same day, there may be multiple agencies providing medical transportation to Yale New Haven Hospital from Meriden, Wallingford and North Haven. If these trips could be consolidated onto a single vehicle or fewer vehicles, without great inconvenience to the customers or a decrease in service quality, more drivers and vehicles would be available to provide other services. Although the customer experience does not necessarily suffer from having multiple travel options for a given trip, efficiencies could be gained for the system overall by being aware of and seeking to minimize service overlaps.

One opportunity in the South Central Region for reducing service overlaps offered by small transportation providers is to better coordinate transportation options available for medical trips. There are a number of organizations with volunteer drivers that provide medical transportation such as FISH, based in Essex, which offers rides to medical appointments for those without other reasonable transportation options. Another is the Estuary Council of Seniors, which offers seniors in the 9TT district medical transportation, including trips out of the region to Middlesex Hospital, Yale New Haven, Harford Hospital, Lawrence and Memorial, VA Hospitals and other locations, with the request of a $35 donation. Other organizations that provide similar medical transportation services include the Disabled American Veterans (DAV),

which provides sick and disabled veterans transportation to and from VA medical facilities for treatment, and Madison Community Services Inc., which provides rides to medical, dental and therapy appointments throughout the shoreline area for any Madison resident who has no other means of transportation available. These organizations are not confined by transit district boundaries and so interregional travel is less of a problem, which also means they could help address the problem that the large transit districts have in serving inter-regional trips. If these transportation services in the region were better coordinated, resources could be used more efficiently while maintaining or improving the customer experience.

Communication - Communicating with customers and providing accurate and up to date information can often be a challenge for transportation providers. Larger providers often communicate with customers through their websites which provide information on schedules, fares, and services. Some of these websites provide a method for customers to make online reservations, submit questions, or even subscribe to an email list-serve in order to receive newsletters and notices. This type of communication with customers is often more challenging for smaller providers, as developing and managing websites can be a costly and labor-intensive process, and resources for customer outreach are limited. The most common method of communicating with these smaller providers is still primarily by phone and mail.

The large providers in the region communicate with their customers using a number of methods. CTTRANSIT maintains a comprehensive website that offers routes and schedules, service updates, the ability to purchase tickets and passbooks, a trip planner, and other resources. CTTRANSIT
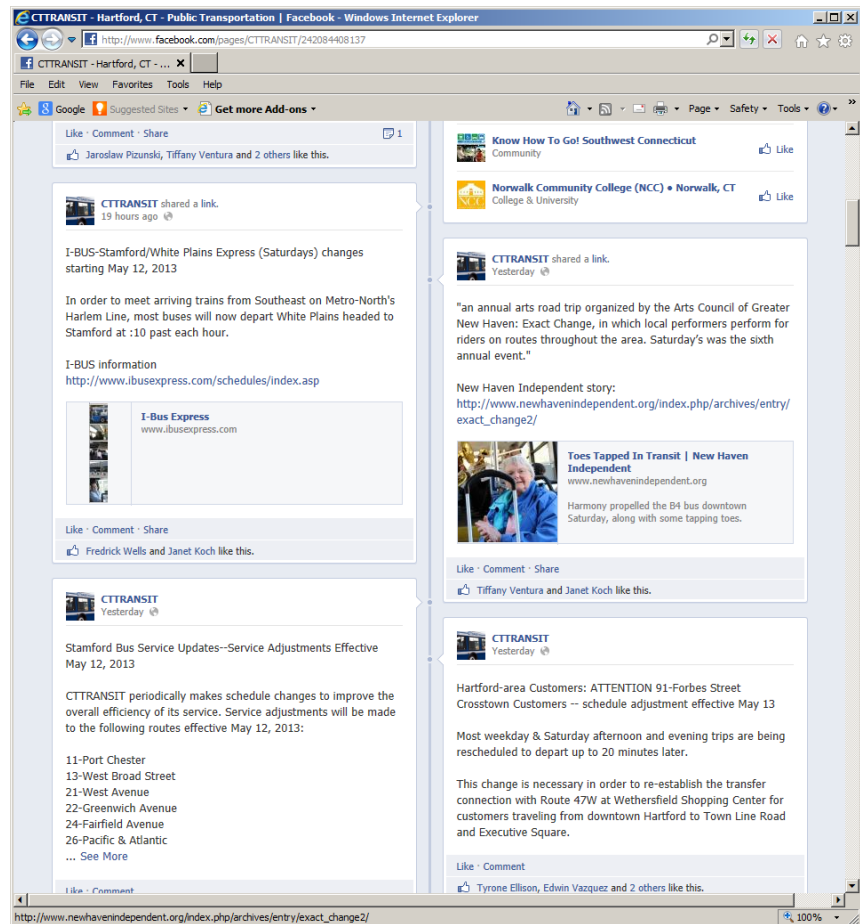
CTTRANSIT Facebook Page

route information is also available in Google transit (a transit trip planner hosted in Google maps). Customers can sign up through the CTTRANSIT website to receive email alerts and CTTRANSIT press releases are available on the website dating back to 2001. CTTRANSIT is also often mentioned in local news stories discussing service changes and other incidents. The Shore Line East website provides schedule information, policies, and an online trip planner. The Metropolitan Transportation Authority (MTA), which operates the Metro-North Railroad offers much of the same information, as well as a listing of planned service changes and a smartphone application. In addition to their call line and website, the Greater New Haven Transit District (GNHTD) is seeking to increase communication with customers through the installation of video screens in vehicles. Through this medium, GNHTD will be able to provide riders with updated transit information, health and wellness information, and public service announcements. 9TT offers customers the ability to schedule trips online as well as through a customer service line. The customer service line also provides assistance with trip planning in the region. For many of the large providers, social media also plays an important role in communicating with customers. Many of these providers maintain facebook pages and twitter accounts to post service updates, related news stories, and event information as well as to interact with customers.

The smaller providers typically use different methods of communication although they often connect more directly with their customers. The Town of Woodbridge produces a monthly newsletter that is distributed by mail to all senior citizens in the town. The newsletter contains public service announcements, health and wellness information, a calendar of local events, and a transportation section which highlights the available transportation services provided through the senior center, as well as relevant fare, schedule, contact information, and announcements related to the service. The Town of Orange produces a Senior Resource Directory for senior residents, their families, and caregivers. The guide serves to connect seniors with a wealth of local resources including arts and entertainment, medical services, handyman and repair services, and transportation options. The Directory is an example of providing assistance and guidance for seniors in all areas of life.

2.5 Inventory

To consolidate existing information, an inventory of service providers in the region was developed. This effort resulted in the creation of an electronic database of local transit providers. This information has been obtained by compiling lists from known providers as well as trying to identify other possible providers. Although information collected during this study would need to be continually updated, this database could be used as a resource posted on a

Mobility Management website for the region which could be managed and updated as providers complete and submit information update forms online. It could also serve as the basis for the development of a mobility guide or the basis for a searchable database that could be used by a customer service representative at a call center. The list was compiled from various sources including previous SCRCOG stakeholder lists, Connecticut's 2007 Regional LOCHSTP plan, a list of State 5310 vehicles, taxi certifications, Connect-Ability's "Getting On Board: The South Central Connecticut Accessible Transportation Guide," and listings on United Way's 211 website. Attempts were made to include contact information for each provider including a phone number and website, as well as information about the services offered by the provider including programs available, service areas, eligibility requirements, trip types served, and fares. A copy of the printed database can be found in **Appendix A**.

3 MOBILITY MANAGEMENT BEST PRACTICES

There are a number of examples of mobility management projects in Connecticut that are discussed in Section 1.5. In addition to those efforts, current practices for Mobility Management programs were investigated at the national level to examine program structures, coordination and communication strategies, and other ongoing activities. Guidelines, documents, reports, studies, and websites were reviewed and findings are reported in the following sections.

3.1 Structure

The preferred structure of a Mobility Management program depends largely on the scope of the desired program and the size of the region that will be served. There are three organizational structures that are commonly used. One option is to establish an organization such as a private non-profit, to coordinate transportation services and activities within a specified region. The second option is to designate a public agency, such as an MPO, transit authority, or human service agency to serve as the program administrator with the responsibility of coordinating social service or specialized transportation in addition to its other established roles. The third option is to have a broker coordinate funding, service options, and operations, and both the broker and transportation provider receive fees for services based on defined units such as charges per person, per trip, and / or per mile. Some examples of how other areas have implemented Mobility Management programs are provided below.

State of Wisconsin – For Wisconsin's Mobility Management program, the State has taken the lead in establishing a program framework and providing funding, then enabling and supporting local Mobility Managers as they determine how best to run their programs. The State provides annual training sessions to Mobility Managers and the many partners in the program have developed a strong network of peer support. Wisconsin's 2011 Mobility Management program included projects headed by Aging and Disability Resource Centers, Cities, Counties, Transit Commissions, The United Way / Women's Employment Center, Independent Living Centers, Community Action Agencies, Economic Opportunity Councils, care management agencies, and development groups. Many types of Mobility Management Projects have been implemented such as one-stop call centers, travel training, voucher programs, volunteer driver programs, vehicle repair programs, and car pool / rideshare programs. The State is funding the Mobility Managers using all of their New Freedom money (about $2.5 million for 2011) in addition to some apportion of JARC money.

Sacramento County, California – In 1979, California State Legislation was enacted which allowed for the creation of Consolidated Transportation Service Agencies (CTSA) which are designated by the responsible Regional Planning Authority to provide transportation services. Paratransit Inc. was the first CTSA. It is a 501(c)3 private non-profit organization that focuses on human service transportation. It provides a number of services including interagency resource management, vehicle maintenance, travel training, one-stop call center, technical support, record keeping, loaner vehicles, scheduling, fueling, grant writing, and insurance. Paratransit, Inc. has had considerable success working with human service agencies to provide services that would otherwise have been provided by the local paratransit service. Funding sources for Paratransit Inc. include: Sacramento Regional Transit ADA service contract, local sales tax revenue, state sales tax revenue, donations, grants (including 5310, 5316, and 5317), contracts for service and maintenance, private pay participant fees, MediCal, and Medicaid.

Ithaca and Tompkins County New York – Since the 1970s, partners in this region have been working together to plan, develop, fund, operate, and oversee an integrated system of transportation services to meet the needs of area residents. In the 1990s, three separate local transit systems were combined to create Tompkins Consolidated Area Transit (TCAT) which reorganized as a private non-profit in 2005. TCAT provides basic fixed route transit and rural demand responsive services. The Ithaca area MPO serves as the administrative hub of Mobility Management activity where mobility issues are identified and addressed. A number of partners are involved in Mobility Management efforts including Cornell University (the area's largest employer), Ithaca College, Tompkins County Community College, Tompkins County DSS, private

paratransit, taxi, other service providers, and other public and private interests and organizations. DSS plays key role in the region's Mobility Management efforts because of its responsibility for human service client needs and familiarity with wide range of funding sources. DSS shares management of Human Service Transportation with the MPO and provides support and management for all federal and state grants through its Transportation Planning Program. Some of the projects that were included as part of the region's Mobility Management efforts include subsidized taxi services, contracted ridesharing, a non-profit car sharing organization, support for a FISH volunteer driver program, DSS "wheels for work" car loan program.

Harris County Rides (Texas) – This program operates a transportation brokerage to coordinate transportation options, funding sources, and customer service for areas of Harris County that are outside the METRO service area. The project brokers rides for the elderly, people with disabilities, and individuals with low-income for a wide range of trip purposes. Customers can choose between shared ride and taxi service and can request door to door service and pay for only 50% of the cost. The effort is funded through JARC, New Freedom, and 5310 programs.

Community Transportation Association of Idaho (CTAI) - CTAI is a statewide non-profit membership association dedicated to improving mobility of Idaho residents. CTAI coordinates a statewide multi-tiered Mobility Management system that has facilitated strategic planning, effective allocation of available federal funding, and significant success in maximizing service and efficiency throughout the state. CTAI is an example of regional and state-level partnerships that provide resources and training to local stakeholders in order to address mobility needs in the most efficient and cost-effective manner.
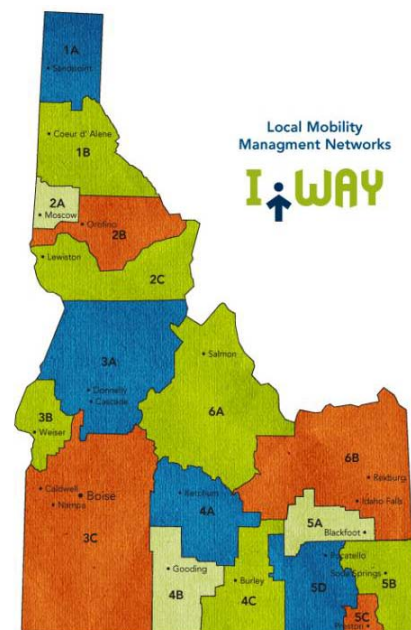
CTAI Mobility Management Networks

3.2 Coordination and Communication

Transportation coordination involves shared decision-making and managing resources between organizations in order achieve a common goal. Depending on travel markets, capacity of existing services, and funding streams, coordination efforts could include expanding the role of an existing agency, reallocating responsibility among existing agencies, or even developing a new agency. Whatever form it takes, transportation coordination will most likely include

adjustments in management, resources, cost-effectiveness, broad perspectives, multiple stakeholders, cooperation, and action. The most effective coordination efforts include partnerships at local and state levels, and reach across district lines to connect customers to their necessary destination through a variety of transportation modes.

Enhancing communication with customers is another priority that can require a major shift in focus for transportation providers. Efforts to improve communication can also work both ways in that more information regarding service options and operations can be shared by a provider and feedback regarding service gaps and quality can be solicited from customers. Examples of how Mobility Management efforts have included strategies to improve coordination and communication are below.

San Francisco Municipal Transportation Agency – Operation of the extensive network of public transportation services in San Francisco area is complicated by the large numbers of agencies and institutions. Within the region there are 28 transit agencies operating and 101 municipalities. Frustration in dealing with the specialized interests in the area led to voters approving the formation of the San Francisco Municipal Transportation Agency (SFMTA), which inherited responsibilities for the transit network and city streets and later regulatory authority over the taxi industry and other for-hire transportation services. The SFMTA shifted focus away from each individual mode of travel to optimizing multi-modal operations and focusing on movement of people instead of vehicles. Coordination between the transportation agencies and local governments was key to the new approach. Collaborations were developed with City land use / development / environmental departments and social service agencies. Citizen Advisory Councils are active with SFMTA responsibilities as well as with major projects. Also SFMTA also meets with all transit providers to identify needs, coordinate joint promotions and marketing, discuss vehicle and fuel technology projects, and provide support for funding advocacy and planning efforts. Extensive efforts have also been made in understanding customer needs and motivations.

Agency Council on Coordinated Transportation (Washington) – In 1998 Washington State lawmakers passed legislation to create the Agency Council on Coordinated Transportation (ACCT) to coordinate transportation options for people with disabilities in association with State and local agencies and organizations. The ACCT provides a forum for identifying needs and initiating change and informs and oversees the State's agenda with respect to coordination issues. The ACCT also provides support to planning organizations and transportation providers as they develop human service transportation plans.

Kansas Department of Transportation (KDOT) - In 2010, KDOT contracted and implemented a statewide browser-based demand response system that aids in scheduling and dispatching. Kansas transit agencies are being encouraged to join the network in order to centralize structure and facilitate coordination between agencies across the state. The system offers reporting functions that streamline the production of performance and overview reports and automatically generate ridership numbers and other performance indicators.

Denver Regional Mobility and Access Council (DRMAC) - Denver, Colorado - DRMAC developed the "Getting There Guide" which is intended to help bridge the transportation gap for and extend the independence of local citizens with limited mobility. The guide provides a listing of transportation resources in the Denver area. Out of the guide, a quick and easy interactive tool, "TransitOptions", was developed to help individuals find the best transportation options available to meet their trip requirements. TransitOptions includes a wide variety of transportation providers across the Denver metro area and the online interface walks the user through a short series of questions to produce all of the options that meet the user's criteria.

Alliance for Community Transportation, The Community Rides - Southeast New Hampshire - The Community Rides website hosts a database of area transit providers searchable by provider name, county, city, service type, eligibility, trip purpose, service days, and wheelchair accessibility. For each provider, information such as service areas, days / hours of operation, eligibility, fare structure, and contact information is provided.

There are many additional opportunities to use technology to improve the availability of information for transportation providers and to enhance communication with customers. These are discussed in the following section.

3.3 Technology

As transportation related technologies continue to develop, they offer opportunities to increase efficiency in all areas of transportation operations, for all types of providers. Technology can help enhance service and communication at all levels and can support coordination efforts. Transit providers can utilize a variety of technologies to improve internal operations by increasing the efficiency and quality of dispatch tasks, providing precise locations of vehicles for better service, tracking for improved security, and offering better communication with drivers. Technology can also allow customers to access real-time information regarding expected arrivals and departures of vehicles and to find a whole range of transportation options to inform their travel decisions. Additionally, planners can collect more accurate data about

ridership and travel times to enable more efficient and productive routing and scheduling. Below are some specific examples of technologies that can be used to enhance transportation service and operations.

Global Positioning System (GPS) - GPS navigation is often used by demand-response drivers to facilitate pick-up and drop-off of customers and to determine the most efficient route between requested stops. Additionally, GPS-based technologies provide transit agencies and customers real-time information about the location of transit vehicles. This allows transit providers the ability to accurately monitor vehicles for schedule adherence and security purposes. Customers can utilize GPS data to make informed decisions about travel options based on the proximity and expected arrival times of transit vehicles in the vicinity. In Connecticut, GPS technology is being used by many colleges and universities to provide real-tracking of campus shuttles, such as the University of Connecticut and Eastern Connecticut State University, which utilize web based
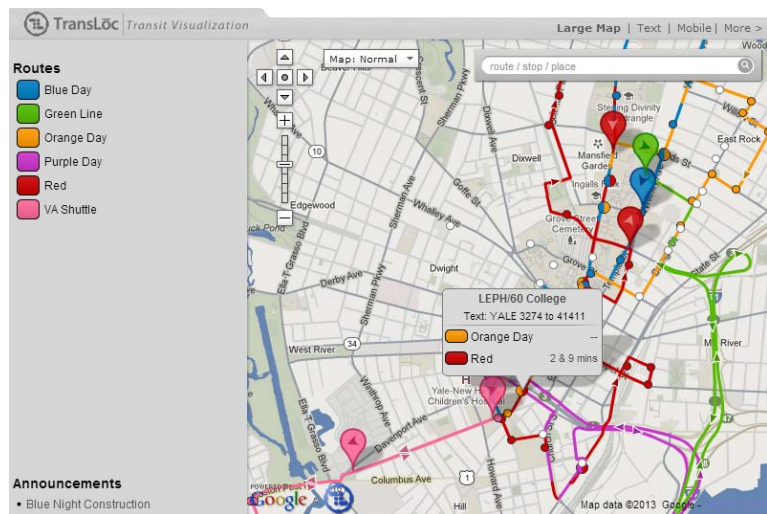
Web Based Shuttle Tracking for Yale University

monitoring, and the University of New Haven, Southern Connecticut State University, and Yale University, which provide the information via smart phone applications. Additionally, Milford Transit recently implemented a vehicle tracking system that allows dispatchers to monitor vehicles, improve communication between drivers and dispatchers, and locate vehicles in emergency situations. In New York, the Metropolitan Transportation Authority uses GPS tracking on a larger scale to provide real-time tracking via computer, mobile web, smart phone applications, and SMS messaging. The Greater Bridgeport Transit District is currently in beta testing with similar technology.

Geographic Information Systems (GIS) - GIS provides a spatial / visual representation of geographically coded data. The technology can be used to support transit operations by presenting information such as maps showing stop locations, routes, landmarks, and streets. This information can assist operators, dispatchers, and street supervisors in resolving service issues. It can also be used by planners in route mapping, service assessment, restructuring, and system development.

Real Time Information Displays - More than providing estimated waiting times for a specific vehicle, real time information displays can provide timely and accurate information about disruptions or delays in the system, transfer options, and alternate transit options. These displays can also be used to communicate other important information such as public service announcements, weather conditions, security related information and instructions or updates in the event of an emergency. Passenger Advisory Signs, dynamic message signs, or digital displays can be strategically located at bus shelters, transit centers, major office buildings, and shopping centers. This technology enables riders to make informed decisions regarding their travel options and make efficient use of their time while waiting.

Holly Parker, Director of Sustainable Transportation Systems at Yale University, has partnered with the developers of the award winning transit App "Roadify", and digital display developers
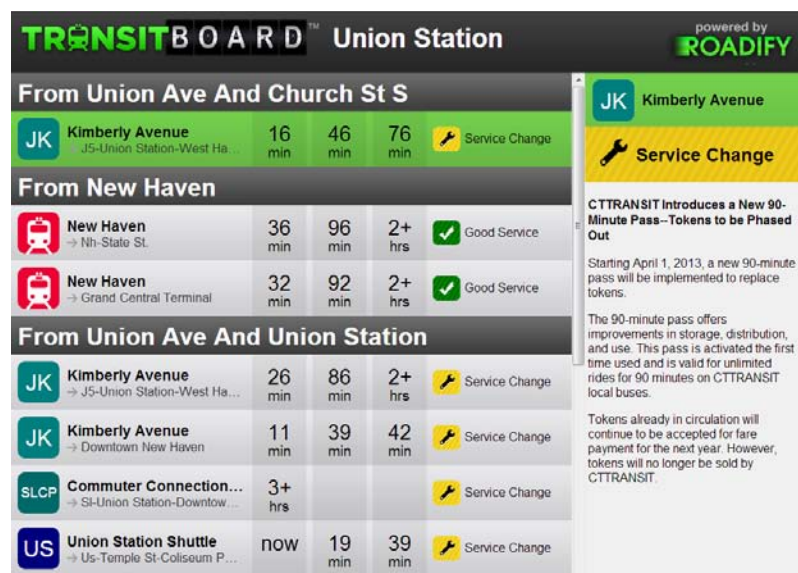
Sample Roadify Transit Board for Union Station

at "Four Winds Interactive" to explore the development of real-time information displays that would pull together information for multiple transit options currently operating in the New Haven area and present the information on digital display screens at relevant locations such as transit hubs, retail locations, office buildings, universities and hospitals. It is envisioned that the system would have the ability to display information unique to each location and present the available transit modes and vehicles operating near that location.

Real-time information display technology utilizes General Transit Feed Specification (GTFS) which defines a common format for public transportation schedules and associated geographic information. This system allows public transit agencies to publish their transit data in a standard format that can be used for application development. GTFS information is currently used for many trip-planning applications such as Google Trip Planner. Additionally, CT Transit utilizes GTFS throughout its districts to collect valuable information that can be used in a variety of ways to help to improve customer service and efficiency.

Computerized Scheduling and Dispatching - There is a wide range of computer software options available to transit dispatchers, many of which can be customized to the needs of an organization. These types of software assist in the creation of vehicle timetables and operator assignments and can be used by customer service representatives to address inquires about services and schedules. Other benefits to computerized scheduling and dispatching include simplified communication between dispatchers and drivers regarding the status of reservations in real-time via smart phones or specialized devices, storage of detailed customer information and eligibility, centralized data which allows dispatchers to make informed dispatching decisions, and automated generation of reports and streamlined billing. Computerized scheduling could also increase service flexibility by allowing dispatchers to quickly evaluate the effect of same-day reservations or cancellations on the current schedule and automatically communicate the change to the driver. The Greater New Haven Transit District (GNHTD) is currently implementing the use of this technology to communicate upcoming reservations to drivers automatically via a digital display in order to streamline scheduling and eliminate delays caused by last minute cancellations.

Broward County Transit District in Southern Florida provides a notable example of the effective use of transit technology. Broward County Transit was named 2008 Urban Community Transportation System of the Year for its efforts in improving service to its paratransit customers and serving the community by the Community Transportation Association of America (CTAA), a national nonprofit, membership association committed to removing barriers to isolation and improving mobility for all people. Broward Country Transit utilizes a variety of technologies and strategies to better serve customers and improve mobility options in the community. Some of these include automated fare collection systems, GIS technology, a comprehensive scheduling and customer information system, automatic vehicle location technology, real time transit information for dispatchers and customers, travel training, and free use of fixed-route service for paratransit riders.

Web and Mobile Based Communications - With so many options available through web and mobile-based applications, more people are choosing to explore their transportation options online. Web sites and mobile apps provide valuable information to customers such as available services, schedules, policies, newsletters, and fares. They also provide a forum for customer feedback and questions. Although many providers are using online technologies to facilitate communication with customers, the strategies they employ can vary widely. Two such providers are 9TT and Metro Taxi. 9TT provides outbound communication to its customers through their website which provides information on schedules, fares and services, as well as

travel training services, accessibility options, and a link to an online trip planner. Customers can schedule services via phone or online reservation. Additionally, the website provides a method for customers to submit questions and subscribe to an email list-serve to receive newsletters and notices. Metro Taxi customers are able to book trips online through the Metro Taxi website, via text message, by phone or through Metro Taxi's Smartphone App for iphone and android devices. Metro Taxi also utilizes a computer dispatch system that uses GPS tracking in order to minimize customer wait-times and a state-of-the-art telecommunications system to enhance communication between customers, service representatives, and drivers.

Automated Fare Collection System (AFC) - AFC systems use electronic communication, data processing, and data storage techniques to automate manual fare collection processes. AFC systems can eliminate the inconvenience of paying for each trip through prepaid term passes, and some systems can also accept cash on-board through electronic fare machines. This technology allows riders to board more quickly and easily and collects information regarding ridership and financial data that can be used to improve planning and operation. Certain aspects of this technology are being used by CTTRANSIT and other major transit providers in Connecticut. Similarly, the Massachusetts Bay Transportation Authority (MBTA) uses the "Charlie Card" to manage subway and bus fares. Developing a standard AFC

MBTA's Logan Airport Station Turnstiles
Source: benallaroundtheworld.blogspot.com

system throughout the State of Connecticut would better facilitate rider transfers between transit systems and enable customers to take advantage of a wider range of transit options.

Any technology or strategy to increase or enhance mobility options for the general public will also serve to benefit elderly and paratransit users. However, the specific needs of these users in the development and implementation of new travel-related technologies will require special consideration. Strategies to address these needs could be as simple as denoting which vehicles, stations, or bus stops shown on a digital information display are wheelchair accessible or the ability for transit application users to sort travel options to show only accessible or paratransit vehicles. It is also crucial to develop technologies for cross-disability supports such as on-board speakers and electronic signs that automatically announce stops to ensure accessibility for all

customers. There is also a need to develop standards to enable future integration of systems in Connecticut and throughout the country.

4 INVESTIGATION OF STRATEGY IMPLEMENTATION

The implementation of several potential Mobility Management strategies was investigated for consideration in the South Central Region. A number of issues were explored related to procedures and costs. The development of a website, the establishment of a call center, and the feasibility of an online trip planner were all investigated. To coordinate a number of Mobility Management initiatives, however, it could be beneficial to first establish a recognizable project name (or brand) to assist in the development of a communication plan. This option was also investigated.

4.1 Development of a Brand

Developing a name and branding standard for the South Central Region's Mobility Management project would help to provide a focal point for all supporting activities. Communication efforts, such as a Mobility Management website, facebook, and / or print materials would portray the main public image of a Mobility Management program in the South Central Region. It would be important for the language, look, and feel of a brand to remain consistent throughout all online and offline communication efforts. Key attributes of an effective brand include a Benefit Statement, logo development, color palettes, font usage, tone of voice, tagline, and use of illustration, photos, or imagery. By standardizing these elements, the brand becomes recognizable and associated with a certain quality, experience, or product. Future marketing and publicity efforts could benefit greatly from this initial effort. Examples of other similar branding efforts include:

- CTFastrak - CTDOT's name for the bus rapid service formerly known as the Hartford-New Britain busway
- Way to go CT – The Mobility Management project planned by the North Central Regional Mental Health Board (NCRMHB)
- Athens Mobility – The name for Athens County Ohio's Mobility Management project

Note that if a separate organization is created to provide Mobility Management functions in the South Central Region, as the ECTC does, this effort could shift to defining the brand for the organization rather than the project.

4.2 Website Development

After defining a brand to promote, the first step in developing a web presence would be to secure a recognizable website address. There are many companies that specialize in registering site name addresses as well as hosting the content. Two of the more popular sites that provide these services are godaddy.com and wix.com. In order to build a website, an original domain name and a hosting plan must be chosen. Hosting plans can be purchased on a monthly basis, up to a period of several years and often include dedicated email extensions as well as online traffic tools which can record key performance data such as number of visitors, site traffic pattern and time spent on specific pages. The average cost for hosting a site ranges from $12 to $35 per month.

Once a site has been registered, the site can be developed by using one of the self-building tools provided by the hosting service or by contracting with an outside firm to create the site. The self-build site option offers a limited range of designs and requires an in house webmaster. Contracting the development of a website would allow for a professionally built website that could be customized to fulfill all of the requirements needed. If preferred, the design can be done to allow for fairly simple modifications and updates which would enable in-house management by a Mobility Manager or support staff after initial creation. Developing the website in accordance with a brand definition would help to create a connection with the brand and the services offered.

4.2.1 Website Content

Developing a comprehensive website could provide a central source for the elderly and people with disabilities to learn about the various travel options available to them. This site could contain a list of travel options, a database of transportation providers searchable by specific needs, and include both public transportation solutions as well as private providers.

For a Mobility Management project, in the South Central Region, the website could contain general information regarding Mobility Management issues and resources for improving mobility options, including a comprehensive database of transportation providers in both a searchable and printable format. Search criteria would allow customers to select service options according to their specific needs such as trip purpose, service area, wheelchair accessibility, late-night service, etc. A printable format would allow more options for portability and information sharing with individuals who are not as computer savvy. In order to provide optimal benefits, the content would need to be continually updated. There are a number of

methods that could be used to maintain current information. Offering an online form for providers to update their own information would be useful, although it is likely that a Mobility Manager would also have to communicate with providers and manually update information as well. Another feature that could be built into the website could be a forum for customers to share feedback on various providers in the region. Other discussion boards could also be added for providers and customers to interact with each other. It would be important, considering the focus on transportation options for the elderly and people with disabilities, for website content to be displayed in easy-to-read, large type fonts, and for navigation and search options to be intuitive. An option to allow voice translation of content would also be beneficial for customers with vision impairments. An option to translate content into other languages, such as Spanish, would also benefit a growing number of South Central Region residents. A professionally developed and customized website could cost from $15,000 to $30,000 depending on the features and specifications of the desired site. An effective Mobility Management project site might include the following content areas:

- Introduction (Purpose of The Site)
- List of Service Providers
- Searchable and Printable Database of Service Providers (Keyword Search)
    - Transit
    - Paratransit
    - Dial-A-Ride
    - Commuter Services
    - Municipal
    - Rail
    - Human Service Agencies
    - Taxi / Livery
    - Veterans
    - Non-profit organizations
    - Volunteer organizations
- Forum for customer reviews of providers
- Discussion boards
- Links to existing trip planning options (Google Trip Planner / CTTRANSIT)
- Link to Facebook and Twitter
- Regional Resources
- Contact us
    - General questions
    - Service gaps and feedback
    - Trip planning assistance requests

4.3 Inbound Call Center

Today call centers are evolving into "contact centers", handling multiple forms of communication from one location including emails, text notifications, chat support, and phone calls. Call centers can service multiple locations and agents are often able to work from any location. A call center could range from a small operation with a single representative to a large organization handling a high volume of calls. The size of the center would likely be determined by the volume of customers served and the extent of the service provided. Regardless of its size, there are some elements that are common to all call centers.

Inbound call centers are designed to receive incoming calls, but not to initiate calls to customers. They are often equipped with ACD (Automatic Call Distribution) Software which efficiently sends calls to the "next available agent." Inbound call centers are also labor intensive, since a representative must be available at all times during operating hours regardless of the number and frequency of customer calls. Salary for an Inbound Call Center Representative in Connecticut could range between $32,500 and $43,500 depending on experience. The cost of software licenses can vary depending on the number of agents required and the type of software used. Therefore it would be important to choose a software package that meets the requirements of the organization without unnecessary features that would add cost. Representatives would also need specific training in the use of any specialized equipment or software.

Some call center setup costs could be minimized by utilizing existing resources such as office space, phone lines, and internet service. Consideration should also be given to anticipated call volumes. It may be possible for call center representatives to serve multiple roles when call volumes are low, especially if the call center representatives also handle outgoing email communications or website information. **Table 2** provides an itemized list of potential costs for operating a call center. These costs would vary depending on the hours that the service would be provided and the volume of calls anticipated.

Some companies choose to outsource their services to a professional call center. Although this option could eliminate equipment and labor costs, external call centers deal with customers from many different companies and would be less knowledgeable about the specific needs of individual customers. These services are often based on a per-minute rate, which makes this cost difficult to estimate, as customer usage would initially be hard to anticipate and would fluctuate with any consumer outreach.

Table 2: Potential Call Center Expenses

Type of Expense	One Time or Recurring Cost	Cost ($)
Computer / Phone (Desktop computer, phone, headset)	One-Time	$700 Each Unit
ACD Software (costs will vary based on features and number of users)	One-Time	$2500
Labor - 7AM-7PM (7 days a week) (assuming $15-$21 / hr base on experience)	Recurring Annually	$66K-&92K per representative

4.4 Online Trip Planner

The feasibility of developing a trip planner that would include human services transportation options was also investigated. Although trip planners are currently being used in Connecticut, throughout United States, and internationally, at this time, no trip planner was found that includes comprehensive transportation options for serving the elderly and people with disabilities. While customers can find information regarding specialized transportation services, an online tool with point A to point B routes has not been executed effectively, which is likely due to the highly individualized needs of customers, unlimited combinations of origins and destinations, and variable service characteristics.

Currently, the most popular trip-planning tool online is Google Maps which does in some instances provide city or municipality public transportation options, but does not include any specialized needs or route options other than public fixed route transportation
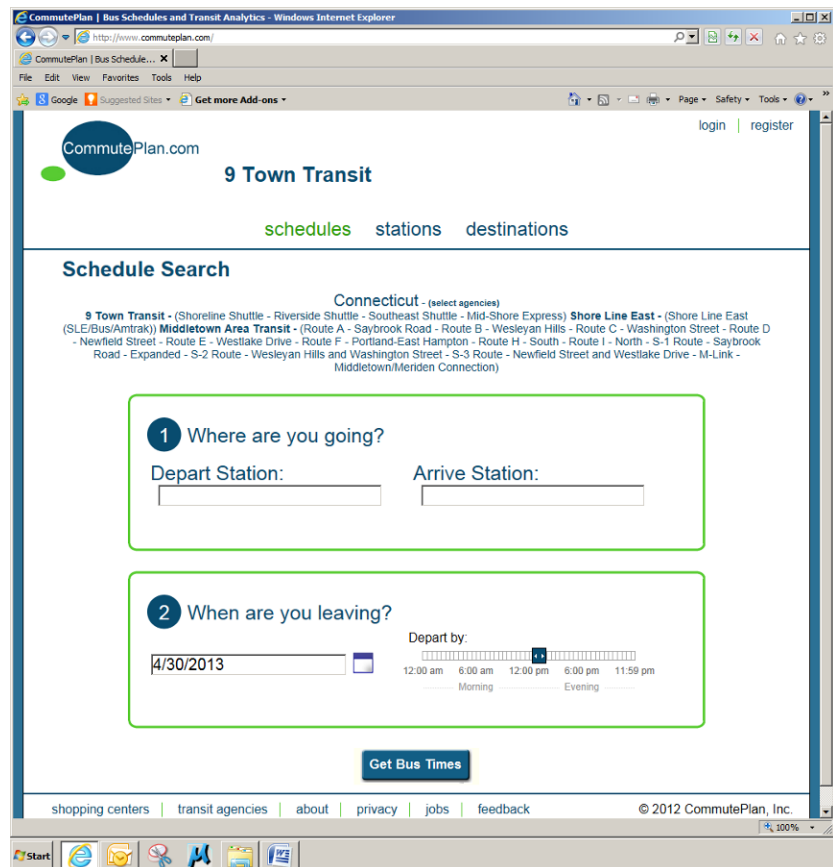
Screen Shot of commuteplan.com Trip Planner

services. Another trip planner is commuteplan.com, which provides customized bus and train

routing options for Shore Line East, 9 Town Transit and Middletown Area Transit services. One restriction of Commute Plan is that the site requires the selection of specific stations as origins and destinations instead of allowing more customized search options that would allow for flexible routing. CTTRANSIT also offers a Trip Planning tool for fixed route service on its website that provides route information for the following divisions: Hartford, New Haven, Stamford, Waterbury, New Britain, Meriden, Bristol, and Wallingford. Similar to the other providers mentioned, CTTRANSIT customers can only select locations along the fixed routes. For customers that are unable to use fixed-route service, CTTRANSIT provides a list of paratransit providers in the area.

Nationally, web based trip planners are becoming more common, but as in Connecticut they have yet to develop a platform to target transportation options for the elderly or people with disabilities. During this investigation, it was found that most sites that offer a range of travel modes include auto, bus, train, walking, and / or biking routes, but do not offer flexible bus routes or on-demand options. A web based open source platform that is currently being used across the country, as well as internationally, is Open Trip Planner (opentripplanner.com). This software allows for customized input of routes for a range of modes with searchable trip outputs. Some examples of sites developed with Open Trip Planner include:

- Portland, OR: http://maps.trimet.org
- Tampa, FL: http://opentripplanner.usf.edu
- Washington, DC: http://www.bikeplanner.org
- Valencia, Spain: http://www.emtvalencia.es
- London, UK: http://london.optitrans.net
- The Netherlands   http://opentripplanner.nl
- Lublin, Poland   http://lublin.iplaner.pl
- Budapest, Hungary   http://otp.flaktack.net

As the examples outlined above demonstrate, there are no trip planners currently being used that effectively serve the needs of the elderly and / or people with disabilities. Rather than trying to develop a trip planner that offers point A to point B routing, providing a searchable database of service providers that offer transportation services for the elderly and people with disabilities may be a better option. Providing a number of searchable key words as they apply to each provider such as origin town, destination town, eligibility criteria, service hours, trip purpose, etc. would help customers more easily find providers who would meet their specific needs. Included with the search results, it would be preferable to include a website, phone number, and other contact information for each provider so that customers could contact the providers directly. Links to fixed route transit planners could also be included for those

consumers that are able to use those services. If a call center is established as part of a Mobility Management project for the region, a customer might be able to call a service representative to discuss the search results and obtain additional information to help with decision-making. This could help customers with the selection of optimal travel options based on an individual's specific needs.

5 INTEGRATED COMMUNICATION PLAN

A comprehensive communications plan is essential to the success of any public endeavor. The purpose of a marketing plan for a Mobility Management program would be to inform the elderly, people with disabilities, their family members, and supporting community groups of the various travel options available. Through communication efforts, a goal of any plan could be to enhance mobility for the target audience by effectively utilizing existing transportation options available within the region and between regions.

An Integrated Communications Plan (ICP) is essential in order to effectively inform the community of the range of available transportation options so individual customers can choose the solutions that best meet their specific needs. The ICP focuses a targeted message to each appropriate audience. Potential key messages and outreach methods for each target group are outlined below. While some efforts would encompass cross-communication over multiple target groups, specific options for each target audience are listed as well.

5.1 Target Audiences

Senior citizens and people with disabilities - This population makes up the primary ridership of paratransit and other specialized transportation services and would be the largest focus of outreach efforts. Providing information directly to users empowers them to make their own decisions regarding their mobility options. Some of these community members may require assistance understanding available travel options including route information, policies, and the extent of the service offered (i.e. curb-to-curb, door-to-door assistance, etc.). It is also important to note that any printed materials created for distribution to seniors should have large, clear print in order to be easily read by those with vision impairments.

Family Members and Caregivers - With the growth of the elderly populations and aging baby boomers, family members are a critical component of care given to the elderly. This group also plays a key role in the care of people with disabilities. Caregivers are often advocates and sometimes even decision makers for their loved-ones. When accessible and viable transit

options do not exist, the burden of providing transportation services often falls to this group, therefore this group plays an important role in managing travel options for the target audience.

Community Supporters - This group includes a broad range of functional organizations that directly or indirectly provide support or aid to the elderly and people with disabilities and include areas such as community centers, government agencies, and businesses. This broad group can function as ambassadors, connecting members or clients to the full range of services that are available to them. Focused efforts can be taken to ensure these supporters have the information and resources needed to accomplish this. Local community support agencies could include municipal elderly services departments, senior centers, the Area Agencies on Aging, Breakthrough to the Aging, Connecticut Association of Adult Day Centers, Connecticut Community Care, Inc., the National Family Caregiver Support Program, the Connecticut Homecare Program, Senior EyeCare Program, AARP, Easter Seals/Goodwill, or the Salvation Army.

Source: www.lifehealthpro.com

Medical Community - As a key source of connection with potential riders, this group can serve as an essential connection, providing information and guidance. The Medical Community reaches this population with an increased level of commitment and concern for their well-being and can function as strong advocates regarding the available travel opportunities and solutions. Doctors, nurses, and many other health professionals are an integral resource in locations such as nursing homes, hospitals, and pharmacies and these points of contact could be critical to the success of the program overall. Potential medical providers in the region could include Hospital of Saint Raphael in New Haven, Yale-New Haven Hospital, the Veterans Administration Medical Center in West Haven, Milford Hospital, Stony Creek Urgent Care Center, and Gaylord Hospital Outpatient Center.

5.2 Key Communications Tactics

Printed Materials – A few strategies have been identified that could be most effective in reaching target audiences in the South Central Region. These include:

- **Distribution to Strategic Locations:** Community and medical centers could be identified for delivery of promotional materials for distribution to visitors, clients, or customers. Possible locations include senior centers, libraries, human service agencies and hospitals.
- **Provide Information for Print Publications:** Most senior centers in the region publish a monthy newsletter and informational brochures. Many senior housing complexes also publish newsletters. Providing information to print in these publications would be free, reliable, and can directly target potential customers.
- **Door-to-Door Distribution**: In densely populated areas street teams could go door to door in residential neighborhoods to distribute easy to read brochures. These brochures would provide information about the Mobility Management program and provide a point of contact for discovering available transportation options.
- **Direct Mail**: Send postcard or brochure to all senior and disabled residents in the region that includes Mobility Management program information and a point of contact.
- **Print Advertisements and Online Sites**: Local print and advertisements in community newspapers, senior center newsletters, and other communications through local advocacy groups. Advertisements could be distributed in both print and digital formats.

Online Presence – There are a large and growing number of strategies that could be used to build and maintain an online presence as well as to drive traffic to a Mobility Management project website or other page. These potential strategies include:

- **Links to Mobility Management Website**: Request community, medical, and advocacy organizations to post links on their website to connect users the Mobility Management Website.
- **Facebook**: Design a Facebook page with photos videos of positive experiences that the family members target can relate to. Develop video tutorials as to how to use the Mobility Management website and showcase the various travel solutions.
- **Twitter**: Create a twitter account and follow key travel options within the region i.e. Metro Taxi (https://twitter.com/MetroTaxiCT) etc. Establish a resource to post 2-3 tweets per week of relevant travel related comments such as new routes or public service announcements.
- **Webinars / Videos**: Develop a series of webinar or videos that can be utilized to help community supporters, caretakers and members of the medical community understand the importance of mobility options and assist them in identifying and meeting the transportation needs of the seniors and disabled persons that they may be connected with.
- **Email**: Create a Mobility Management listserv. Interested parties can sign up via the website to receive notifications and a quarterly e-newsletter. Also during all community outreach capture emails and include in a database for future email correspondence.
- **Google Ad words**: Online search is the primary method used at the point of investigating travel options and solutions. With Google Adwords you can reach people exactly when they're searching and you are only charged when someone clicks on your

advertisement. Ads can be targeted to specific geographical areas such as states, towns, or even neighborhoods. Budget considerations allow you to decide how much or little you want to spend monthly, and you'll never be charged more than that amount. Keywords are words or phrases you choose that trigger your ad to appear on Google searches or other websites in the Google Network that are related to that keyword. Keywords can also trigger your ads to show on other sites across the Internet -- Google-owned properties like YouTube and Google's partner sites like NYTimes.com or Families.com.

Mass Media – Other methods to reach the region's target audiences also considered include:

- **Traditional Media**: Place poster-type ads in heavy commuter areas (i.e. train stations / bus stops etc.) targeting family members with busy schedules who may require help with arranging mobility plans for their loved ones.
- **Mobile Billboards**: Advertising on buses and taxis can be an effective tactic as these vehicles will be seen by a wide variety of the population and will be observed at high traffic transit locations.

Different communication tactics can be used to reach the various target audiences for the Mobility Management project. **Table 3** shows a summary of potential communication tactics for the identified target audiences. Cost estimates to implement the various communication tactics are included in **Appendix B**.

Table 3: Summary of Potential Communication Tactics for identified Target Audiences

	Customers	Caregivers	Community	Medical
Printed Materials				
Distribution to Strategic Locations	X	X	X	X
Provide Information for Print Publications	X	X	X	
Door-to-Door Distribution	X	X		
Direct Mail	X			
Print Advertisements and Online sites	X			
Online				
Link to Mobility Management Website			X	X
Facebook		X	X	X
Twitter		X	X	X
Webinars / Videos		X		
Email		X	X	X
Google Ad words		X		
Mass Media				
Traditional Media	X	X		
Mobile Billboards	X	X		

6 Recommendations for Mobility Management Implementation

Based on the investigation of Mobility Management practices in Connecticut and elsewhere in the country as well as characteristics of the South Central Region, a series of recommendations were developed to address specific implementation options. These include considerations of in-house vs. consultant management of a program, the application of best practices for the South Central Region, and issues of procurement of Mobility Management services.

6.1 In-House vs. Consultant Management of Mobility Management Program

There are a number of different options for structuring a Mobility Management program that have been discussed in previous sections. Within Connecticut there are two different implementation examples. The ECTC is a private non-profit organization that spearheads Mobility Management efforts in eastern Connecticut. It is a permanent organization that is able to offer a wide range of services and programs. SWRPA hired a consultant to manage a Mobility Management project on a short-term basis. The scope of services for that project is more limited and the tasks have a shorter timeframe. Besides these two structural choices, it would also be beneficial if the State would take the lead in establishing a framework for Mobility Management programs statewide, participating in efforts at the state level, and overseeing some coordinating activities between regions. This would improve program effectiveness for all regions in this small and densely populated state.

Given the current structures and practices of agencies and organizations in the state, it seems that the most feasible and beneficial option for the South Central Region at this point would be for a lead organization to be designated to manage a long-term Mobility Management project that could be operated with consultant support. There was a consensus among many stakeholders involved with this study that the lead agency should hire a Mobility Manager to initiate and direct project efforts. Together with the Mobility Manager, it would be important for a lead agency in the South Central Region, in cooperation with member municipalities and transit providers, to take a leading role in defining the goals of a program, establishing a project name or brand, identifying the strategies that should be implemented, selecting consultants to perform selected tasks, and maintaining strong oversight and involvement of the project as it develops. It is strongly recommended to establish a permanent Mobility Management Project for the region. This will allow for the greatest benefits to be realized since a wide range of

strategies could be implemented, there would be greater opportunity for growth, long-term efforts at statewide coordination and policy planning could be undertaken, and communication efforts and resources developed (such as a website) would be the most successful.

6.2 Best Practices to Apply to the South Central Region

Based on a review of Mobility Management practices both within and outside of the region, a number of strategies have been identified and recommended for implementation in the South Central Region. A Mobility Management project in the region would need to be flexible and collaborative while continuously reprioritizing and tailoring strategies to meet the needs of the project's stakeholders. Additionally, it should be noted that a Mobility Management project is just one of a number of potential projects in the region that need to be prioritized and funded, with participation from the Region's member municipalities. Therefore, it is recommended that a Mobility Management project be developed in phases, with each strategy building on the overall program. The recommended strategies are summarized in **Table 4**. The flexibility and implementation time frame for each strategy are noted along with cost considerations. It is expected that as a Mobility Management project is executed, strategies could be redefined and reprioritized on an ongoing basis.

Table 4: Recommended Mobility Management Strategies for the South Central Region

Strategy	Description	Cost Considerations
Establish a Lead Agency to direct a Permanent Mobility Management Project	Designate a Lead Agency that will be responsible for establishment and oversight of a permanent Mobility Management Program in the South Central Region. The agency should maintain strong involvement and oversight of the project. *Flexibility: Medium* *Implementation Time Frame: Short*	Low Cost
Hire a Mobility Project Manager	Hire a manager for the Mobility Management Project to be housed in the Lead Agency. *Flexibility: Medium* *Implementation Time Frame: Short*	Medium Cost
Establish a Mobility Management Project Committee	Establish a committee to oversee the Mobility Management Project. Members should include representatives from a range of transportation providers, municipalities, and human service organizations. The committee can provide a forum for ongoing coordination, identifying and addressing gaps, prioritizing strategies, informing desired policy changes, and providing support to Mobility Management project staff and consultants as needed. *Flexibility: Medium* *Implementation Time Frame: Short*	Low Cost

Table 4: Recommended Mobility Management Strategies for the South Central Region   (continued)

Strategy	Description	Cost Considerations
Establish project goals and identify preferred strategies	The Mobility Project Manager should work with the Project Committee to define the goals of a program, identify strategies for implementation, and prioritize the next steps to be taken. *Flexibility: High* *Implementation Time Frame: Ongoing*	Low Cost
Develop a Project Name (Brand)	Select and hire a contractor to design a brand unique to the South Central Region Mobility Management Program. This should include a logo, color scheme, and tag lines. All graphic should be in high quality formats that can be used in any type of digital and print media. *Flexibility: Low* *Implementation Time Frame: Medium*	$6,000
Develop a Mobility Management Website	Select and hire a contractor to build a customized Mobility Management website for the South Central Region to include a searchable database of providers. *Flexibility: Low* *Implementation Time Frame: Medium*	$15K-$30K Set-up, $25-$35 / mo to maintain domain
Finalize an Outreach Plan	Building on the Integrated Communication Plan outlined in this report, select the preferred methods of outreach for initial communication efforts in the region, such as strategies to increase presence online and development of easy-to-read brochures and posters. *Flexibility: Medium* *Implementation Time Frame: Medium*	Task of Mobility Manager
Develop Outreach Material	Hire a contractor to design and print outreach material to target specific audiences for the desired distribution methods, such as brochures and posters. *Flexibility: Medium* *Implementation Time Frame: Medium*	$5,000
Perform Outreach Tasks	Perform Mobility Management project outreach tasks such as distributing outreach material, presenting to customers, communicating with organizations, conducting informal surveys, managing the website, maintaining the project presence online and in the media, and / or maintaining / updating the provider database. If needed, some outreach tasks could be performed with consultant support. *Flexibility: Medium* *Implementation Time Frame: Medium*	Task of Mobility Manager

Table 4: Recommended Mobility Management Strategies for the South Central Region   (continued)

Strategy	Description	Cost Considerations
Provide phone support for the Mobility Management project through United Way's 211 call center	Arrange with the United Way of Connecticut to provide phone support for the Mobility Management project as part of their 211 call center services. The call line is already available statewide 24 hours a day and the database already includes a comprehensive list of transportation services. The call center specialists currently provide referrals to providers but have limited knowledge about the services to help customers make decisions. The Mobility Manager could provide training to call specialists for answering transportation questions. The Mobility Manager could also coordinate with the United Way to maintain up to date information on transportation providers in the South Central Region. Marketing materials, the website, and other project information sources could publicize 211 as the phone support line. *Flexibility: Medium* *Implementation Time Frame: Medium*	Contract amount with 211 would be based on anticipated call volume.
Provide "last resort" phone support	The Mobility Manager could provide occasional phone support for individuals who have unresolved questions or problems after trying other resources. "Hot transfers" between the 211 call center and Mobility Manager could be enabled, and customers could be referred through other providers or agencies. *Flexibility: Medium* *Timeframe: Medium*	Task of Mobility Manager
Coordinate with the State and other Regions	Advocate for the State to establish support for and facilitate coordination between Regional Mobility Management programs. This strategy will evolve over the project lifespan. *Flexibility: High* *Implementation Time Frame: Ongoing*	Task of Mobility Manager
Encourage transportation providers to implement new and coordinated technologies	Work with the region's transportation providers to determine what technologies are being used, what are needed, and what are being implemented. Encourage implementation of technologies that can improve service coordination such as: • Demand Response Software that can improve data integrity, fare collection, cost sharing/allocation, billing, reporting and transfers with consideration for future statewide implementation • Web-based scheduling for small agencies who don't need as many of the capabilities of comprehensive software packages. • Onboard mobile data terminals that can support two-way communication and can collect various types of data onboard *Flexibility: High* *Implementation Time Frame: Ongoing*	Task of Mobility Manager $6K / small agency $20-35K typ. Varies $4K-$6K / vehicle, $100 / yr maintenance

6.3 Procurement of Mobility Management Services

The duties of a Mobility Manager would vary depending on the structure, size, and scope of the program. A regional Mobility Manager could focus on local outreach and the day-to-day mobility needs of customers and report to a steering committee that could oversee the programs and facilitate coordination between service providers. Following are general descriptions of duties and qualifications that are common to most Mobility Management Programs, regardless of size. Specific requirements would be dependent on the final program structure and planned activities. Some of the duties and / or qualifications may also be relevant for hiring consultants to provide program support on a spot basis. Qualifications for consultant firms seeking to manage the program have also been included. Sample Mobility Management job descriptions and RFPs for Mobility Management services for other programs, including those for ECTC and SWRPA can be found in **Appendix C**.

Duties of a Mobility Manager:

- Identify the transportation needs of individuals with disabilities, older adults and individuals with lower incomes and identify transportation options which best accommodate their unique travel choices and needs.
- Conduct outreach to community organizations to identify unmet needs, discover and develop connections with relevant organizations and human service agencies, and make customers aware of available services. This includes producing outreach material as needed.
- Identify and prioritize strategies for meeting local transportation needs and filling gaps in service to create an effective and coordinated network of viable transportation options for the target population.
- Maintain a database of transportation resources, including public transit, human services organizations, and municipal transit providers.
- Explore new and existing financial resources including researching and applying for eligible grants as well as seeking opportunities for corporate and government partnerships.
- Develop educational and training programs as well as supplemental materials for programs.
- Make public presentations and attend meetings of various groups and organizations to promote coordination amongst agencies and educate groups on the importance of Mobility Management and the benefits for the community including how diverse and viable transportation options enhance economic development and quality of life.
- Maintain communication and promote coordination with appropriate local, state, and federal agencies, as well as private interests.

Qualifications for Mobility Manager:

- Bachelor's Degree and three years of experience, or Master's Degree and two years of experience in: planning, public administration, social work, public transit, or a related field. Knowledge of principles and practices of public transit, human services, public planning, or a related field.
- Knowledge of the principles, procedures, and strategies of coordinated human services transit-transportation planning and coordination.
- Knowledge of Federal Transit Authority (FTA) and Connecticut State transportation policies and procedures including an understanding of transportation funding sources.
- Ability to read and understand transportation and program planning documents and standards.
- Ability to establish and maintain effective working relationships with all levels of staff, community leaders, government representatives, and customers.
- Excellent verbal and written communication skills including public speaking and the ability to prepare clear and concise written reports.
- Excellent computer skills including but not limited to word processing, spreadsheets, and presentation software.

Qualifications for Consultant:

- Knowledge / Experience working with LOCHSTP collaborative and regional stakeholders within the South Central Region.
- Understanding of the transportation needs and challenges faced by persons with disabilities in the South Central Region.
- Ability to provide day-to-day oversight to the Mobility Manager and any subsequent positions that may be created, such as call center representatives.
- Ability to provide a professional work environment and all essential services necessary for the proposed Mobility Manager position to function efficiently.
- Ability to initiate hiring and staff the Mobility Manager position and any other subsequent positions in a reasonable time-frame.
- Adherence to Budget and Schedule requirements.

APPENDIX A:

INVENTORY OF SERVICE PROVIDERS

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
Chester	Aaron Manor	Private	www.aaron-manor.net		(860) 526-5316	Chester					
North Haven	ACES	Regional	www.aces.org	School Shuttle	203-234-2406	North Haven, New Haven, Meriden, Hamden	To & From ACES Locations	ACES Students or Employees	Yes	Free	No
New Haven	AIDS Project	Non-profit	http://www.apnh.org	Medical	(203) 624-0947			Clients			
Milford	ALS Association	Private	http://www.alsact.org	Medical	(203) 874-5050						
Rocky Hill	American Cancer Society	Non-profit	http://www.cancer.org	Medical	(800) 227-2345	Branford, Bethany, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Northford, Orange, Wallingford, West Haven, Woodbridge and Yalesville.	Medical	Cancer patients			
	American Red Cross	Regional	http://www.redcross.org/ct				Any	Elderly and/or disabled		Fare	
New Haven	Amtrak	Regional	www.amtrak.com	Rail	1-800-USA-RAIL	Old Saybrook, Wallingford, New Haven, Meriden	Any	None	Yes	Fare	No
Meriden	Arc of Meriden Wallingford		www.arcmw.org	Resident Shuttle	203-237-9975	Meriden, Wallingford		Elderly and/or disabled	Yes		
Milford	Beth El Center	Town	www.bethelmilford.org		203.876.0747						
Meriden	Bradley Home										
Branford	Branford Medical Transportation/ Canoe Brook Center	Regional	www.branford-ct.gov	Dial-A-Ride	203-315-0681	Branford, New Haven, East Haven, Guilford	Shopping, Errands, Medical	Branford Residents	No	Fare	No
	Brian House Group Home										
Milford	Bridges										
Chester	Caring Ways										
New Haven	Casa Otonal										
West Haven	Center for Disability Rights		http://cdr-ct.org/		(203) 934-7077						
Stratford	Change a Life Time Companies, Inc.	Private	http://www.changealifetimeinc.org	Medical	(203) 345-8992						
New Haven	Chapel Haven	Private	www.chapelhaven.org	School Shuttle	203-397-1714	New Haven County	To & From Work	Student or Resident of Chapel Haven			
Chester	Chester City Hall	Regional	chesterct.org	Chester Hadlyme Ferry		Chester to Hadlyme	Any	None		Fare	No
Chester	Chester Gateway Counseling Services		None		(860) 526-2624						
Chester	Chester Village West		www.chestervillagewestlcs.com	Scheduled Transportation	(860) 526-6800			Resident of Chester Village West			
Chester	Chesterfields Health Care Center		None		(860) 526-5363						
Essex	Child and Family Agency		http://www.childandfamilyagency.org/		860-443-2896						
Milford	City of Milford (See Milford Transit District)										
Chester	Clarke House Group Home		None		(860) 526-3963						
Clinton	Clinton City Hall (see Estuary Transit)										
New Haven	Columbus House	Non-profit	http://www.columbushouse.org	Clients	(203) 401-4400 x 135			Clients			
New Haven	Community Action Agency		http://www.caanh.net/		203-387-7700						
	CORD Inc.										
Meriden	CT Transit - Meriden/Wallingford Division	Regional	www.cttransit.com	Fixed Route Bus	203-235-6851	Meriden, New Haven, Wallingford	Any	None	Yes	Fare	No
New Haven	CT Transit - New Haven Division	Regional	www.cttransit.com	Fixed Route Bus	203-867-6300	New Haven, North Haven, Hamden, West Haven, North Branford, Milford, Woodbridge, East Haven, Orange, Wallingford, Meriden	Any	None	Yes	Fare	No

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
All Counties	CTTRANSIT	Regional	www.cttransit.com	Fixed Route Bus	(860) 522-8101	New Haven, Meriden, Wallingford, Woodbridge, North Haven, Hamden, East Haven, Orange, West Haven, Milford, North Branford	Any	None	Yes	Fare	No
Stratford	Curtin Livery	Private	http://www.curtinlivery.com	Livery	(203) 380-8203	Statewide	Disabled/Students/Airport	None	Yes	Fare	No
New Haven	DATTCO	Private	www.dattco.com	DATTCO Scheduled Commuter Service	(800) 229-4879	Old Saybrook, Middletown, Essex, Chester, Madison, New Haven	Any	None	Yes	Fare	No
	Deep River City Hall (see Estuary Transit)										
West Haven	Disabled American Veterans	Non-profit	http://www.davct.org	Medical	(203) 932-5711 x 3575			Disabled Veterans			
Branford	East Shore Adult Day Care		None		203-481-7110					Yes	
Branford	East Shore Regional Adult Daycare Center	Non-profit			(203) 481-7110						
New Haven	Easter Seal-Goodwill Rehab		www.newhavengoodwill.easterseals.com		(203) 772-6602		To/From Job Interviews, Senior Transportation			Yes	
North Haven	Easter Seal-Goodwill Rehabilitation Center	Non-profit			(203) 627-6497						
	Easy Street Vanpool Services	Regional	www.easystreet.org	Employee Shuttle	(800) 972-3279	Clinton, New Haven, West Haven, North Haven	To & From Work	None		Fare	No
Meriden	Ernest B Kuhn Training Center	Private	www.kuhngroup.org	Kuhn Van Service	203-235-2583	Greater Meriden area	To/From Job Interviews and to/from work	Must be Kuhn Program Participant		Partici-pant Fund	No
Essex	Essex City Hall (See Estuary Transit)										
Essex	Essex Meadows Lifecare	Private	www.essexmeadows.com	Scheduled Transportation	(860) 767-7201			Must be Resident			
Old Saybrook	Estuary Council of Seniors	Regional	www.ecsenior.org	Estuary Medical Outpatient Transport	860-388-1611	Estuary Region: Chester, Clinton, Deep River, Essex, Haddam, Killingworth, Old Lyme, Old Saybrook, Westbrook, New Haven	Medical Appointments	Resident of the Estuary Region, Age 60 +	Yes	Donation	No
Westbrook	Estuary Transit District	Regional	www.estuarytransit.org	Dial-A-Ride	860-510-0429	Chester, Clinton, Deep River, Essex, Killingworth, Lyme, Old Lyme, Old Saybrook, Westbrook	Any (But priority is given to medical appts)	None	Yes	Fare	No
Westbrook	Estuary Transit District	Regional	www.estuarytransit.org	9-Town Transit Service	860-510-0429	Chester, Clinton, Deep River, Essex, Haddam, Killingworth, Lyme, Old Lyme, Old Saybrook, Westbrook	Any	None	Yes	Fare	No
Westbrook	Estuary Transit District	Regional	www.estuarytransit.org	Express Bus Service operated by DATTCO	860-510-0429	Old Saybrook, Essex, Chester	Any	None	Yes	Fare	No
Clinton	Family Lodge of Clinton		None								
New Haven	FISH	Non-profit	http://www.fishgnh.org	Medical	(203) 503-0107						
Wallingford	Gaylord Hospital		www.gaylord.org		203-284-2800						
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Fixed Route Bus	203-288-6282	Bethany, Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, West Haven, Woodbridge, Guilford, Madison, Milford, Wallingford	Any	None	No	Fare	No
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	ADA	203-288-6282	Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge (limited service available in Ansonia, Derby, Cheshire, Guilford, Madison, Milford, Seymour, Shelton and Waterbury)	Any	Temp. or Perm. Disability	Yes	Fare	Yes

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Regional Rides Program	203-288-6282	Bethany, Branford, East Haven, Hamden, Guilford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, Woodbridge	Medical, Adult Day Care, Work,Shopping	Resident of member town & Over age of 60 or disabled	Yes	Fare	Yes
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Dial-A-Ride (DAR)	203-288-6282	Bethany, Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, West Haven, Woodbridge	Any	Resident of member town & Over age of 60 or disabled	Yes	Fare	Yes
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Jobs Access	203-288-6282	Bethany Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, West Haven and Woodbridge.	To & From Work	Temp. or Perm. Disability & a member of the GNHTD	Yes	Fare	Yes
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	New Haven Elderly Services	203-288-6282	Bethany, Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, West Haven, Woodbridge	Any	65 Years of Age	Yes	Fare	Yes
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Downtown New Haven Trolley Line	203-288-6282	New Haven	Any	None	Yes	Free	No
New Haven	Greater New Haven Transit District	Regional	www.gnhtd.org	Senior Bus	203-288-6282	New Haven	To/From New Haven Senior Centers, Medical, Recreational Day Trips.	Elderly resident of New Haven			
West Haven	Greater New Haven Transit District	Regional	www.gnhtd.org	Senior Bus	203-288-6282	West Haven, New Haven, Orange	To/From West Haven Senior Centers, Medical	West Haven elderly resident			
Hamden	Greater New Haven Transit District	Regional	www.gnhtd.org	Senior Bus	203-288-6282	Hamden, New Haven, North Haven	To/From Hamden Senior Center, Medical, Any	Elderly resident of Hamden			
Guilford	Guilford Parks and Recreation	Town	www.guilfordparkrec.com	Guilford Senior Citizens Program	(203) 453-8086	Guilford	Any	Age 55+	Yes	Fare	No
Haddam	Haddam Manor (Shailerville Manor)	Private		Retirement Community	(860) 345-4458	Haddam					
Killingworth	Helping Hands Caring Hearts		None		(860) 663-3526						
Hamden	Housing Alternatives for the Retarded Today										
Hamden	Interfaith Volunteer Caregivers of Greater New Haven	Non-profit	http://carenewhaven.org	Medical	(203) 230-8994						
Woodbridge	Jewish Community Center of GNH		jccnh.org		203 387-2424						
Fairfield	Jewish Home for The Aged	Private	www.jhe.org	Door to Door Adult Day Center Transportation	203-365-6407		To and From the Adult Day Center		Yes		
Killingworth	Killingworth City Hall (see Estuary transit)										
	League of Women Voters		lwvct.org		203-288-7996						
New Haven	Liberty Community Services	Private	http://www.libertycs.org/	Day Program	203-495-7600		Medical Appointments	Must be a resident or day program attendant			
North Haven	Logisticare	Private	http://www.logisticare.com	Medical	(888) 248-9895			Medicaid Recipients			

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
Old Lyme	Lymes' Senior Center	Regional	http://www.oldlyme-ct.gov/Pages/OldlymeCT_senior/senior	Medical transport provided by Estuary Council of Seniors	(860) 434-4127	Estuary Region: Chester, Clinton, Deep River, Essex, Haddam, Killingworth, Old Lyme, Old Saybrook, Westbrook, New Haven	Medical Appointments	Resident of the Estuary Region, Age 60 +	Yes	Donation	No
Madison	Madison Grove School										
Madison	Madison Town Hall	Town	madisonct.org	Dial A Ride	(203)245-5695	14-town Shoreline Region	Any	Age 60+ and/or disabled	Yes	Free	No
Madison	Madison Town Hall	Town	madisonct.org	Senior Bus	(203)245-5627	14-town Shoreline Region	Any	Age 60+ and/or disabled	Yes	Free	No
Madison	Madison Town Hall	Town	madisonct.org	Medical Transport	(203)245-3031	14-town Shoreline Region	Any	Age 60+ and/or disabled	Yes	Free	No
Woodbridge	Marrakech, Inc	Non-profit	http://www.marrakechinc.org/		(203) 389-2970						
Hamden	Mary B Ashford Adult Services Center				203-787-4123						
New Haven	Mary Wade Home and Community Services	Non-profit	http://www.marywade.org	Medical/Senior	(203) 562-7222	Greater New Haven	Any weekend	60+			
New Haven	Mary Wade Home	Private	http://www.marywade.org/	Adult Day Center Transport	(203) 562-7222		Transport Day Center attendees to and from Mary Wade Home				
Wallingford	Master's Manna	Non-profit	http://mastersmanna.org	Medical	(203) 303-2892						
Meriden	Meriden City Hall (see Meriden Transit)										
Meriden	Meriden Senior Citizen's Center	Town	http://www.cityofmeriden.org/content/senior_affairs/	Senior Bus	203-237-3338	Meriden	Any	Age 55+ and/or disabled	Yes	Free	No
Meriden	Meriden Transit District	Town	http://www.cityofmeriden.org/Content/Transit_District/	Fixed Route Bus	203-235-6851	Meriden, Wallingford	Any	None	Yes	Fare	No
New Haven	Metro North Railroad	Regional	www.mta.info/mnr/	New Haven Line	877-690-5114	New Haven	Any	None	Yes	Fare	No
New Haven	Metro North Railroad	Regional	www.mta.info/mnr/	New Haven Line - Reduced Fare Program	877-690-5114	New Haven	Any	Disabled and/or 65 Years of Age	Yes	Fare (half price)	No
West Haven	Metro Taxi	Private	http://www.metrotaxict.com	Taxi	(203) 777-7777	Meriden, Wallingford, North Haven, North Branford, Guilford, Branford, East Haven, New Haven, West Haven, Hamden, Woodbridge, Orange, Milford, Stratford, Bridgeport, Trumbull	Any	None	Yes	Fare	No
Milford	Milford Council on Aging	Non-profit			(203) 877-5131						
Milford	Milford Senior Center	Town	www.milfordctseniorcenter.com	Senior Bus	203-877-5131	Milford	To/From Sr. Center, or Medical Appts	Age 60+	Yes	Free	No
Milford	Milford Transit District	Local	www.milfordtransit.com	Fixed Route Bus	203-874-4507	Milford	Any	None	Yes	Fare	No
Milford	Milford Transit District	Regional	www.milfordtransit.com	ADA	203-874-4507	Milford, New Haven	Any	Disabled and/or 60 Years of Age	Yes	Fare	Yes
Meriden	Miller Memorial		www.millercommunity.org		(203) 237-8815						
Hartford	Multiple Sclerosis Society	Non-profit	http://www.ctfightsms.org	Medical	(860) 913-2550			MSS members			
Meriden	New England Medical Transportation	Private	http://www.newenglandmedtrans.com	Livery	(203) 886-9949						
New Haven	New Haven City Hall (see CT Transit - New Haven)			Fixed Route Bus							
North Branford	North Branford Senior Center	Town	www.nbparkrec.com	Senior Bus	203-315-6017	North Branford	To/From Sr. Center, Groceries, Med Appts	Age 55+		Free	No
North Branford	North Branford Town Hall	Town	www.townofnorthbranfordct.com	Fixed Route Bus via CT Transit District	203-624-0151	New Haven, North Haven, Hamden, West Haven, North Branford, Milford, Woodbridge, East Haven, Orange, Wallingford, Meriden	Any	None	Yes	Fare	No
Waterbury	North East Transit Co.	Regional	http://www.northeastbus.com/	Fixed Route Bus	(203) 753-2538	Meriden, Wallingford, New Haven, North Haven,	Any	None	Yes	Fare	No

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
North Haven	North Haven Senior Center	Town	http://www.town.north-haven.ct.us/OtherDepts/SeniorCenter.asp	Senior Bus	203-239-5432	North Haven, Wallingford	To/From Sr. Center, Errands, Groceries, and Med Appts	Age 62+	Yes	Free	No
	North Haven Town Hall (see CT Transit)										
Wallingford	Northeast Transportation Company	Regional	http://www.northeastbus.com	Fixed Route Bus	(203) 753-2538	Wallingford, Meriden, North Haven, New Haven	Any	None	Yes	Fare	No
Wallingford	Northeast Transportation Company	Regional	http://www.northeastbus.com	ADA	(203) 753-2538	Wallingford, Meriden, North Haven, New Haven	Any	None	Yes	Fare	Yes
	Old Lyme City Hall (see Estuary Transit)										
	Old Saybrook City Hall (see Estuary Transit)										
Orange	Orange Community Services	Town	http://www.orange-ct.gov/cominfo/senior.htm	Senior Bus	(203) 891-4786	Orange	To/From Med Appts	Age 55+ and/or disabled	Yes	Donation	No
Orange	Orange Town Hall (see CT Transit)		www.orange-ct.gov	Fixed Route Bus via CT Transit District							
Hamden	Quinnipiac University	Private		University Shuttle		Hamden, New Haven	Any	QU Student, Faculty, or Staff		Free	No
	Regional Workforce Development										
New Haven	Rideworks of Greater New Haven	Regional	www.rideworks.com	Fixed Route Bus and Vanpool	1-800-ALL-RIDE	New Haven, North Haven, Hamden, West Haven, North Branford, Milford, Woodbridge, East Haven, Orange, Wallingford, Meriden	To/From work	None	Yes	Fare	No
Meriden	Rushford Center Inc	Private	www.rushford.org		203-238-6894						
Guilford	Sarah Tuxis Group Home	Private	www.sarah-tuxis.org		(203) 458-8532						
Old Saybrook	Saybrook Convalescent Hospital	Private			(860) 399-6216	Old Saybrook					
Old Saybrook	Saybrook Village										
New Haven	Shore Line East	Regional	www.shorelineeast.com	Rail	1-800-ALL-RIDE	Westbrook, Clinton, Madison, Guilford, Branford, New Haven, Old Saybrook	Any	None	Yes	Fare	No
Branford	Shoreline Association for Retarded Citizens	Private	www.sarahseneca.org		(203) 315-3770						
New Haven	Southern Connecticut State University	Private	http://www.southernct.edu/transportation/	University Shuttle	203-281-5470	Hamden, New Haven, Milford	Any	SCSU Student, Faculty, or Staff	Yes	Free	No
Wallingford	Spanish Community of Wallingford	Non-profit	Http://www.scowinc.org	Medical	(203) 265-5866						
Clinton	St. Francis Care Behavioral Health Shoreline Programs	Private	http://www.stfranciscare.org/behavioralhealthservices/	Outpatient Services	860 714-2750	Clinton					
Madison	Strong House Adult Daycare	Private	http://www.connecticuthomecare.org/stronghouse	Door to Door Service	(203) 245-0524	Madison	Any	None	Yes	Free with Daycare Rate	No
Old Lyme	Sunrise Northeast Group Home	Private	www.sunrisegroup.org	Van Service	(860) 434-0619	Old Lyme	Any		Yes		
Essex	The Shoreline Soup Kitchens	Regional	www.shorelinesoupkitchens.org		860-388-1988	*Transportation not provided by Soup Kitchens, but they can post a note on their website asking for someone to provide a ride for someone else.* Clinton, Westbrook, Old Saybrook, East Lyme, Old Lyme, Essex	To and From Soup Kitchens	None			No
Bethany	Town of Bethany	Town	www.bethany-ct.com	Senior Bus	203-393-2100	Bethany	Shopping and Medical	Resident of Bethany	Yes		No
Branford	Town of Branford	Town	www.branford-ct.gov	Senior Bus	203-315-0687	Branford, Guilford, New Haven, West Haven	Shopping, Medical, to/from senior center	Resident of Branford	Yes	Free	No

South Central Region Transportation Providers

Town/County	Provider	Regional, Town or Private	Website	Service Name	Telephone #	Service Area	Trip Types	Eligibility Requirements	Wheelchair Accessible	Cost to Ride	Application Required
East Haven	Town of East Haven	Town	www.townofeasthavenct.org	Senior Bus	203-468-3277	East Haven	Medical, Shopping, Bank, Senior Center	Age 60+ and/or disabled	Yes		No
Hamden	Town of Hamden	Town	www.hamden.com	Senior Mini Bus	203-288-2885	Hamden	Any	Age 60+	Yes	$1 Fare (Round Trip)	No
Wallingford	United Cerebral Palsey Association	Private	http://www.ucpasouthernct.com/		203-269-3511						
Wallingford	United Cerebral Palsy Assoc. of Southern CT	Non-profit			(203) 269-3511						
Westbrook	Vista Vocational	Private	www.vistavocational.org	Public Transp. Available via Estuary Transit District	(860) 399-808	Chester, Clinton, Deep River, Essex, Killingworth, Lyme, Old Lyme, Old Saybrook, Westbrook	Any	None	Yes	Fare	No
Guilford	VNA Community Care Inc.	Private	http://www.connecticuthomecare.com	Escorted Transportation	203.458.4200	Bethany, Branford, Chester, Clinton, Deep River, East Haddam, East Haven, Essex, Guilford, Haddam, Hamden, Killingworth, Lyme, Madison, Milford, New Haven, North Branford, North Haven, Old Lyme, Old SaybrookWallingford, West Haven, Westbrook, Woodbridge	Any	Individuals with chronic conditions			
Wallingford	Wallingford Senior Center	Town	http://www.wlfdseniorctr.com/	Senior Bus	203-265-7753	Wallingford	Any	Age 60+	Yes	Free	No
West Haven	West Haven City Hall	Town	www.cityofwesthaven.com	Public Transp Available via GNHTD & RideWorks	(203) 937-3500	Bethany, Branford, East Haven, Hamden, New Haven, North Branford, North Haven, Orange, West Haven, Woodbridge, Madison, Guilford, Milford	Any	None	Yes	Fare	No
	West Haven Community House	Town	http://www.whcommunityhouse.org		(203) 934-5221						
Westbrook	Westbrook City Hall	Town	www.westbrookct.us								
	Winthrop Rd Group Home										
	Woodbridge Human Services/ Senior Center										

APPENDIX B:
COST ESTIMATES FOR
COMMUNICATION TACTICS

Direct Mailing to Customers

Direct Mailing Costs			
Direct Mail List	$0.05 cents per name ($250 Minimum)	73,000 residents	$3,650
3.5" x 8.5" Printed Mailers	$0.02 per piece plus approx. $350 shipping	73,000 pieces	$1,800
Postage	$0.33 each	73,000 pieces	$24,000

Pricing source: https://www.printingforless1.com. Direct Mail to all households with persons age 65 and over as well as any households of residents with a known disability.

Outdoor Media Advertising

Transit Ads:		
Bus Exterior	$150 - $4,500	4 week period
Bus Interior	$20 - $50	4 week period
Bus Stop / Bus Shelter Ads	$150 - $4,500	4 week period
Bench Ads	$75 - $500	4 week period
Subway Ads	$75 - $500	4 week period
Train-Rail Ads	$75 - $950	4 week period
Airport Ads:	$1,500 - $14,500	4 week period
Taxi Ads		
Taxi Top	$200 - $500	4 week period
Taxi Trunk	$200 - $500	4 week period
Taxi Full Wrap	$950 - $1,950	4 week period
Taxi TV 15 spot 30 spot 60 spot	 $20- $30 $30 - $40 $40 - $50	1,000 impressions (One transaction equals one impression.)
Mall Ads:		
Backlit Diorama	$750 - $2,500	4 week period
Elevator Wrap	$550 - $1,500	4 week period
Banner:	$1,500 - $10,000	4 week period
Table Top:	$75 - $300	4 week period

Source of pricing: www.bluelinemedia.com Estimated ranges of rates depends on timing and market conditions.

Other Outreach Strategies

Production	Sample Costs	Distribution	Sample Costs
Brochures	$.06 per piece	Street Team	$400-$500 per day labor
Newsletters	$.06 per piece	.33 postage	TBD
E-Newsletters (Copy Development)	Copy	FTE	% of Salary
Webinars (30 min meeting with 25 participants)	$350.00	FTE	% of Salary
Google Ad Words	Variable Budget	Include in media costs	% of Salary
Facebook	No Costs	FTE	% of Salary
Twitter	No Costs	FTE	% of Salary

Appendix C:

Example Job Descriptions for

Mobility Managers

and

Sample RFPs for

Mobility Management Services

REQUEST FOR PROPOSALS

Mobility Manger – Host/Oversight Organization

The South Western Regional Planning Agency (SWRPA), on behalf of the Bridgeport/Stamford Urbanized Area Locally Coordinated Human Services Transportation Planning Collaborative (LOCHSTP Collaborative) invites Proposals from organizations to ***host and provide day-to-day oversight of a Mobility Manager***. Interested organizations shall work closely with populations with disabilities and possess knowledge of matters affecting their transportation mobility.

The Bridgeport/Stamford Urbanized Area has received funding from the Federal Transit Administration's Section 5317 New Freedom Program and the Connecticut Department of Transportation to create a two-year full-time position for a mobility manager, which would be responsible for providing assistance to persons with disabilities facing mobility issues through outreach to prospective riders with disabilities, identifying barriers preventing people with disabilities from using existing services, and assisting with development and planning of new services, among   other tasks.   In coordination with the LOCSHTP Collaborative, SWRPA will be administering this RFP to determine a host organization to provide office space and daily oversight of the mobility manager for a two-year duration. Please note that although the organization awarded the contract will be responsible for day-to-day oversight, the LOCHSTP collaborative will serve in a role similar to a Board of Directors, and will work with the host organization and the Mobility Manger to update and modify the proposed work program based on the needs of the LOCHSTP collaborative.

SWRPA will accept complete Proposals, by mail or in person, until 4:00 p.m. on Monday, June 21, 2010. Respondents must submit one (1) original, 2 paper copies, and a digital copy on CD or through e-mail of their Proposal to:

<div align="center">

Mr. Craig Lader
Senior Regional Planner
South Western Regional Planning Agency
888 Washington Boulevard, 3rd Floor
Stamford, CT 06901

</div>

Proposals that are substantially incomplete or submitted via facsimile will <u>not</u> be accepted.

I. GENERAL INSTRUCTIONS AND REQUIREMENTS

Inquiries
Questions regarding this Request for Proposals (RFP) should be directed, in writing, to Craig Lader at the address noted above, or via e-mail at lader@swrpa.org no later than May 28, 2010.   Under no circumstances will SWRPA provide interpretive guidance.   Please check the RFP's and RFQ's-Employment page at http://www.swrpa.org for public responses to any inquiries received, to be posted on June 1, 2010.

New Releases
Written approval of SWRPA is required prior to any public disclosure of Proposals submitted in response to this RFP or any other subsequent awards.

Signature Requirements
Proposals must be signed by a representative of the firm having legal authority to contract on behalf of the organization. Proposals will be treated as bona fide offers and must remain open for a period of ninety (90) days from the closing date for submissions.

Submission of Proposals Statements
SWRPA will accept complete Proposals by mail or in person, until 4:00 p.m. on Monday, June 21, 2010. Proposals submitted via e facsimile will not be accepted.

Please see the section entitled "Format for Proposals" for additional guidance.

Equal Employment and Nondiscrimination
All contracts awarded as a result of this RFP are subject to Section 4a-60 of the Connecticut General Statutes, "Nondiscrimination and affirmative action provisions in contracts of the state and political sub-divisions other than municipalities." Contracts also are subject to all other applicable state and federal laws concerning civil rights, nondiscrimination and equal opportunities for employment.

Insurance Requirements
Successful organizations are required to maintain insurance coverage as required by state and federal law.

Addenda and Supplements
In the event that revisions or additions to this RFP are necessary, a copy of such revisions or additions will posted on the SWRPA website on June 1, 2010.

Rejection Rights
The LOCHSTP Collaborative reserves the right to reject any and all qualifications statements received in response to this RFP. The LOCHSTP Collaborative also reserves the right to cancel this RFP at any time and to reissue this or a substitute RFP at a later date.

Cost of Proposal Preparation
All costs associated with any response to this RFP, including the development of Proposals and participation in the selection process, are the sole responsibility of the respondent firms. SWRPA and the members of the LOCHSTP Collaborative will not reimburse any organizations for such costs, nor will any successful organizations be permitted to negotiate such costs as part of any contract or agreement with the LOCHSTP Collaborative or the Connecticut Department of Transportation.

Interest of Members or Delegates to Congress
No member of or delegate to the Congress of the United States shall be permitted to share or have interest in or benefit from, directly or indirectly, any contract or agreement resulting from this RFP.

Prohibited Interest
Any instance in which a member, officer or employee of a member of the LOCSHTP Collaborative, or member of a local public body having jurisdiction within the Bridgeport/Stamford Urbanized service area, during his or her tenure or one year thereafter, is employed by the organization submitting a proposal in response to this RFP shall be reviewed by the Collaborative for potential conflicts of interest. If such conflicts are determined to be present, such a party will prohibited from sharing in, having interest in or benefitting from, directly or indirectly, any contract or agreement resulting from this RFP.

Other
Any organization selected to perform any or all work associated with this RFP will be required to execute an agreement with the Connecticut Department of Transportation and meet any conditions on use of funds imposed by the State of Connecticut or the FTA. All fees will be negotiated and stated in the agreement.

II. REQUIRED FORMAT

The proposal statement must contain the following information:

1. Letter of interest;
2. Statement summarizing the pertinent experience of the Applicant Organization.   Knowledge and expertise in working with persons with disabilities and promoting transportation mobility needs for persons with disabilities should be demonstrated, and specific challenges that persons with disabilities face in the Bridgeport/Stamford Urbanized Area in terms of mobility and using public transportation resources should be elaborated upon. The individuals to be responsible for day-to-day oversight should be denoted, and their experience and background in transportation and/or promoting mobility for persons with disabilities should be described.
3. Statement describing the physical aspects of the anticipated workspace for the Mobility Manager Position, including technological capabilities (phone, computer, etc);
4. Narrative Statement describing the work plan for the Mobility Manager, based on the goals and objectives stated in the draft scope of work (Attachment A);
5. A detailed 2-year budget, including anticipated salary, Benefits/Fringe/Overhead costs, and other expenses
6. A proposed schedule for creating the workspace and staffing the Mobility Manager position;

III. SELECTION PROCEDURES

Responses to this RFP will be evaluated in accordance with the following criteria:

1. Qualifications of the Organization;
2. Qualifications of the individual(s) designated to provide day-to-day oversight to the Mobility Manager;
3. Knowledge/Experience working with LOCHSTP collaborative and regional stakeholders within the Bridgeport/Stamford Urbanized Area
4. Ability to provide a professional work environment and all essential services necessary for the proposed Mobility Manager position to function efficiently
5. Understanding of the transportation issues faced by persons with disabilities in the Bridgeport/Stamford Urbanized Area;
6. Ability to initiate hiring and staff the Mobility Manager position in a reasonable time-frame
7. Budget/Schedule

A Selection Team will be convened to evaluate proposals received by the closing date stated in this RFP. SWRPA will notify firms, consortia, joint ventures and teams selected for interview by the Consultant Selection Team within 60 days of the closing date. The Consultant Selection Team will rank the organizations according to the criteria identified in this RFP and submit its recommendations to the LOCHSTP Collaborative.

The LOCHSTP Collaborative will negotiate with the selected organization and reach agreement on terms and fees for the requested services. In the event that an agreement cannot be reached, the LOCHSTP collaborative reserves the right to terminate negotiations with that organization and commence negotiations with another organization. All contracts will be negotiated on a lump sum basis.

Selection of any organization and concurrence with the terms of the agreement will require the approval of ConnDOT, as ConnDOT will be the contractor providing the funding to the recipient of the award.

IV. RESOURCES

Firms seeking to learn more about SWRPA and its transportation program are encouraged to visit SWRPA's website at www.swrpa.org. Information on the LOCHSTP Collaborative can be found at http://www.swrpa.org/Default.aspx?Transport=82.

ATTACHMENT A

Scope of Work for the Mobility Manager Position

The Bridgeport/Stamford Urbanized Area proposes creation of a <u>Mobility Manager</u>. This position would be charged with a series of tasks to provide assistance to persons with disabilities facing mobility issues, by providing outreach to prospective riders with disabilities, identifying barriers preventing people with disabilities from using existing services, and assisting with development and planning of new services. Specifically, the major areas of responsibility would include, but not be limited to:

1. Mobility Handbook - Overseeing the preparation of an updated handbook for riders with disabilities containing public and private transportation and commute options with emphasis on the accessibility features of each service. The product would be similar to the "Getting on Board" and "Disabled Commuter's Handbook" prepared by CDOT Commuter Services. The document could contain special information relevant to a number of market segments (high school students transitioning to work, job developers, veterans, seniors, commuters, those traveling across the state etc.)

2. Outreach and Training - Coordinating the distribution of the newly developed handbook for riders with disabilities. Once prepared, the handbook will require wide distribution. This task will focus on the establishment of a network of distribution points identified by agencies that support and advocate for riders with disabilities. Once the network is established, an ongoing process will be developed to maintain fulfillment. The Mobility Manager will also coordinate group training sessions throughout the region (similar to PT 101) for various constituencies. The Mobility Manager will also facilitate resource sharing (i.e. driver training, mechanic/vendor service coordination, procurement, travel training).

3. New Services and Programs - Exploring the need for new services throughout the region for persons with disabilities. The Mobility Manager must become knowledgeable in all areas of mobility through the region and identify areas of demand not met by current services. Areas lacking geographic coverage or accessible modes will be identified along with service span and operating day limitations. The Mobility Manager will focus on inter-town, inter-regional and special purpose mobility not currently served by transportation services. In addition, the Mobility Manager will review industry best practices related to assistance programs (reduced fares, travel companions, voucher programs). This information, through the guidance of the oversight committee, will lead to a detailed, regional priority list of services and programs for which the Committee will pursue funding. The Mobility Manager will also look for opportunities for coordinating services.

4. Tracking Barriers – The Mobility Manager will act as a central depository of information pertaining to barriers to accessible transportation. Beyond service and program limitations identified above, the Mobility Manager will develop a process for identifying and addressing deficiencies or other barriers to mobility for riders with disabilities (defective equipment, unaffordable fares, limited accessible taxi service, and physical barriers at transportation facilities). This task will also focus on enhancements that could be made to existing mobility systems to improve accessibility (see ITS below). The Mobility Manager will also identify features to accommodate and facilitate travel by persons with all types of disabilities, including sight and hearing impairments.

5. Equipment – Creating a complete, prioritized list of vehicle needs throughout the region. While current (FTA) resources for the procurement of buses to be used for the transportation of riders with disabilities and seniors is limited (5310 funding), a complete listing of demonstrated vehicle needs will be compiled in the event that additional funding becomes available. Through this work, opportunities for coordination may also be identified. The overarching goal of this is to ensure the continued operation of as many services throughout the region as possible.
6. Transportation for Veterans - Evaluation of regional demand for transportation to the VA Connecticut Healthcare System facility in West Haven with the goal of ensuring that all demand for these services is met and that transportation services are not duplicated.
7. Intelligent Transportation Systems (ITS) – Consider existing and possible ITS systems that could lead to improved coordination of existing services and the application of ITS systems to aid in mobility for riders with disabilities (trip planning, real-time tracking, annunciators, GIS mapping and computer aided dispatch).

The proposed Mobility Manager position addresses numerous gaps identified in the Bridgeport/Stamford Urbanized Area section of Connecticut's Locally Coordinated Human Services Transportation Plan:

1. Identifying needs for persons with disabilities to address service gaps: The Mobility Manager will help to identify and develop the details of specific new services (routes/schedules) and programs (vouchers, accessible taxis) for implementation under the program, addressing the numerous gaps in service that exist both geographically and based on the time of day.
2. Identifying barriers to mobility for persons with disabilities: The Mobility Manager would provide a more detailed evaluation and understanding of issues facing riders with disabilities, and place the LOCHSTP working group in a better position to make the best use of current and future NFI and other funding.
3. Regional Coordination: The position's regional approach to assisting riders with disabilities and seniors in understanding mobility options without the limits generally associated with individual transit or other agencies assisting addresses the need to improve inter-regional coordination.
4. Improved Marketing of Services: This position would address the issue of marketing/advertising services and mobility options for riders with disabilities, which is one of the areas that is regularly discussed and cited as a major gap.

Through creation and initiation of the Mobility Manager position, a more focused approach to utilizing public transportation resources is anticipated. Due to the complexities of the transportation network in the Bridgeport/Stamford Urbanized Area and the limited funding available to provide blanket coverage to all areas during all timeframes, the Mobility Manager will ensure that there is substantiated need for new and expanded services, rather than implementing pilot services which are often subject to discontinuation due to low ridership. Determination of target audiences for marketing materials will result in efficient distribution of resources in a financially responsible manner, and hopefully generate new riders to assist in reduce the per-ride subsidy already provided to existing services.

Eastern Connecticut Transportation Consortium, Inc.
113 Salem Tpke Suite 200, Norwich CT 06360

Job Description: Mobility Information Specialist

SUMMARY OF POSITION This position will serve eastern Connecticut and consist of short-range planning, exploring projects for improving coordination among public transportation, and other transportation service providers with the intent of expanding or enhancing overall mobility of persons with disabilities and elderly individuals.

1. **Reports to:** Executive Director

2. **Other:** Works closely with representatives of all local government members, human service and transportation providers; has contact with other local elected officials, state and federal government officials, representatives of community and statewide organizations and groups.

EXAMPLES OF WORK: Essential Duties

- Prepare and/or update as necessary a mobility handbook (internet and printed version) for riders with disabilities containing public and private transportation and commute options with the emphasis on the accessibility features of each service. Identify the transportation needs of individuals with disabilities, older adults and individuals with lower incomes. Identify strategies for meeting those local needs and prioritize transportation services for review by the Advisory Committee;

- Outreach and Training - Coordinate the distribution of the newly developed mobility handbook for riders with disabilities. This task will focus on the establishment of a network of distribution points identified by agencies that support and advocate for riders with disabilities. Once the network is established, an ongoing process will be developed to maintain fulfillment. Produce other outreach materials for users and providers.

- The Ombudsman will also coordinate group training sessions throughout the regions (similar to Public Transit 101) for various constituencies. The Ombudsman will also facilitate resource sharing (i.e. driver training, mechanic/vendor service coordination, procurement, travel training, sharing of vehicles).

- Promotes the enhancement and facilitation of access to transportation services, including the integration and coordination of services;

- Help individuals identify transportation options which best accommodate their unique travel choices and needs.

- Supports operational planning for the acquisition and implementation of ITS technologies to help plan and operate coordinated systems;

- Gathers and analyzes data to evaluate intermodal transportation service options for persons with disabilities, the elderly and others who are transportation disadvantaged to design the most efficient and cost effective option possible.

- Function as a community advocate promoting United We Ride (UWR) efforts including activities related to the Job Access and Reverse Commute (JARC) Program, New Freedom Program (NFP), Elderly Individuals and Individuals with Disabilities programs;

- Meet with municipalities, senior centers, social service agency representatives and individuals to identify unmet needs and barriers. Record this information into a spreadsheet of database program.

- Present transportation resource information at community events and conferences.

- Other duties as may be assigned.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES *Knowledge of:* Americans with Disabilities Act (ADA) and its specific applications to public transportation; Transportation to Work Program; the updated JARC (Sec. 5316), NFP (Sec. 5317) and Elderly Individuals and Individuals with Disabilities (Sec. 5310) programs; United We Ride (UWR), State Municipal grant programs and other state/federal coordination initiatives and programs providing transportation funding for the targeted population; the principles and strategies of coordinated human services transit-transportation planning and coordination strategies; and Federal Transit Administration (FTA) and Connecticut Department of Transportation (ConnDOT) policies, procedures and practices. *Skill/Ability to:* be proficient with spreadsheet, word processing, presentation, database and project management software; excellent interpersonal, written and verbal communication skills; ability to provide leadership and speak before public groups, ability to work independently and with others in an effective manner; ability to use a personal computer and other office equipment; ability to analyze data, define problems, indentify potential solutions, develop strategies and evaluate outcomes; ability to prepare clear and concise oral and written reports; ability to read and understand transportation and program planning documents and standards; ability to work a flexible schedule; and ability to establish and maintain effective working relationships with all levels of staff, community leaders, government representative, and consumers.

ACCEPTABLE EXPERIENCE AND TRAINING Minimum Associates Degree or commensurate experience must have valid CT driver's license, insurance and vehicle. Experience must demonstrate the knowledge, skills, and ability to effectively perform the functions of this position may be considered.

Job Title:
Mobility Manager

Posting Number:

Agency: Metropolitan Planning Organization

Posting Type: Open to All Applicants

FLSA Exempt/Non Exempt:

Full Time/Part Time: *Full Time*   Regular/Temporary*:   Regular*

Travel: Yes (10% local and out of town) – Requires Texas Class C Drivers License

Job Location: 9601 Wright Drive, Ste. 1, Midland, Texas 79706

Salary Range: $2883.00 - $4750.00 – *Salary is commensurate with qualifications and experience*

Shift: Days Monday through Thursday, 8:00 a.m. – 7:00 p.m. (Work hours can vary based on special Board and community meetings held after customary work hours)

Job Closing Date: Open until filled.

Refer any questions to:

Human Resources at
The City of Odessa

- To apply for this position apply online at **http://www.odessa-tx.gov/public/** and submit a resume with three letters of reference.

Mobility Manager Job Description

THE NEED: The Midland-Odessa Transportation Planning Organization (MOTOR MPO) is looking for a full time Mobility Manager within its Regional Service Planning Coordination (RSPC) Department. This person will implement tasks as determined by MOTOR MPO and the RSPC Transportation Steering Committee, which includes representatives of the MPO, regional non-profit and private transit agencies, health and human service agencies, workforce agencies,

and the general public. The objective of this committee is to coordinate transportation services provided throughout the Permian Basin rural and metropolitan areas in order to improve overall mobility, with near-term improvements for transit-dependent persons such as elderly persons, persons with disabilities, and persons with low-income. This position provides the opportunity to interact with experienced professionals in a variety of fields. Prospective candidates with a background in non-profit organizations, transportation planning, communications, or public relations should apply.

THE VISION: Mobility management is a relatively new strategic approach to managing transportation resources. It emphasizes:

- moving people instead of moving vehicles,
- the discrete travel needs of individual consumers,
- the entire trip, not just that portion of the trip on one mode or another,
- making visible improvements to the effectiveness, efficiency, and quality of the travel services being delivered,
- designing and promoting transit oriented developments, livable cities, and energy efficient sustainable communities, and
- improving the information available about those services

THE MISSION: The mobility manager in a transportation planning organization serves the general public through conceptualization, planning, developing and operating programs that respond to and influence the demands of the market. These actions and supportive strategies are performed directly or in collaboration with others in order to provide a full range of travel options that are more effective in meeting needs and more efficient through reasonable pricing. This position is responsible to improve business and community support for the regional transit programs. It will require the development and distribution of information that explains how to utilize the available resources for meeting the diverse travel needs of the market it serves.

THE SCOPE: Mobility management is a process of managing a coordinated community-wide transportation service network comprised of the operations and infrastructures of multiple trip providers in partnership with each other.

- A focus on individual needs, not on moving the masses.
- Offering a full range of travel options to the single-occupant auto.
- A focus on innovation, changing usual business practices.
- Cultivating partnerships and multi-agency activities.
- Offering a single point of access for customers to multiple travel modes.
- Applying advanced technologies.
- Coordinating community-wide planning with transportation influencing land use and zoning decisions.
- Ensuring transit-friendly designs in long-range plans.
- Receiving business community and voter support as well as local governmental support.

THE CHALLENGE: Mobility management is different from prior resource management strategies because of the above factors and because it:

- Replaces a strategy of management of owned assets with strategic partnerships and alliances among multiple providers.
- Emphasizes multi-modal choices rather than single-mode solutions.
- Requires focusing on a coordinated community-wide transportation service network of existing and potential trip providers.
- Emphasizes the need to provide services that are easily understood as beneficial and wanted by the general public: "a sellable product."
- Emphasizes changing traditional business practices.

THE COMPETENCIES: Representative personal competencies that would enhance the performance of an otherwise qualified candidate in this position are:

Change agent	Problem solver
Innovative thinker	Leadership
Collaborative partnerships	Negotiator
Conflict resolution	Mediator
Persuader	Empathy
Communicator	Customer focus
Initiator	Team builder
Visionary	Management skills

THE ESSENTIAL JOB FUNCTIONS: Below is a list of work activities that are required to be performed in the fulfillment of the duties:
- Develops and directs the design, production and distribution of specific marketing materials directed at employers, employees, human service agencies and other entities;
- Serves as the liaison/ salesperson to community leaders in an effort to demonstrate how transportation enhances economic development;
- Provides direct outreach to area employers and employment agencies to gain support for employer and employee transit programs;
- Researches, develops and writes grant applications for future funding;
- Plans conference on issues relating to transportation;
- Develops potential for future expansion of transit options across and around the MPO planning boundaries;
- Plans and coordinates special promotional events and activities related to general public transportation;
- Makes public presentations on the benefits of mobility management for the community;
- Builds supportive community networks;
- Leads in the design of operational functions that are nontraditional in service delivery;
- Is familiar with technological advances that increase travel options and/or convenience;
- Is knowledgeable about techniques that foster transit ridership through links with land development.

THE DUTIES: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Collaboratively develops the "Regionally Coordinated Transportation Plan" which identifies the transportation needs of individuals with disabilities, older adults and individuals with lower incomes; provides strategies for meeting those local needs and prioritizes transportation services for funding and implementation.
- Collaboratively updates annually the refined, detailed workplan, which provide steps for accomplishing the elements described in the "Regionally Coordinated Transportation Plan" in each fiscal year.
- Promotes the enhancement and facilitation of access to transportation services, including the integration and coordination of services.
- Supports state and local coordination planning and policy bodies such as regional partnering agencies and funding partners. Promotes the FTA initiative on the development of coordinated family of services.
- Supports operational planning for the acquisition and implementation of ITS technologies to help plan and operate coordinated systems.
- Develops enhanced strategies to implement FTA's required competitive project selection process.
- Gathers and analyzes data to evaluate intermodal transportation service options for persons with disabilities, the elderly and others who are transportation disadvantaged to design the most efficient and cost effective option possible.
- Promotes "United We Ride" efforts including activities related to the Job Access and Reverse Commute (JARC) Program, New Freedom Program (NFP), Elderly Individuals and Individuals with Disabilities programs.
- Develops strategies for seeking other funding sources and to leverage existing funding with non-FTA federal programs.

THE REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

- Knowledge of or willingness and ability to learn the Americans with Disabilities Act (ADA) and its specific applications to public transportation.
- Knowledge of or willingness and ability to learn the updated JARC (Section 5316), NFP (Section 5317) and Elderly Individuals and Individuals with Disabilities (Section 5310) programs.
- Knowledge of or willingness and ability to learn the Coordinating Council on Access and Mobility (CCAM), United We Ride (UWR), Mobility Services for All Americans (MSAA) and other federal coordination initiatives with federal programs.
- Knowledge of or willingness and ability to learn federal programs providing transportation funding for the targeted population.
- Knowledge of or willingness and ability to learn the principles, procedures and strategies of coordinated human services transit-transportation planning and coordination strategies.
- Knowledge of or willingness and ability to learn Federal Transit Administration (FTA) and Texas Department of Transportation (TxDOT) policies, procedures and practices.

- Proficiency with spreadsheet, word processing, presentation, database and project management software.
- Utilize the United States Census Bureau American FactFinder (for population, housing, economic and geographic data) website for performing demographic analyses.
- Utilize mapping software tools (e.g., Mapitude) to map existing routes and unmet needs routes.
- Utilize transit modeling and simulation tools (e.g., TransCAD; TransModeler, etc.) to perform transit analyses related to proposed fixed and on-demand transit routes.
- Conduct Outreach to community organizations to identify unmet needs
- Excellent interpersonal, written and verbal communication skills.
- Ability to provide leadership and speak before public groups.
- Ability to work independently and with others in an effective manner.
- Ability to use a personal computer and other modern office equipment.
- Ability to analyze data; define problems; identify potential solutions; develop implementation strategies; and evaluate outcomes.
- Ability to solve practical problems and deal with a variety of variables in situations where only limited standardization exists.
- Ability to interpret a variety of instructions furnished in written, oral, diagram or schedule form.
- Ability to work with mathematical concepts; perform basic math and calculate figures.
- Ability to apply concepts of basic numbers, probability and statistical inference.
- Ability to apply graphic concepts, fractions, percentages and ratios to practical situations
- Ability to prepare clear and concise oral and written reports.
- Ability to read and understand transportation and program planning documents and standards.
- Ability to work a flexible schedule that may include evenings and weekends.
- Ability to establish and maintain effective working relationships with all levels of staff, community leaders, government representatives, and customers.
- Ability to operate a motor vehicle; must possess and maintain a valid Texas Driver's License.

THE REQUIRED EDUCATION AND EXPERIENCE: A Bachelor's Degree from an accredited college or university in Transportation/Urban Planning, Business/Public Administration or a related field and three (3) years of progressively responsible experience with service planning, accessible services, human services transportation coordination or a related field.

Qualifying experience must include computer proficiency and at least two (2) years of experience at an independent decision-making level. An equivalent combination of related education, training and experience that demonstrates the knowledge, skills and ability to effectively perform the functions of this position may be considered.

A Master's Degree in Transportation/Urban Planning, Business/Public Administration or a related may be substituted for two years of the required experience.

THE PHYSICAL REQUIRMENTS: Extended periods sitting at a table, desk or workstation with use of a computer; normal visual acuity and field of vision; hearing, speaking and color perception; work involves periodic bending, stooping, reaching, standing and walking; requires dexterity in operating office machines and equipment; periodic need to carry items for short distances weighing up to 10 lbs. Periodic fieldwork in varying environments. Travel as necessary within or outside of service area via automobile or other mode of transportation.

CONTRACT POSITION AVAILABLE
State-wide Mobility Manager

DESCRIPTION: The State-wide Mobility Manager will coordinate with local mobility managers around Iowa to improve overall mobility for the general public, with an emphasis on the elderly, low-income persons, and/or persons with disabilities. This position also will work with local public transit and planning agencies to develop new mobility manager positions throughout the state. A mobility manager's focus is on the movement of people rather than vehicles and on the entire trip, not just one mode or another. This position is under the general supervision of the Iowa Association of Regional Councils with input from the Iowa Department of Transportation Office of Public Transit and the Iowa Transportation Coordination Council.

SCOPE OF WORK:
- Assist public transit agencies and human service agencies around Iowa to create their own mobility management positions.
- Cultivate partnerships and multi-agency coordinated transportation activities.
- Research needs and demands for users, identify funding alternatives, review regulatory processes, facilitate communications between agencies, and develop incentives to encourage agency participation as needed.
- Research mobility management innovations around the country. Remain current on best practices and concepts of mobility management.
- Provide training for Iowa's mobility managers on a variety of mobility-related topics.
- Develop educational programs such as rider training materials, travel trainer program and community forums.
- Develop new ways to remove barriers for transportation to and from jobs and employment support services for individuals with disabilities in rural areas.
- Maintain communication with appropriate local, state, and federal agencies, as well as private interests.
- Make presentations to and attend meetings of a variety of groups, cities, counties, organizations, boards, and committees with passenger transportation links to promote coordination amongst agencies.
- Participate in Iowa Mobility Managers' Network and Iowa Transportation Coordination Council.
- Complete other job-related duties as requested by the Iowa DOT Office of Public Transit and the Iowa Association of Regional Councils.

QUALIFICATIONS: Bachelor's Degree and three years of experience, or Master's Degree and one year of experience in: planning, public administration, social work, marketing, public transit, or a related field. Knowledge of principles and practices of public transit, human services, public planning, or a related field, and an understanding of local governments and elected leadership are desirable. Computer skills including word processing, spreadsheets, and presentation software. Ability to coordinate multiple tasks and activities. Effective communication skills, orally and in writing. Ability to analyze and identify trends from statistical and other data. Creativity, flexibility, people skills, and an entrepreneurial spirit are a must. Willingness to travel around Iowa is essential.

CONTRACT AMOUNT: Up to $70,000 annually. This is a three-year, renewable contract position.

SEND: Cover Letter, Resume, References, and Salary History to IARC Director, Iowa Association of Regional Councils, 1123 Sandalwood Ct. SW, Altoona, IA 50009.

Mobility Management Study

Prepared By:

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