

# Final Report

## ADA Paratransit Service Alternatives Analysis for Accessible Raleigh Transportation (ART)

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# **Section 1: Introduction**

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### **Introduction**

The City of Raleigh, Accessible Raleigh Transportation program, contracted with Wilbur Smith Associates to prepare an Americans with Disabilities Act (ADA) Paratransit Service Alternatives Analysis study. The goal of the study is to develop a strategic action plan for paratransit services in the Raleigh area. The City is looking to develop service improvements and increased efficiencies within the existing ADA paratransit program.



### **ART Background**

The City of Raleigh transit system is comprised of two transportation components:

- Capital Area Transit (CAT) – the fixed-route transit service, operated by Veolia Transportation
- Accessible Raleigh Transportation (ART) – the paratransit program

The ART program offers two types of service to the residents of Raleigh – Tier I and Tier II, which are described in detail within Section 3 of this report. The Tier I service is available to residents of Raleigh with disabilities without a valid drivers license and operates within the city limits. The Tier II program is the ADA federally-mandated service and provides curb to curb transportation for person with disabilities who qualify for paratransit services in accordance with the ADA guidelines. The Tier II program provides service that is both comparable and complementary to the fixed-route CAT service.

ART operates all paratransit services through local taxicab companies. ART also provides special transportation services in times of major events such as the North Carolina State Fair.

### **Study Process**

This Final Report presents a thorough review of ART program administered by the City of Raleigh. The overall planning process for the complete study includes the following elements:

- Identification of issues and concerns from local stakeholders and the community
- Inventory of existing conditions
- Public participation and outreach
- Service alternatives
- Financial and institutional review

- Development of a Service Plan

This process is anticipated to be completed by winter 2009. This Final Report includes information from Technical Memorandum #1 - Existing Conditions; and Technical Memorandum #2 – Future Alternatives. At key points during the study process, the public were invited to provide feedback on future ART transportation alternatives. The end product of this ADA Paratransit Study is a realistic transit plan for the ART paratransit program, operated by the City of Raleigh.

The WSA team worked with the affected city staff, who were active throughout the planning process, and provided input on study goals and future alternatives for the community. Key stakeholders identified by city staff helped guide the study process, and most importantly, will continue to support ART after this study effort is completed.

The ART Tier I program began in the late 1980s with active involvement from the community for residents without transportation options. When the federal Americans with Disabilities Act passed in 1990 mandating fixed-route transit agencies to implement paratransit service, the Tier II program was created. Since then, ART has operated both programs for eligible residents of Raleigh.

### ***Organization of this Report***

The organization of this report includes:

- Section 2 presents a brief community overview of the Raleigh area.
- Section 3 provides a review of the existing ART paratransit program.
- Section 4 discusses other providers in the region.
- Section 5 presents a peer review of other similar-sized paratransit programs within the state and also others located around the county.
- Section 6 provides a summary of key stakeholder interviews and of future public input opportunities for the community.
- Section 7 presents a conceptual look at future service options for the City.
- Section 8 provides detailed alternatives for the ART program.
- Section 9 includes the implementation plan.

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## **Section 2: Community Review**

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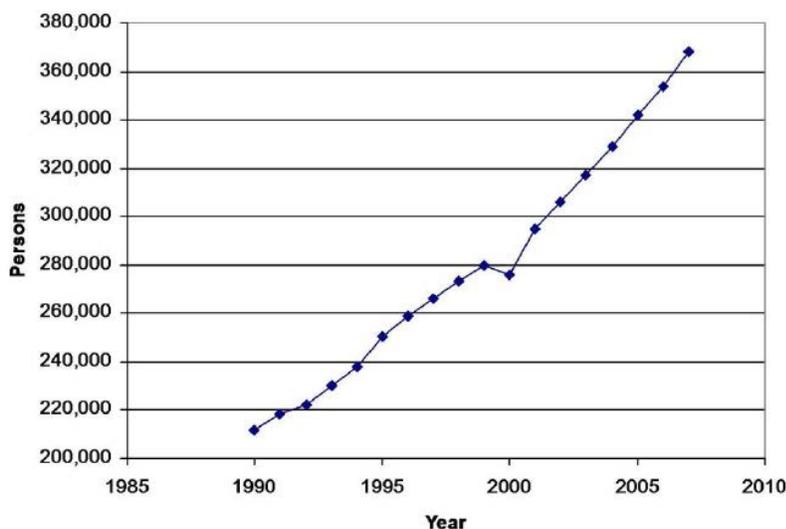
### Introduction

The City of Raleigh is the capital of North Carolina and the county seat of Wake County. Raleigh is the second largest city in North Carolina, after Charlotte, with an estimated population of approximately 380,000. Raleigh is one of the three cities that form the Research Triangle, along with Durham and Chapel Hill. The majority of Raleigh is located within Wake County, with a small portion extending into Durham County. The city of Raleigh is approximately 116 square miles.

### Population

The City of Raleigh Planning Department released the Draft Comprehensive Plan in December 2008. The population data presented in the following text are summarized from that plan. The population categories which directly affect the ART program, and public transportation in general, are the total population growth in the region, the aging of the city, the number of persons with disabilities, and the population densities of the community. Each of these factors influences future transportation planning, demand, and services. Figure 2-1 presents the total population growth for the city of Raleigh.

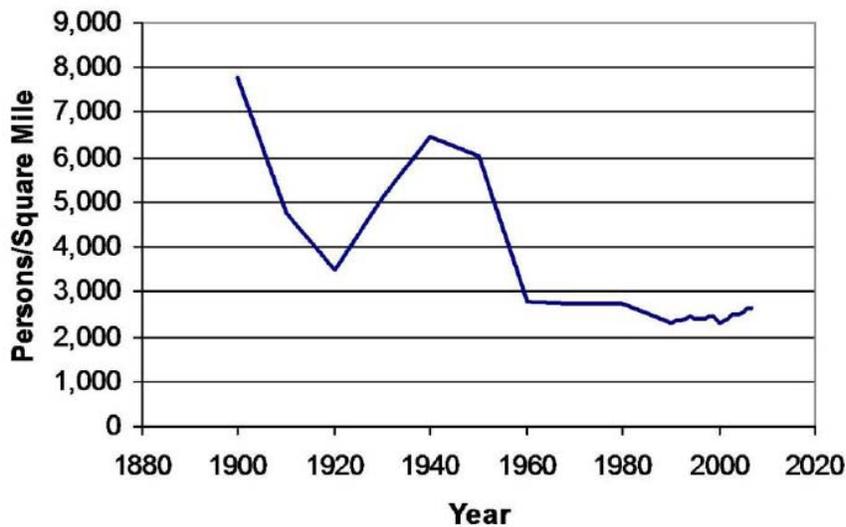
**Figure 2-1**  
**Population Trends, City of Raleigh**



Source: Draft City Comprehensive Plan, December 2008.

The City anticipates continued growth over the next 30 years, as do other municipalities in Wake County. The 2035 estimated city total population is 600,000 residents, an increase of about 60 percent from the current year. The region is estimated to grow at an even more rapid rate, with approximately 1M new residents over the next 20 years. The population density for the city in 2007 was approximately 2,600 persons per square mile, which has remained fairly stable since the 1960s. Figure 2-2 presents the density trends for the city.

**Figure 2-2**  
**Population Density Trends, City of Raleigh**

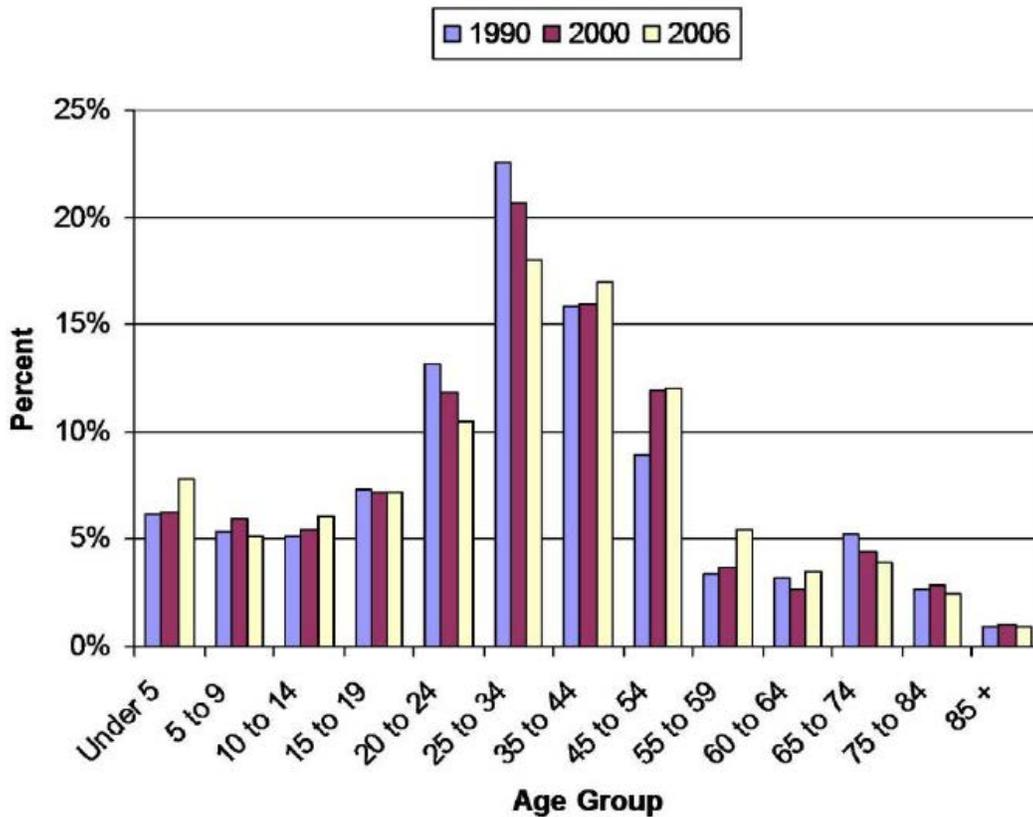


Source: Draft City Comprehensive Plan, December 2008.

## Age Distribution

The city of Raleigh is relatively younger when compared to the State as a whole. The concentration of colleges/universities is likely one reason for the higher population of residents between ages 20-24 years. However, Raleigh overall is getting older, with the 35-64 year age group increasing. The current retirement-age persons are a smaller segment of the population than in 1990, which is not the trend seen nationally with baby-boomers. While still a youthful City, Raleigh is growing older and more diverse over time. The aging populations will likely influence many resources in the community. Figure 2-3, shown on the following page, presents the population by age group.

**Figure 2-3**  
**Population by Age, City of Raleigh**



Source: Draft City Comprehensive Plan, December 2008.

### Below Poverty

The below poverty population historically relies heavily upon public transportation. This population segment tends to depend upon transit to a greater extent than individuals with a higher level of disposable income. The portion of population living below the poverty level in Raleigh is approximately 13 percent. The percent of families below the poverty level within the City is approximately 10 percent. Figures 2-4 and 2-5, on the following pages, indicate the recent economic indicators for the city of Raleigh, and the distribution of household income by US Census tract. Many of the higher income tracts are located in north and west Raleigh; others are found along Glenwood Avenue inside the Beltline. The lower income households tend to be located near downtown, particularly in the south and east.

**Figure 2-4  
 Economic Indicators, City of Raleigh**

	1990	2000	2006
Percent of persons below poverty	11.80%	11.50%	13.30%
Percent of families below poverty	9.03%	7.10%	9.80%
Median Household Income (2006 dollars)	\$52,759	\$56,405	\$51,123
Per Capita Income	\$27,470	\$30,389	\$27,919
Unemployment Rate	4.0%	3.8%	5.7%
Labor Force Participation Rate	66.4%	72.7%	69.6%

Source: Draft City Comprehensive Plan, December 2008.

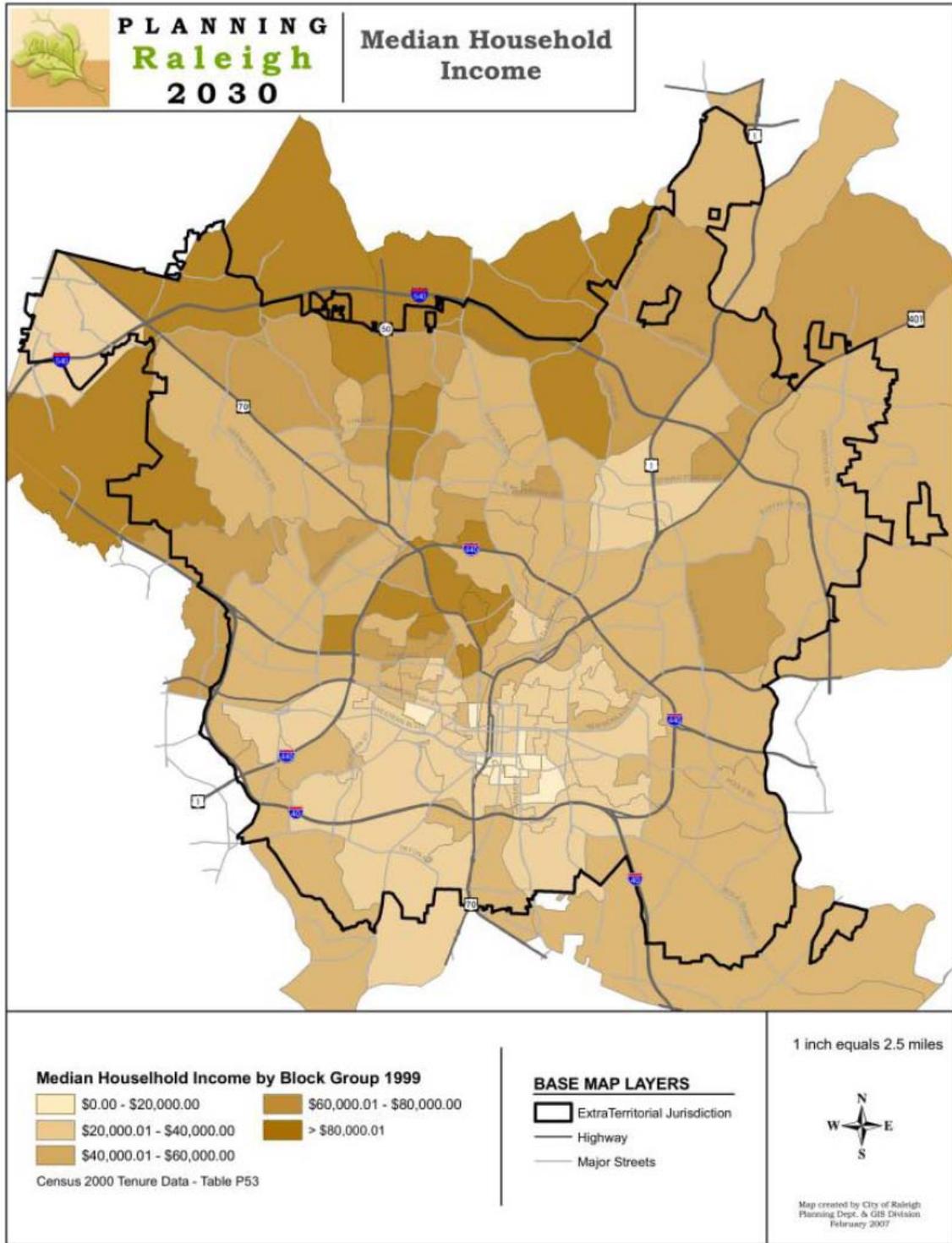
### **Disabled Population**

The 2000 US Census reported the City of Raleigh to have approximately 15 percent of the total population with a disability, which is 37,164 persons. The State of North Carolina reported 21 percent (1,540,365) of the total population with a disability in 2000. The trend across the United States in 2000 was approximately 19 percent of the total population reported a disability.

### **Summary**

Section 2 has presented a brief community background which assists in the development of service scenarios incorporating the most recent data from City sources.

**Figure 2-5**  
**Distribution of Household Income, City of Raleigh**



Source: Draft City Comprehensive Plan, December 2008.

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## **Section 3: Existing ART Program**

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### **Introduction**

Section 3 provides an overview of the Accessible Raleigh Transportation program provided by the City of Raleigh. A review of the two segments of the ART program is included in this chapter with recent service trends shown. Data are presented in a series of tables and graphs.

The ART program offers two types of service to the residents of Raleigh. These services are operated by 45 licensed taxi vendors, 9 with wheelchair accessible vehicles. Appendix A includes the current list of taxi vendors, as provided by the City Tax Inspector.

- **Tier I** – The Tier I Service was defined in the City Code, Section 12, Chap. 2, Div. 3, Sections 2071-2075 in 1989. The service is available to residents of Raleigh with disabilities without a valid driver’s license and is operated within the city limits. Clients call any participating taxi vendor directly and pay 60 percent of the total fare. The City funds the remaining 40 percent of the fare. The Tier I budget is approximately \$290,000 annually.
  
- **Tier II** – The Tier II service began with the passage of the Americans with Disabilities Act of 1990. The service is provided to residents meeting the paratransit guidelines set forth by the ADA. The curb-to-curb service is provided within a ¼-mile buffer around the existing fixed-route Capital Area Transit (CAT) service. The Tier II service is designed to mirror fixed-route service area coverage and hours of service. It is not provided to areas served by CAT commuter or express service. The ART fare is \$2.00 per one-way trip. The most recent Tier II annual budget is approximately \$7 million.

### **Organizational Structure**

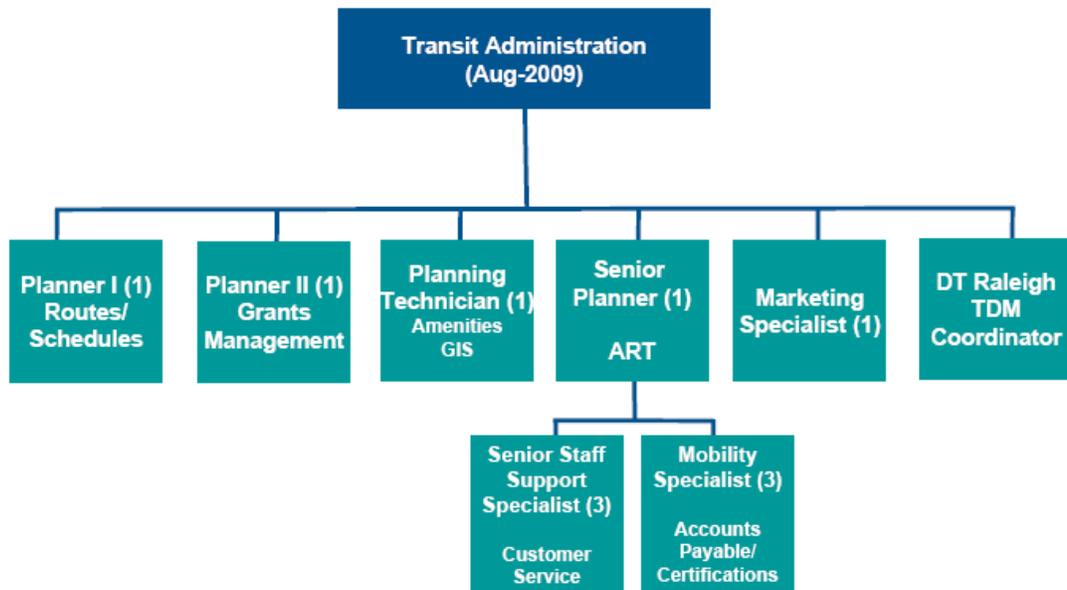
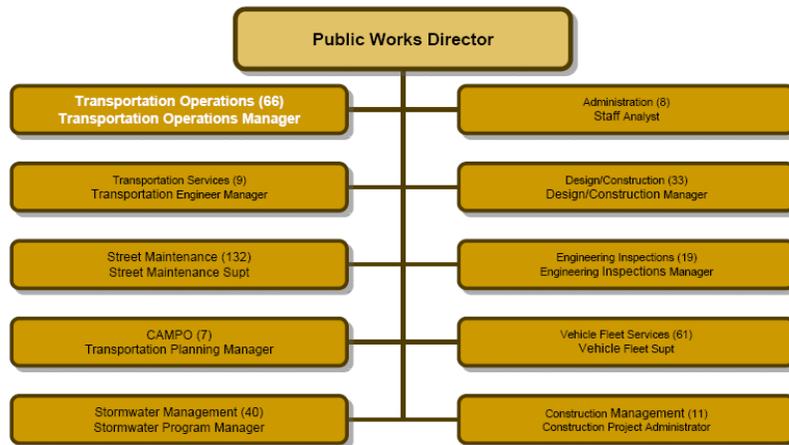
The Accessible Raleigh Transportation program is housed under the Public Works Department for the City of Raleigh. Figure 3-1 on the following page illustrates the organizational chart for Public Works and also the Transit program. The transit administration staff is located at the Avery C. Upchurch Government Complex, 222 West Hargett Street in downtown Raleigh. Transit offices are located on the fourth floor of the building.

The Raleigh Transit Authority was established in the City Code in 1975, which set general policy within funding and budgeting parameters approved by the Raleigh City Council. The Authority is comprised of nine citizens who are appointed by the Raleigh City Council. The Authority members serve for two-year terms without pay, with an

option for a third term. Regular monthly business meetings are scheduled for the second Thursday of each month.

**Figure 3-1**  
**City of Raleigh Organization Chart – Public Works and Transit Program**

## Public Works Department



The current Transit Authority Board members include:

- A.M. “Tony” Andruzzi
- Tommy Crompton
- Charles Malone
- Sherita McCullers
- Sylvia Hackett
- Lanier Thompson McRee
- Jeffrey Bandini
- Joseph Springer
- Roger Kosak
- Les Seitz
- Gerry Cohen
- Councilor Russ Stephenson –  
Council Liason

The City Transit Administrator oversees the fixed-route and paratransit services. One Senior Planner plays the primary role for overseeing the ART program. Within the ART program, two full-time Senior Staff Support specialists are responsible for call taking, faxing and/or emailing trip requests to taxi vendors, processing ART and CAT identification cards, processing ART applications and working with the Trapeze software scheduling program. In addition, the Senior Staff specialists are responsible for interacting with walk-in customers and processing new ART applications.

Three ART Mobility Specialists process the taxi vendor invoices and ADA customer functional assessments. Two of the three ART staff members are dedicated to processing the taxi invoices. One Mobility Specialist administers the ADA functional assessments.

## **Description of ART Services**

### **Tier I ART Program**

The Tier I service is available for residents with a physical or mental disability who are unable to drive a vehicle and/or use the bus system. Residents must provide proof of no driver’s license from the Division of Motor Vehicles or with a North Carolina Identification card. Service is available to eligible clients 24 hours a day, 7 days a week. No advance reservations are necessary.

### **Application**

The Tier I application is available for residents at the ART office or online. The application must be signed by a physician or human services agency official. The application will be reviewed to determine eligibility.

Currently ART staff review and process all applications. This procedure is anticipated to change in 2009 (for Tier II only) since staff plans to outsource this procedure and is currently developing a Request for Proposals. The existing staff dedicated to the application process is anticipated to assist in managing the Tier I program and in pursuing future Medicaid funding reimbursements.

### **Eligibility**

The eligibility process for the Tier I service is directly related to a physical or mental disability as identified by a medical professional, and by not having a driver’s license. The Tier II eligibility process, discussed later in this chapter, has different criteria based on the ADA process for determining eligible clients.

The first eligibility renewal is for four years, and the second renewal is for six years. The Tier I temporary eligibility is less than two years and/or as noted by the client's doctor. A photo identification card is issued to eligible clients. The IDs are used for reserving trips, purchasing ART tickets, and boarding the taxi vehicles. A renewal notice is mailed to ART clients prior to expiration.

### **Fares**

Tier I is available to all ART users for any one-way taxi trip that begins and ends inside the Raleigh city limits. ART clients pay the standard meter rates for Tier I service. ART users may pay for Tier I service with ART coupons (SCRIP – cash equivalent tickets). Books of ART tickets are purchased by ART clients for \$15, but are worth \$25 (40 percent discount). The coupons may be purchased Monday through Friday from 8:30 a.m. to 5:15 p.m. at the City Building, the Moore Square Transit Station Information Booth, or ordered via mail. The ART program client ID is needed at the time of purchase. An authorized representative for the ART client may also purchase coupons in person with an authorized form and appropriate identification. Check, cash, or credit card can be used to purchase the coupons. There is no limit on the number of books purchased.

The City Revenue Department reported selling approximately 600 Tier I tickets per month, which only includes those sold from the Administration Building. The revenue office also tracks ticket sales from the Moore Square Station. In 2008, the Revenue Department began managing the inventory of tickets, coupons, and the quarterly re-ordering process for ART, a process that has worked well according to ART and Revenue Department staff.

### **Scheduling Trips**

Eligible ART clients may call any of the 45 participating taxi vendors directly to schedule a trip. A list of available taxi vendors and those with accessible vehicles is available to ART clients. The ART identification card is needed when scheduling a trip and when boarding the vehicles. Clients notify the taxi vendor directly to change or cancel a reservation. This must be at least one hour prior to scheduled pickup time. The Tier I scheduled trips, changes, and cancellations are not recorded in the existing Trapeze software.

ART clients have a one hour service window for pickup, which may be 30 minutes before or after the requested pickup time. The taxi vendors will wait five minutes at the pickup location.

In 2007, the Tier I program provided 21,329 annual trips; the annual cost for the program was \$197,519, with a cost per trip of \$9.26.

### **Tier II ART Program**

The Tier II service is available for residents who qualify for ADA paratransit services. To qualify for Tier II service, a CAT fixed-route must be within a ¾-mile of the trip origin or

destination, and as a result of physical or mental impairment, the client is unable to board the bus or travel to/from the bus stop. Tier II client rates are \$2.00 per one-way trip, which is double the CAT base bus fare of \$1.00, which is a typical fare relationship to other communities and is consistent with ADA guidelines. ART Tier II tickets are available for purchase at the locations mentioned above.

The City Revenue Department reported selling approximately 17,000 Tier II single tickets per month from the Administration Building.

The ART Tier II program is available the same hours and days as the CAT fixed-route service – Monday through Saturday from 4:30 a.m. to Midnight; and Sunday from 8:00 a.m. to 8:00 p.m.

### **Application**

The Tier II application is available for residents at the ART office or online. The application must be signed by health care or human services professional. The application will be reviewed to determine eligibility and an in-person interview will be scheduled with ART staff. The interviewer and applicant discuss the applicant's disability and any pertinent personal information. Applicants are notified of a decision within 21 business days. As discussed above, ART plans to outsource the review and processing of the application process in the coming months.

The application/eligibility process is an important component of the ADA paratransit process since once eligibility has been approved; the person has the ability to make an unlimited amount of rides. Even though the person must pay the \$2.00 fare, this only represents a small portion of the \$18.91 trip cost. Thus, ensuring that persons are truly eligible for the use of the scarce ADA paratransit resources is often an integral part of the planning and policy process. In some locales, the initial application/eligibility process has been revised to better understand the disabilities of the applicants and reinforce to them and their caregivers or family members the importance of communicating cancelled trips and the potential to sometimes use fixed-route services.

### **Eligibility**

Eligibility for complementary paratransit service is directly related to the inability of a person with a disability to use the existing fixed route service. A person's inability to use the CAT service could be related to the fact that the system has not yet been made fully accessible. It could also result from the nature of a person's disability. The person may not be able, due to their disability, to get to or from the system or to board, ride, and disembark from the vehicles even if they are fully accessible.

While eligibility is determined for individuals, it is based on the fact that there are certain trips that the person cannot make on the fixed-route system. For some individuals, their disabilities may prohibit them from ever using the fixed-route service. For others, however, they may not be able to use the fixed-route service under certain circumstances. ADA paratransit eligibility has two elements.

- First, an individual is considered ADA paratransit eligible if there are any circumstances under which the fixed-route system cannot be used.
- Second, the extent of eligibility determined depends on the conditions and circumstances under which they are not able to travel on the fixed-route service. Individuals who can never use the fixed-route service are unconditionally eligible. Persons who can use fixed-route service in certain circumstances are conditionally eligible, and the limitations on their eligibility should be determined.

Tier II temporary eligibility can be temporary until the full application is reviewed (within 21 business days). The conditional eligibility is assigned to clients who are, in some circumstances, unable to use CAT or Triangle Transit Authority fixed-route service. Two categories of conditional eligibility exist:

- *Category 1* – persons with mobility training who are able to maneuver to specific destinations independently, but may not be able to travel to other destinations qualify as Category 1.
- *Category 2* – persons who are able to use the fixed-route service regularly, but have instances when this may not be feasible qualify as Category 2.

A photo identification card is issued to eligible clients. The IDs are used for reserving trips, purchasing ART tickets, and boarding the taxi vehicles. A renewal notice is mailed to ART clients prior to expiration. Eligibility is renewed every two years.

As mandated by the ADA, ART permits additional passengers to travel free of charge with Tier II clients, if they are:

- *Personal Care Attendant (PCA)* – Tier II clients have a previously identified Personal Care Attendant. ART clients identify the PCA when scheduling the trip.
- *Accompanying Person* – Tier II clients are permitted by the ADA to have one person ride from point of origin to destination and return on a space available basis. The accompanying person is required to pay a regular ART Tier II ticket per one-way trip. When the trip is scheduled, the client must inform ART staff that an accompanying person will be riding.

Tier II clients are eligible to have both a PCA and an accompanying person on the same trip. In addition, as mandated by the ADA, ART provides Tier II service to all eligible ADA visitors to Raleigh. ART requires proof of paratransit eligibility in the area where they live, residency, and/or disability. Visitors shall have service for any combination of 21 days, during one year, beginning with the first use. Once a visitor reaches the 21-day limit, he/she is not eligible for Tier II service without becoming a permanent ART client.

Service animals ride at no additional charge for either ART program. The animals must be properly controlled, ride on the client's lap or floor of the taxi. The client is responsible for the behavior and hygiene needs of the animals. All other animals may only travel if properly secured in a cage or travel container.

Once a client becomes eligible for service, the information is entered into the Trapeze software program, and a specific taxi vendor(s) is assigned to that client based upon needs and staff experience with vendors.

### **Scheduling Trips**

The Tier II ART clients must schedule rides through the ART program, not directly with the taxi vendor. Two full-time specialists are currently available to schedule trips through the Trapeze software program. Reservations are strictly 24-hour in advance, and are accepted up to 14 days in advance. Reservations are taken seven days a week from 8:00 a.m. to 5:00 p.m. Next day trip requests, taken after 3:00 p.m., are assigned to a designated overflow taxi vendor. Monday through Friday, clients are able to phone, fax or email reservations. On the weekends, clients must phone in reservations. Clients notify the taxi vendor and ART staff to change or cancel a reservation. This must be at least one hour prior to scheduled pickup time. ART clients have a one hour service window for pickup, which may be 30 minutes before or after the requested pickup time. The taxi vendors will wait five minutes at the pickup location.

Subscription trips are those scheduled to one destination or a series of destinations. Examples of subscription trips are dialysis, physical therapy, and trips to work or college classes. These types of trips ordinarily do not have to be called in on a regular basis; however, the ADA indicates that no more than 50 percent of daily trips should be subscription, if there are any trip denials. Some agencies create a waiting list for new subscription trip requests. This does not mean that ART will not provide transportation to the person making the request. The trip will be accommodated; however, the client must call to schedule on a weekly basis until a permanent slot becomes available. In FY08, ART reported that approximately 72 percent of all trips were subscription trips.

Approximately 500 calls are taken each day at the ART office, which is manageable at this time, according to ART staff. A new phone system was installed in 2007, and has greatly improved the ART customer service. ART staff also report that approximately 10 percent of all reservations are now taken via email, a process that began in 2007.

ART staff process, or ‘batch out,’ the following days reservations at approximately 3:00 p.m. each day using the Trapeze scheduling software program. The taxi vendors receive a fax from the ART office, with the trip manifest. During the fourth quarter of 2009, ART plans to no longer fax manifests to the taxi vendors. ART is upgrading to Trapeze CT software, which includes the option of online manifests. Each taxi vendor will be required to have internet capabilities for this new upgrade.

The ART Program Senior Planner is responsible for evaluating the situation and communicating with clients who do not show up for a particular trip. The office procedure is to send a ‘no-show’ letter to the client explaining the procedures and consequences should there be continued behavior. The Federal regulations are also attached to the letter. Approximately one letter per month is sent, which resolves the problem in most cases.

In 2008, the Tier II program provided approximately 302,300 annual trips for eligible Raleigh residents. The annual cost for the program was \$5.3M, with a cost per trip of \$18.91.

## **Taxi Vendors**

ART currently has 45 eligible taxi vendors who operate the Tier I and II services, with many others on the waiting list. To become a vendor for the ART program, the vendor must comply with City Code, which consists of the following:

- Possess a current City of Raleigh taxi license and taxpayer identification number.
- Have an accessible office, mobile phone and fax machine, seven days a week from 8:00 a.m. to 7:00 p.m.
- Meet with ART staff to review ART procedures, trip scheduling, invoicing, ticket/coupon receipts, etc.

Currently, no existing contracts or agreements are held between the City and the 45 taxi vendors. ART relies solely upon the Police Department for oversight of the taxi vendors. The Police Department follows City Code (Sections 12-2071 through 12-2074), as shown in Appendix B. The current taxi rates are set by City Council. ART pays each vendor full price for each trip scheduled. The ART program holds one voluntary vendor meeting per year, which is well-attended.

Many transit agencies across the country have contracts with participating vendors and the participating transit agency. The contract is in place to ensure quality service and that federal and state regulations are completed, such as driver training, client sensitivity training, etc.

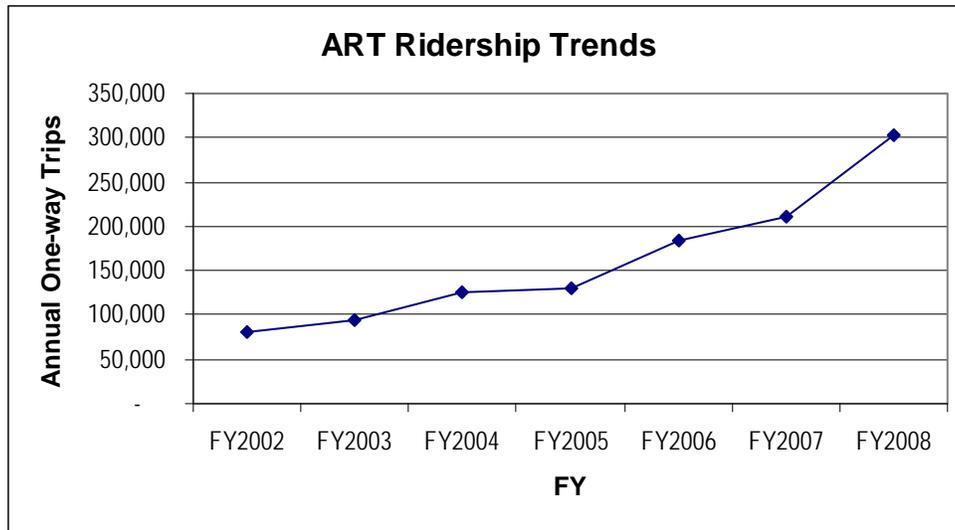
The City Budget office currently uses the daily faxed driver manifests for trip verification. Invoices are submitted monthly by each vendor and payment is sent within 10 business days of receipt. The Budget Office indicated an interest in coordinating with the ART program on future invoice submittal processes and potential training of taxi vendors. Of particular interest to them is the 10-day payment to taxi vendors, which is not the same policy as other agencies conducting business with the City. These agencies have the policy of invoices to be paid within 30 days of receipt.

## **Ridership Patterns**

### **Ridership Trends**

Figure 3-2, shows ridership trends for the ART Tier I and II programs since year 2002. As shown in the figure, ridership has increased approximately 250 percent since 2002, reaching approximately 302,300 annual one-way trips for FY2008. ART staff recognizes factors affecting future growth include overall community growth and the changing demographics of the population. These factors of changing demographics will likely lead to increases in transit demand for both the CAT and ART programs.

**Figure 3-2**  
**ART Ridership Trends**

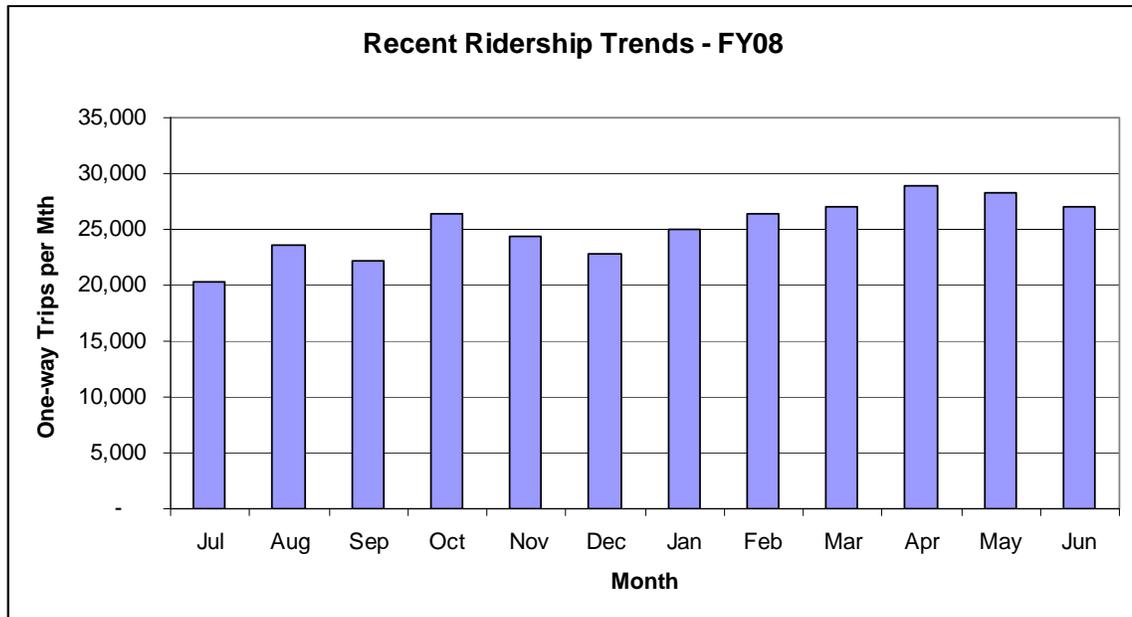


Source: ART

### **Recent Trends – Tier I and II**

Recent ridership trends are shown for the past FY2008. Ridership is slightly lower during the first quarter (July through September), and higher during the last three months of the fiscal year, as shown in Figure 3-3 on the following page. April had the highest ridership with 28,855 one-way trips and July 2007 had the lowest ridership with approximately 20,260 one-way trips. The figure also shows that for the last six months of FY08, over 25,000 monthly one-way trips were recorded, indicating overall increasing growth.

**Figure 3-3**  
**ART Recent Ridership – Tier I and II**



Source: ART NTD FY08

### **Tier II Ridership**

ART staff provided a summary of ridership by trip category from the Trapeze software for the Tier II program, which is shown on the following page in Figure 3-4. Approximately 72 percent of the total trips are scheduled as subscription trips. The subscription trips are those occurring on a regular basis and sustaining for more than one week. The demand trips are daily trip requests to different locations. “Will call” trips are those where the destinations are known; however, the clients will call to give exact time of pickup.

**Figure 3-4  
ART Ridership by Trip Type – Tier II**

	Subscriptions	Demands	Will Call	Other Trips	Reservations Taken	Trips Cancelled	Trips Noshow	Trips Scheduled	Unassigned
July	10,760	8,613	2,152	100	21,625	1,520	6	19,821	278
Aug	16,556	6,172	2,298	181	25,207	1,971	8	22,787	441
Sept	15,905	6,017	1,739	173	23,834	2,249	18	21,435	132
Oct	18,635	7,218	1,602	255	27,710	2,062	18	25,432	201
Nov	17,668	7,046	1,408	167	26,289	2,730	15	23,362	182
Dec	17,172	6,628	1,469	179	25,448	2,689	21	21,840	898
Jan	18,492	7,204	1,708	240	27,644	3,131	21	23,728	764
Feb	18,012	7,195	1,700	276	27,183	2,111	16	24,915	141
Mar	18,329	7,269	1,769	278	27,645	2,184	11	25,274	176
Apr	19,134	7,623	1,938	280	28,975	1,959	5	26,837	174
May	18,526	7,987	1,880	377	28,770	2,273	13	26,241	243
Jun	17,677	7,897	1,473	291	27,338	2,178	8	24,913	239
Total	206,866	86,869	21,136	2,797	317,668	27,057	160	286,585	3,869

72%

ART Tier II ridership by day of the week is shown below in Figure 3-5. The WSA team reviewed daily ridership count sheets to determine appropriate distribution of ridership by day. Average weekday ridership is 979 one-way trips per day, with approximately 5,500 total trips provided for the week, including Saturday and Sunday. Average Saturday ridership is 470 trips, and Sunday averages 127 one-way trips.

Ridership was highest on Thursday with a daily average of 1,037 one-way trips (approximately 21 percent of total weekday ridership), followed closely by Wednesday, with approximately 1,033 one-way trips (also 21 percent of total weekday ridership). Mondays were the slowest day of the week with 18 percent of the total weekday ridership.

**Figure 3-5  
ART Tier II Ridership by Day of Week**

	Subscriptions	Demands	Will Call	Other Trips	Reservations	Trips Canceled	Trips Noshow	Trips Scheduled	Unassigned
Monday	729	203	41	8	981	107	1	860	14
Tuesday	761	281	62	10	1,115	80	1	1,002	32
Wednesday	786	274	68	10	1,138	97	0	1,033	8
Thursday	768	291	75	14	1,147	101	1	1,037	9
Friday	646	320	89	8	1,063	91	0	964	8
Total	3,691	1,368	335	50	5,444	476	3	4,895	70
Wkday Avg	738	274	67	10	1,089	95	1	979	14
	75%								
Saturday	207	234	60	3	504	32	0	470	2
Sunday	65	63	10	1	139	10	0	127	2
7-Day Total	3,963	1,665	405	54	6,087	518	3	5,492	74

Source: ART Trapeze Daily Trip Count FY08

Figure 3-6, shown below, presents ridership by taxi vendor for the FY2008 year. The five taxi vendors providing the highest number of ART one-way trips were:

- Community Cab Company – 32,843 scheduled trips
- Merit Taxi – 20,522 scheduled trips
- Associated Cab Company – 18,205 scheduled trips
- TTA Paratransit Dispatch – 15,548 scheduled trips
- E.G.'s Taxi – 15,028 scheduled trips

**Figure 3-6**  
**ART Tier II Ridership by Taxi Vendor**

Company	Subscriptions	Demands	Will Call	Stand By	Other Trips	Reservations Taken	Trips Cancelled	Trips Noshow	Trips Scheduled	Unassigned	% of Trips
A Cab Company	1,148	351	8	-	100	1,607	210	-	1,368	29	0%
AABA	4,939	3,026	38	7	583	8,593	1,310	2	7,203	78	3%
Able Taxi	2,193	1,107	2	-	214	3,516	172	-	3,312	32	1%
Acme Cab Company	7,077	4,606	167	32	939	12,821	973	-	11,647	201	4%
All Time	4,971	849	56	10	270	6,156	535	-	5,529	92	2%
American Cab Company	4,400	2,085	16	9	292	6,802	264	-	6,474	64	2%
American Eagle Cab Co	6,803	748	20	11	172	7,754	437	-	7,167	150	2%
Apolo	2,107	617	7	1	155	2,887	262	-	2,585	40	1%
A-Round Wheelchair Trans.	2,324	1,403	52	1	401	4,181	398	-	3,722	61	1%
Associated Cab Company	15,587	5,057	143	35	1,531	22,353	3,929	1	18,205	218	6%
Capital Cab	2,910	943	1	5	121	3,980	201	-	3,714	65	1%
Cardinal Cab Inc	6	17	-	-	-	23	-	-	23	-	0%
Chavis Transportation	3,936	1,348	59	10	364	5,717	354	-	5,301	62	2%
Circle Taxi	1,588	1,704	37	7	396	3,732	106	-	3,598	28	1%
City Taxi Company	1,702	205	-	-	54	1,961	50	-	1,890	21	1%
Classic Taxi	3,212	3,605	113	3	855	7,788	583	-	7,147	58	2%
Community Cab Company	23,238	9,407	324	31	2,630	35,630	2,394	2	32,843	391	11%
Courtesy Cab	1,587	987	6	-	293	2,873	152	-	2,705	16	1%
Delux Cab Co	815	480	7	2	135	1,439	206	-	1,189	44	0%
Dumont Transportation	2,846	1,933	29	-	264	4,872	171	-	4,652	49	2%
EG's Taxi	13,232	1,876	15	2	345	15,470	328	-	15,028	114	5%
Evans Transportation	1,106	641	9	2	137	1,895	121	1	1,757	16	1%
Executive Taxi	1,290	840	3	1	236	2,370	226	-	2,123	21	1%
Excel Taxi	1,921	1,121	16	4	272	3,334	327	1	2,946	60	1%
Experience Taxi	7,945	1,918	181	49	632	10,725	486	-	10,113	126	4%
G&J Transportation	8,301	2,480	52	17	752	11,602	597	2	10,894	109	4%
Gateway Taxi	1,003	870	9	-	73	1,955	146	-	1,755	54	1%
Hossana Taxi	2,572	1,579	38	13	315	4,517	678	-	3,798	41	1%
Image Taxi	2,875	351	96	14	44	3,380	251	-	3,034	95	1%
IMPPS Taxi and Handy Van	2,307	1,661	6	4	525	4,503	466	5	3,964	68	1%
J. Boyd Transportation	2,799	1,187	43	11	371	4,411	1,191	3	3,183	34	1%
King Karl Kab	2,177	1,001	28	2	253	3,461	119	-	3,305	37	1%
King Richard Transportation	3,217	1,221	43	2	371	4,854	509	1	4,287	57	1%
Leisure Taxi	2,437	2,723	42	1	754	5,957	581	-	5,336	40	2%
Merit Taxi	14,421	5,263	80	6	1,530	21,300	624	4	20,522	150	7%
Platinum Care Transportation	1,527	1,148	45	6	363	3,089	206	-	2,851	32	1%
Read	925	527	1	-	144	1,597	154	-	1,434	9	0%
Safety Taxi Company	11,832	8,241	227	11	2,330	22,641	1,004	3	21,414	220	7%
Sammy's Taxi	1,516	1,794	17	2	470	3,799	200	-	3,557	42	1%
Triangle Yellow Transit, Inc	10,409	444	333	13	1,059	16,258	2,706	-	13,337	215	5%
Taxi Poly	1,305	1,295	11	1	258	2,870	424	-	2,412	34	1%
TTA Paratransit Dispatch	15,927	3,385	36	8	-	19,356	3,062	135	15,548	611	5%
Universal Cab Company	20	711	-	-	197	928	74	-	850	4	0%
Wild Horse Taxi Service	2,914	1,160	-	1	155	4,230	228	-	3,954	48	1%
Totals	207,167	83,915	2,416	334	21,355	319,187	27,415	160	287,676	3,936	

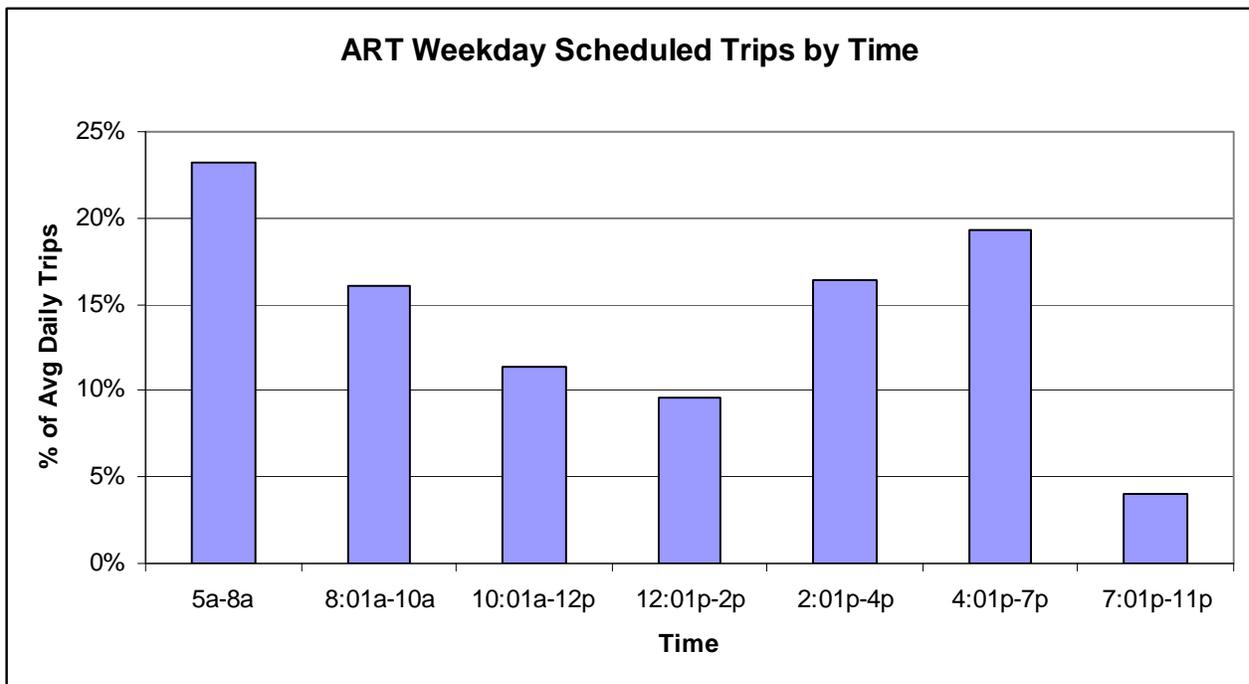
A temporal analysis was completed for the ART FY08 program. Weekday ridership for a typical week in September 2008 was reviewed to determine peak ridership information. Figures 3-7 and 3-8, shown on the following page, present ridership by scheduled time for ART clients. The peak ridership time for ART is from 5:00 a.m. to 8:00 a.m. with

approximately 23 percent of total weekday trips occurring during that time period. The next highest time period is from 4:01 p.m. to 7:00 p.m. with approximately 19 percent of total trips occurring at this time. The slowest time of the day is after 7:01 p.m. with approximately four percent of total trips.

**Figure 3-7**  
**Weekday Ridership by Time of Day**

Scheduled Time	Mon	Tues	Wed	Thur	Fri	Weekday Average	
5a-8a	214	215	223	208	149	202	23%
8:01a-10a	134	134	149	119	166	140	16%
10:01a-12p	83	100	109	96	106	99	11%
12:01p-2p	76	84	86	85	85	83	10%
2:01p-4p	135	151	158	141	128	143	16%
4:01p-7p	166	191	188	171	126	168	19%
7:01p-11p	25	43	36	31	42	35	4%
Total	833	918	949	851	802	871	

**Figure 3-8**  
**Weekday Ridership Percentage by Time of Day**



### High Demand Trip Destinations

The WSA team analyzed daily trip sheets for an average week in September 2008 to determine the most frequent destinations traveled to by ART clients. Figure 3-9 presents the average daily trip data to the most frequent destinations. The top destination for each day is to 3200 Bush Street, the Lyons Clinic for the Blind. Approximately 75 daily trips are scheduled to the facility. Approximately 95 percent of those trips to the facility are between 5:00 a.m. and 8:00 a.m. Assuming the majority of ART clients travel home from the Lyons Clinic, the ART taxi vendors travel to the facility approximately 150 times each weekday, which makes up approximately 15 percent of the total trips provided each day. The second highest destination traveled to by ART clients is to 3604 Bush Street, Wake Dialysis. Approximately 19 daily trips are scheduled to the site.

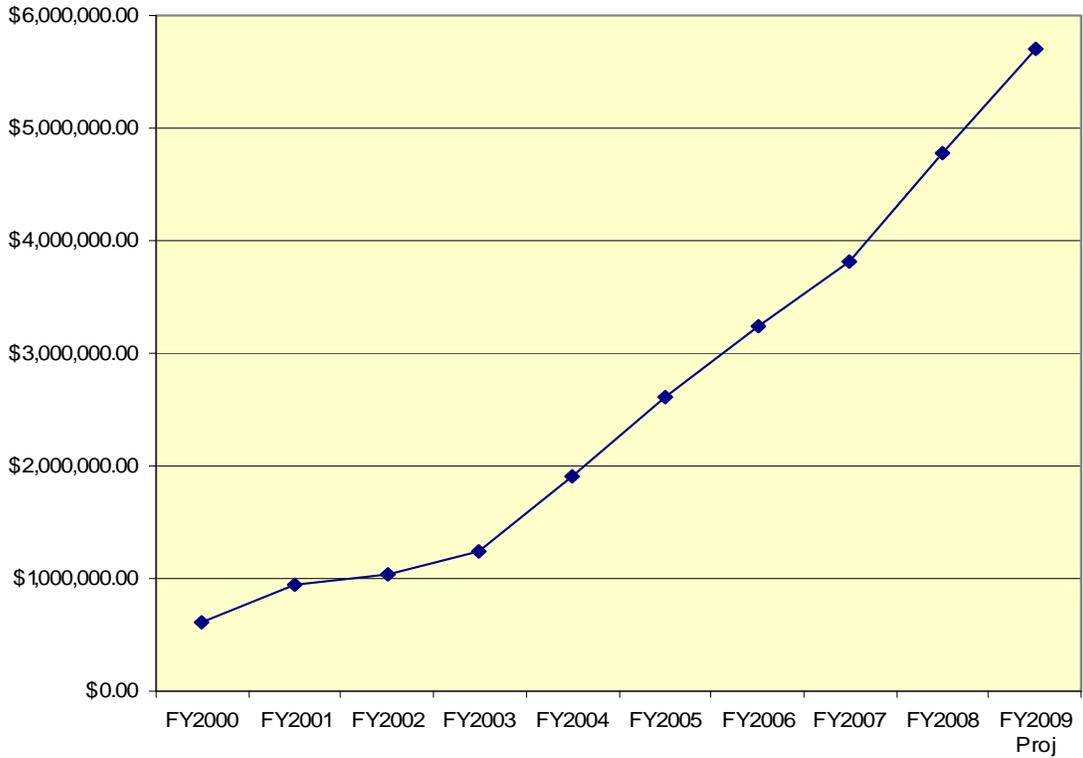
**Figure 3-9**  
**Average Weekday High Demand Destinations Traveled To**

	Address	Agency	Avg # of Scheduled Daily Trips
1	3200 Bush St	Lyons Clinic for the Blind	75
2	3604 Bush St	Wake Dialysis	19
3	3011 Falstaff Rd	Community Workforce Solutions	11
4	3000 New Bern Ave	Wake Medical Hospital	11
5	3943 New Bern Ave	Dialysis	9
6	4700 Westgrove St	Westgrove Tower Apts	9
7	5959 Triangle Town Blvd	Triangle Town Ctr Mall	9
8	3500 Poole Rd	Burger King	8
9	4200/4420 Lake Boone Trl	Rex Hospital/Wellness	8
10	2421 Timber Dr	Wake Enterprises Inc	7
11	214 S Blount St	Moore Square	7
12	401 E Whitaker Mill Rd	Senior Center	7
13	3026 Woods Pl		7
	Avg Wkday Daily Trips =	979	

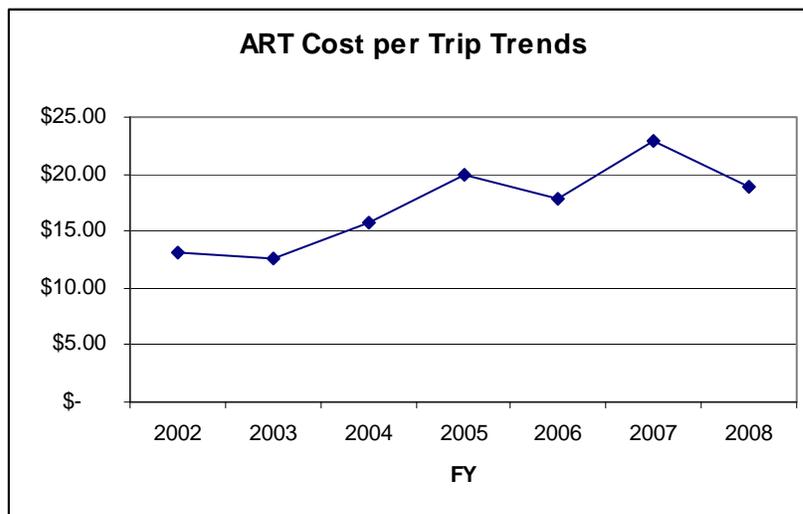
### ART Financial Data

The resources required to operate and support the ART program come from the City general fund revenue and fares. Figure 3-10, shown on the following page, presents the ART program overall costs since 2000. The FY07-08 budget for the ART program reached \$5,716,436, a 700 percent increase since FY2000. The CAT fixed-route budget is approximately \$15.2M annually. The ART budget is approximately one-third of the total fixed-route budget. Figure 3-11 on the following page shows the trends for cost per passenger trip.

**Figure 3-10**  
**ART Operating Expenses Trends**



**Figure 3-11**  
**ART Cost per Trip Trends**



The ART fare revenue in FY08 was \$518,822. This equates to a fare revenue recovery ratio of nine percent. The average fare collected per passenger trip was \$1.72, and cost per passenger trip was \$18.91.

### ART Cost Allocation Model

WSA utilized ART financial and operating information to develop a cost allocation model, which is a tool to assist with future planning. A cost allocation model provides base information against which the current operations can be judged. In addition, the model is useful for estimating the cost ramifications of any proposed service alternative. The ART cost allocation model is shown in Figure 3-12.

Cost information from the FY07-08 was used to develop a two-factor cost allocation model of the current ART operations. In order to develop such a model, each cost line item is allocated to one of three service variables— hours, miles, and fixed costs. Fixed costs are those that are identified/defined as being constant. These costs do not increase or decrease based on the level of service. This is a valid assumption for the short term, although fixed costs could change over the long term (more than one or two years). Examples of the cost allocation methodology include allocating fuel costs to vehicle-miles and allocating operator salaries to vehicle-hours. The total costs allocated to each variable are then divided by the total quantity (i.e., total revenue-miles or hours) to determine a cost rate for each variable.

**Figure 3-12**  
**ART Cost Allocation Model**

ART FY07-08 Cost Allocation Model				
Account	Budget 07-08	Vehicle-Hours	Vehicle Miles	Fixed Cost
Admin Salaries/Benefits	\$ 248,667			\$ 248,667
Operating Contracts	\$ 5,432,332	\$ 5,432,332		
Vehicle Supplies	\$ 733		\$ 733	
Office Expenses	\$ 34,703			\$ 34,703
Total Operating Costs	\$ 5,716,436	\$ 5,432,332	\$ 733	\$ 283,371
Service Characteristics		Veh-hrs	Veh-miles	Fixed Cost
		284,598	1,620,545	
		\$ 19.09	0.00	\$ 283,371

The ART cost model does not include itemized expenses by taxi vendor; thus, all operating costs were assigned to the Vehicle-Hours category. Should this information become available from each taxi vendor, the above table should be adjusted based upon individual expenses. In addition, should the City directly operate ART service in the future, the cost model would need to be updated.

## System Performance

Operating effectiveness and financial efficiency of a transit system are two important factors to evaluate the success of the overall system. One measure of operating effectiveness is the ability of the transit service to generate ridership. Financial efficiency would then be similarly gauged as the ability to provide service and serve residents in a cost-efficient manner. Figure 3-13 presents the systemwide characteristics for the 2007-08 fiscal year.

**Figure 3-13**  
**ART System Performance**

<b>FY07-08 ART System Performance</b>	
Operating Budget	\$ 5,716,436
Fare Revenue	\$ 518,822
Ridership	302,316
Revenue Miles	1,620,545
Revenue Hours	284,598
<b>Operating Effectiveness</b>	
Passenger/Mile	0.19
Passenger/Hour	1.1
<b>Financial Efficiency</b>	
Cost/Passenger	\$ 18.91
Cost/Hour	\$ 20.09

### **Initial ART Observations**

The Wilbur Smith team summarized initial observations from the data analysis, on-site visit, discussion with staff, and field work. The observations include discussions regarding operations, scheduling, cost, and performance. These observations were presented to create discussion regarding future realistic system improvements and solutions.

### **Operations**

An initial review and snapshot of ART operational data is that the service operates at 1.1 passengers per hour at a cost of approximately \$18.91 per passenger trip.

The current ART service provides a very high level of customer service, which has been noted nationally in publications from Easter Seals Project Action and will be included in an upcoming report by ESPA on the use of taxis for ADA paratransit.

The Trapeze software has streamlined many of the scheduling tasks for ART staff, except for the manual faxing of manifests each day, which will be changing in the near future. The Trapeze database of clients is maintained well by ART staff. However, the biggest benefit of the software is not currently being utilized – the grouping of trips. As evident by the 1.1 passenger per hour performance measure, the majority of scheduled passenger trips are for one person per vehicle. As the ART program costs continue to increase, trip efficiencies were identified in later chapters of this report to help meet rising costs.

The Tier I ART program operations are currently conducted directly with the taxi vendors. This trip information should be tracked along with the Tier II service within Trapeze. The software can be set up to distinguish between the programs.

Some key questions addressed and reviewed by ART staff and the WSA team include:

- **Service policies, performance standards, and expectations** – Is the mission of the ART program clearly defined by policies, and are performance standards, and service parameters clearly understood by policy makers, taxi vendors and ART clients?
- **Scheduling** – Do trip scheduling procedures ensure the highest potential productivity? What are the scheduling protocols, and how do they impact productivity and service reliability?
- **Demand Trends** – How and where will demand for paratransit grow?
- **Service Strengths** – What is currently working well at ART?
- **Funding capacity** – How will the current funding environment for public transit affect service priorities and standards, and how will this impact the way ART addresses new service needs?

## System Monitoring

Currently, the ART program relies on the Police Department to do the majority of monitoring of the taxis that provide service for the Tier I and II programs. The primary concern for the program is not whether ART is in full compliance with ADA regulations, since it has been interpreted that the program is ADA compliant, but rather whether issues such as training, including sensitivity training, drug and alcohol testing and overall customer service can be sustained if no contracts or agreements exist between the City and the taxi vendors. The WSA team and ART staff discussed and reviewed specific ADA regulations, such as driver training, drug and alcohol testing, maximum subscription trips, vehicle inspections, etc. to determine future recommendations for oversight of the program.

## Other Characteristics

There are certainly many positive aspects of the current ART program. These include:

- High level of customer service, with very few complaints. Nationally recognized program for customer service to the community.
- Key destinations in the community are served.
- ART staff proactively investing in scheduling software to streamline process.

- ART staff recognizes need for change in service to manage aggressively increasing costs.
- Community perception of ART program is very positive.
- ART staff has great relationship with taxi vendors and with clients.

The data presented in this chapter was reviewed by ART staff, the Transit Authority Board members, and the public. The data helped develop future service scenarios for the ART program, as presented later in this report.

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## **Section 4: Other Providers**

## Section 4: Other Providers

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Section 4 presents a brief summary of other transit service providers in Raleigh and the immediate surrounding areas. It is important to identify other regional providers because eligible ART clients may choose to use their services. This may include connecting to fixed-route accessible routes, such as Triangle Transit, or neighboring paratransit services, such as the Wake County TRACS program. These connections can enhance mobility options for the Raleigh area.

Connecting services and coordination efforts among transit agencies have greatly improved across the United States. Transit agencies are faced with increasing costs of service and increasing demands. Coordination is one process that can improve overall service efficiencies and system effectiveness. This section describes neighboring programs, where potential coordination opportunities may exist.



### **Triangle Transit Authority**

The Triangle Transit Authority (TTA) provides regional fixed-route and ADA paratransit services throughout the Raleigh/Durham/Chapel Hill/Cary area and beyond. TTA, based in Research Triangle Park, currently provides connections to, from, and through the City of Raleigh. These connections have become increasingly important as the region has continued to grow and longer trips have become part of the transportation landscape. TTA also coordinates car and vanpools in the region. CAT riders can transfer to the Triangle Transit Authority (TTA) system at Moore Square Station, Capital Crossing Shopping Center, and the intersection of North Hills Dr. and Northclift Dr.

The ART program currently shares client databases with TTA, which has worked well with the Trapeze software. TTA staff has also recently provided information regarding an agreement it has reached with DATA transit in Durham for a seamless system. The potential for additional coordination with TTA may be a likely alternative for the future.

### **Wolfline – North Carolina State University**

Wolfline is the bus system for NC State University (NCSU) that operates primarily on the NCSU campus. Students, faculty, and staff utilize the buses to access all campuses and locations that the school utilizes. CAT routes operate on roadways adjacent to the NCSU campus, and the U-PASS allows NCSU students, faculty, and staff to utilize CAT buses for free with valid school ID. NCSU reports ridership for a typical academic year at



approximately 1.5 million trips.

The City of Raleigh is currently working with the University to determine if the City could be a pass-through entity by which the University could receive state and/or federal funding for their existing service. The University service is currently funded 100 percent by student fees. The University has reported its operational statistics to the National Transit Database for the past three years. The City is reviewing parameters for a partnership between the agencies. Specific items being reviewed are the ADA-mandated service requirements for Federal and State funding, along with specific driver training, testing, vehicle inspections, etc. that are mandated for grant recipients.

### **Wake County Human Services Transportation**

Wake County Human Services provides demand response and subscription service for Wake County residents, primarily those that reside outside of the City of Raleigh, and funded through the NCDOT Community Transportation Program. Service is provided to clients of various human service agencies throughout the county, and provides trips to general public riders on a space-available basis. The program maintains a budget of approximately \$2.5 million annually, and provides critical transportation links for many persons within the County. Transportation is provided for agency-eligible participants. Eligibility is based on sponsorship by participating agencies/programs such as Medicaid, Public Health, Mental Health, Work First and other programs. Transportation is available Monday through Friday, and on Saturday for dialysis and employment. Service hours vary daily, depending on appointments and scheduling, but generally are from 5:00 a.m. to 8:00 p.m.

### **Wake County TRACS**

Wake County also operates general public transportation to residents of Wake County residing in non-urbanized areas. Service is delivered by zone. The service zones are the northern, eastern, southern and southwest areas of the County. Services are provided five days a week by wheelchair accessible vans. There is a nominal charge per person per trip for TRACS services. Service is by reservation, first-come, first-served, on a seat-available basis. TRACS service is available Monday through Friday. Service hours are 7:00 a.m. to noon, and 1:00 p.m. to 6:00 p.m. The cost of the service is \$2.00 per passenger each way per trip. Reservations can be made from 8:00 a.m. to 5:00 p.m., Monday through Friday, at least 24 hours in advance of the planned trip. Trips scheduled less than 24 hours in advance may be accommodated, if possible. However, the cost for these trips is \$4.00 each way.

Discussions with Wake County indicated that potential coordination opportunities with ART are hampered by the County requirement that service operators must be under contract to public agencies, meaning that County clients could not use ART service providers. In our view, a number of opportunities exist to increase coordination with the Wake County program that could improve system efficiency and effectiveness.

**C-Tran – Town of Cary**

C-Tran service is provided in the Town of Cary for residents traveling within the town. Fixed-route and door-to-door service is operated for the general public. Elderly persons (age 55+) and persons with disabilities may travel outside of Cary for specific trip purposes in Wake, Durham, and Orange Counties. Service began in 2001 and opened to the general public in July 2002. Service operates Monday through Saturday from 6:00 a.m. to 8:00 p.m. Reservations must be made at least one day prior to the intended trip date, and up to two weeks in advance. The C-Tran fares are shown below.

Tier I	Tier II	Tier III
Trips wholly within ¾-mile of the fixed route corridors	Trips not wholly within the ¾-mile corridor of the fixed routes but within Town limit	Out-of-town trips (Raleigh, Durham, Chapel Hill, Apex, and Morrisville)
\$2 per one-way trip	\$4 per one-way trip	\$6 per one-way trip

Discount fares of \$1.00 per one-way trip are provided during off-peak hours (10:00 a.m. to 3:00 p.m.) for Tier I and Tier II trips only. No discount fares are given for out-of-town (Tier III) trips.

**Durham Area Transit Authority - DATA**

DATA was created in 1991 through a purchase agreement between the City of Durham and the Duke Power Company. The City of Durham assumed the operation of the local bus system, naming it Durham Area Transit Authority (DATA). DATA contracts for the provision of its fixed-route service and paratransit service every five years. The fixed-route system includes 165 employees and 50 buses providing over 13,000 passenger trips daily on 19 different bus routes. The paratransit system includes 43 vans and 57 employees transporting clients to various places within the City of Durham.



DATA daily operations for fixed-route are conducted by Durham City Transit Company, with the paratransit service operated by First Transit Group. The paratransit service is coordinated with the County Human Service program.

ACCESS is the name of the ADA paratransit service for the City of Durham and sponsored by DATA. ACCESS provides curb-to-curb transportation service for eligible riders. The service operates to all locations within the City of Durham and to any location outside the City that is within a ¾-mile buffer of any fixed-route service operated by DATA. DATA ACCESS provides service during the same hours and on the same days as the regular fixed-route service. The fare is \$2.00 each way, with discounted ticket books available for purchase.

ACCESS also operates a taxicab program for eligible residents who have the option of using taxicab service for their transportation needs at a cost of half the regular taxicab fare. ACCESS customers call for taxicab service during ACCESS operation hours and have that service provided shortly thereafter, instead of the 24-hour advance reservations. Taxi cab coupons may only be used during ACCESS operation hours. The taxicab program does not allow ACCESS customers to travel outside the DATA ACCESS service area.

### **Chapel Hill Transit**

Chapel Hill Transit operates public transportation services within the Towns of Chapel Hill, Carrboro, and on the campus of the University of North Carolina. This service area is located in the southeast corner of Orange County, North Carolina. The types of services operated include fixed-route bus service, EZ Rider service (for mobility impaired) and Shared Ride Service.

Chapel Hill Transit began operations in August 1974 as a department of the Chapel Hill government. The Transit Director reports to the Town Manager, who is responsible to the Town Council. A citizen advisory committee, the Transportation Board, makes recommendations to the Town Council on transportation and traffic matters. Although the Town of Chapel Hill operates the transit system, the University of North Carolina at Chapel Hill and the Town of Carrboro are financial partners in the operations. A locally developed formula has been adopted which allocates system expenses based upon population. This formula provides the basis for the annual contract negotiations with the University and Carrboro.

The Chapel Hill Transit system has 31 routes that provide coverage throughout the community. Chapel Hill Transit currently has 83 buses and 11 lift-equipped vans. The basic hours of operation are from 6:00 a.m. to 7:30 p.m. Limited evening and late night service are also operated.



Chapel Hill Transit operates EZ Rider service, which provides a demand-responsive transit service for elderly and disabled residents. EZ Rider is available to Chapel Hill and Carrboro residents who cannot use the regular fixed-route service. The service operates from 6:15 a.m. to 6:15 p.m. on weekdays, and from 8:00 a.m. to 6:30 p.m. on Saturdays. The EZ Rider service is free. The total ridership, including fixed-route, EZ Rider and Shared Ride Feeder service, is approximately 6M one-way trips annually.

### **Other Providers Summary**

During the past few years there has been an increasing amount of coordination and cooperation among service providers in the Triangle region. Future opportunities should continue to be explored since coordination can improve basic items for customers such as system information, use of common telephone and marketing information, shared use of technology and capital resources, etc.

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## **Section 5: Peer Review**

## Section 5: Peer Review

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### **Introduction**

A peer review was conducted by the WSA team to investigate paratransit performance in Raleigh to other similar-sized communities with public transit service. Data for the analysis were obtained from the 2007 National Transit Database, from agency interviews, and from WSA experience in previous transit projects. WSA reviewed several characteristics at each agency, such as operational data, demographics of the area, various policies in place at the agencies, administrative infrastructure, technologies in use or planned at the agencies, as well as other relevant data.

The primary challenge for the ART peer review was finding an agency that, like Raleigh, solely or primarily uses taxi vendors for paratransit service in order to present an “apples to apples” comparison. Based upon our initial research, Raleigh appears to be unique. As discussed in a prior section, the Easter Seals Project Action program is completing an analysis of transit agencies using taxis, and the Executive Summary of that report, *A Survey on the Use of Taxis in Paratransit Programs*,<sup>1</sup> is currently available, with the full report available in the near future.

WSA research and experience indicate that many agencies use taxi vendors for overflow paratransit service or for additional paratransit service, but no other public transit agencies were found by WSA with ADA paratransit service only by taxi vendors. One somewhat similar agency is San Francisco Paratransit which operates both a van and taxi program; however, their Taxi & Ramp program is not an ADA service, thus it has less stringent rules about amount of service available, service area, etc.

Based upon discussions with ART staff, the WSA team began research with the nine peer communities identified in the 2005 CAT 5-Year Plan. These communities were all located outside the state of North Carolina. ART staff requested that WSA also identify two in-state transit programs. The nine transit agencies include:

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[http://projectaction.easterseals.com/site/DocServer/Westat\\_ex\\_sum\\_10\\_14\\_09\\_FINAL.pdf?docID=117063](http://projectaction.easterseals.com/site/DocServer/Westat_ex_sum_10_14_09_FINAL.pdf?docID=117063)

- Central Arkansas – CATA (AR)
- Greater Bridgeport TA, (CT)
- Tallahassee – StarMetro – (FL)
- CTTRANSIT – Stamford – (CT)
- Shreveport – SporTran (LA)
- South Bend PTC – TRANSP0 (IN)
- Wichita Transit – (KS)
- Metropolitan Tulsa – MTTA (OK)
- Jefferson Parish DTA – JeT (LA)

The two in-state agencies were Charlotte Area Transit System – CATS, and Winston-Salem Transit Authority. The above communities were selected based on general characteristics, such as growing medium-sized communities, similar-sized service area, population, and transit agency service characteristics. Although every effort is made to find the closest matching peer community, none are exactly like the ART program in Raleigh. Many local factors, such service type, local fares, community support, etc. can substantially impact the performance of each system. Therefore, this peer analysis should be viewed as a gauge for similar systems, not as a side-by-side comparison for the City of Raleigh. Figure 5-1, on the following page, presents a summary table of similar characteristics for each of the peer agencies and information for Raleigh. The peer communities chosen were not restricted to a particular type of service offered by the transit system. The averages for the peer agencies are also shown in the table.

As mentioned previously, some of the peer agencies operate limited taxi services, as a part of other ADA services, or as a supplement to ADA services. However, the majority of the services are either operated directly by an agency or contracted out to larger private transportation companies, as is typically found across the United States. Many agencies have similar paratransit budgets to that of Raleigh at approximately \$5M, such as in St. Petersburg, FL with Pinellas Suncoast Transit Authority, or in Cincinnati, OH at Southwest Ohio Regional Transit Authority – both of which contract ADA paratransit service to large privately-owned transportation companies. These agencies were not selected in the peer review due to larger service area populations and densities.

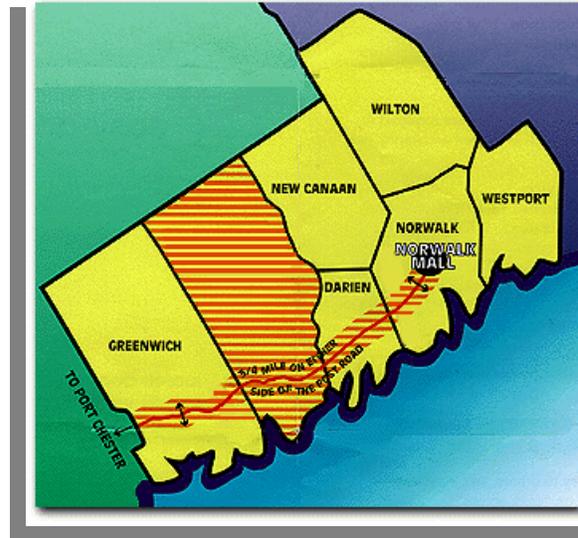
The following pages provide a brief description of each agency used for the peer comparison.



## **CTTransit – Stamford Division**

Connecticut Transit (CTTRANSIT) is the Connecticut Department of Transportation (ConnDOT)-owned bus service. Several companies under contract to ConnDOT operate services in metropolitan areas throughout Connecticut. The CTTRANSIT Stamford Division operates 15 local bus routes, many which operate seven days a week. The paratransit service for the Stamford area, Easy Access, is provided by Norwalk Transit District, under contract with CTTransit.

Easy Access provides door-to-door transportation service within the CT Transit, Stamford division service area. Easy Access is available for travel within Stamford and within a ¾-mile radius of an operating CT Transit bus route within Greenwich and Darien. Service outside the ¾-mile area in Greenwich and Darien is not provided. Fare tickets are valued at \$2.50 individually or discounted at 10 tickets for \$22.50. Generally service is available Monday through Saturday, from 6:00 a.m. to 7:30 p.m. Limited service operates along certain corridors from 7:00 p.m. to 11:00 p.m., Monday through Saturday, and 8:00 a.m. to 7:00 p.m. on Sundays and major holidays.



## **Greater Bridgeport Transit Authority – GBTA**

The Greater Bridgeport Transit Authority provides a family of services including 16 local fixed-routes, the Stratford Commuter Connection, and an extensive minibus service for riders with disabilities, which operates during the same days and hours as the fixed-route service. GBTA is an independent agency with an appointed Board of Directors. GBTAcess is the ADA-mandated paratransit service. The base one-way fare is \$3.00 and may be paid in cash or prepaid ticket. Books of 10 one-way trip tickets may be purchased for \$30.00. Individual tickets are not available for sale.



Reservations for GBTAcess service are received seven days a week, between the hours of 8:30 a.m. and 4:30 p.m. Reservations can be made as early as five days in advance of the travel date, but no later than 4:30 p.m. the day prior to the travel date.

## **Tallahassee – StarMetro**

StarMetro (formerly TalTran) operates city bus routes in Tallahassee, including campus shuttles at Florida State University and Florida A&M University, plus a Dial-a-Ride service for seniors and disabled citizens, and a variety of seasonal transit programs. StarMetro is directly operated by the City of Tallahassee. The Dial-a-Ride service hours are Monday



through Saturday from 6:00 a.m. to 10:30 p.m., and Sunday from 9:00 a.m. to 6:40 p.m. The base fare is \$2.50 per one-way trip, or a Dial-a-Ride Fare Card with 10 rides for \$25.00. Dial-A-Ride service is provided to anyone living within the Tallahassee city limits or  $\frac{3}{4}$ -mile on either side of a fixed bus route in the areas outside of the city limits.

In 2007, StarMetro employed 10 full-time drivers and 8.5 full-time temporary drivers. StarMetro tracks their routes, rides, and service hours provided through the Trapeze software application.

### **South Bend Public Transportation Corporation - TRANSPO**

The South Bend Public Transportation Corporation, TRANSPO, is the public transit service operating in the South Bend and Mishawaka area. The ADA complementary paratransit service, known as ACCESS, operates curb-to-curb service to eligible individuals who qualify under the Americans with Disabilities Act.



ACCESS service is available from 6:00 a.m. until 9:00 p.m. on weekdays, and from 7:30 a.m. until 5:30 p.m. on Saturdays. The ACCESS base fare is double the regular fixed-route bus fare for a one-way trip. Trip reservations are taken from 8:00 a.m. to 5:00 p.m., Monday through Friday. Trip requests may be made up to 14 days in advance, but MUST be scheduled by 5:00 p.m. the day prior to travel.

### **Tulsa Transit – MTTA**

Tulsa Transit is a public trust of the City of Tulsa, established in 1968. Tulsa Transit's General Manager reports to a seven-member board of trustees appointed by the mayor. Tulsa Transit has approximately 170 employees including bus drivers, mechanics and administrative staff.

The Lift Program is Tulsa Transit's curb-to-curb ADA paratransit service for persons with disabilities who are five years of age and older. The agency offers transportation service utilizing lift-equipped mini-buses/vans, dedicated sedans, and taxi cabs. The fare for each one-way trip is \$2.50, a “will call” is \$5.00. A ‘will call’ trip is a stated pick-up location, but not a stated pickup time; thus considered a same day trip request, or premium service with a \$5.00 fare. Lift customers ride the fixed-route service free by showing proper ID. Tulsa Transit currently provides paratransit service within Tulsa city limits, which exceeds the minimal requirement under the ADA. The eligibility certification process for the agency is contracted out to an independent living agency.

Paratransit hours of operation are Monday through Friday, 4:30 a.m. to 8:30 p.m., and Saturday service from 5:00 a.m. to 8:30 p.m. The Lift does not operate on Sunday. Reservations can be made from 9:00 a.m. to 5:00 p.m. seven days a week. Reservations may be made up to seven days in advance, but no later than 5:00 p.m. on the day before the trip. All Lift service is shared-ride service. Tulsa Transit uses Trapeze

scheduling/dispatch software. The agency takes about 29,000 calls per month, and provides approximately 19,000 trips per month.

Tulsa Transit contracts out the paratransit service with three companies:

- First Transit provides drivers for vehicles owned by the City. Approximately 35 vehicles in the fleet - lift buses and vans. The City provides routine maintenance and repairs.
- All City Transportation (ACT) provides sedans for ambulatory customers. Tulsa Transit provides the driver manifest for ACT.
- Tulsa Airport Taxi is the third contract who receives the overflow from First Transit and ACT. The taxi is the most expensive mode contracted, so used as little as possible.

Tulsa Transit has 23 full-time and 7 part-time employees in the Call Center. That number includes:

- 1 Director
- 2 Supervisors
- 3 Schedulers
- 1 Data Specialist
- 1.5 positions to provide coverage for the 2 fixed-route transfer stations
- 1 Field Services Coordinator
- 4 Customer Service Representatives/Drivers, who take calls part of the time and transportation clients the other half of the day.

The agency does not have specific contracts in place for coordination. However, Tulsa Transit transports clients for the Oklahoma SoonerRide program, in which the agency purchases Lift Coupons as a broker and provides them to their customers who are eligible for the service. The agency is currently with the regional council of governments to have increased coordination in the area.

### **Shreveport Area Transit System – SporTran**

In 1972, the City of Shreveport, using a federal grant, purchased the transit system and contracted with a private management firm to operate the system. Shreveport contracted with Bossier City to operate two routes in Bossier that same year. In 1974, the City adopted the name SporTran for the system. LiftLine is SporTran's demand-response paratransit service.

LiftLine service is available in Shreveport/Bossier City. Service operates from 5:30 a.m. to 11:45 p.m., Monday through Friday; 7:15 a.m. to 11:45 p.m. on Saturday; and 8:00 a.m. to 4:15 p.m. on Sundays. Reservations can be made up to 14 days in advance or for the next day. Reservations are accepted from 8:00 a.m. to 4:15 p.m., Monday through Friday. Same-day rides may be arranged on a space-available basis for the same fare. LiftLine is a curb-to-curb service, and the base fare is \$2.00 for a one-way trip.

The City of Shreveport contracts out the dispatch and operation of Lifeline. The City owns the vans, performs all maintenance, and does all scheduling of Lifeline service. The agency does not use taxi vendors for services. Lifeline currently uses a locally-developed software program for scheduling; however, the agency is in the process of procuring a commercial paratransit scheduling software program.

The City does not currently coordinate with other services in the area. The Lifeline administration includes two full-time staff at the main Lifeline office, and two full-time staff at the contractor facility. The City ADA Coordinator processes all eligibility applications at the Main Lifeline office.

### **Central Arkansas Transit Authority – CAT**

The Central Arkansas Transit Authority was created in 1986 by an Interlocal Government Agreement chartering CAT as a public corporation. CAT is governed by a 13-member board appointed by local elected officials, and serves the jurisdictions of Little Rock, North Little Rock, Cammack Village, Maumelle, Sherwood and portions of Pulaski County. CAT has 175 full-time employees, four part-time employees, and operates a fleet of 55 fixed-route buses and 21 LINKS paratransit vans. CAT also operates the River Rail Electric Streetcar Line using three replica vintage streetcars.



CAT employees 93 fixed-route operators, 23 paratransit operators, 25 mechanics and service employees, 2 sales and information staff, 12 full-time and 1 part-time administrative staff, 16 full-time and 1 part-time transportation and maintenance supervisory staff, 7 full-time and 1 part-time streetcar operator. The LINKS paratransit budget is approximately \$1.3M annually, with a total budget of approximately \$13.5M.

The LINKS service hours are from 5:00 a.m. to 9:15 p.m., Monday through Friday; 5:00 a.m. to 7:30 p.m., Saturday; and 8:30 a.m. to 5:15 p.m. on Sunday. Reservations can be made Monday through Friday from 5:00 a.m. to 7:00 p.m.; Saturday from 8:00 a.m. to 12:00 p.m. with the answering machine thereafter; and Sunday the answering machine is available. The one-way base fare is \$2.50, \$5.00 for a round-trip, or \$23.00 for a 10-ride ticket book.

### **Jefferson Parish Department of Transit Administration – JeT**

Jefferson Transit (JeT) provides service to the urbanized portion of Jefferson Parish, New Orleans, and the Louis Armstrong New Orleans International Airport. Connecting service is provided to the RTA bus lines in Kenner, Gretna and New Orleans. Jefferson Transit provides both fixed-route ADA accessible bus service and MITS curb-to-curb paratransit van service for certified riders who are unable to use the fixed route service. The fixed-route and paratransit service are currently contracted out to Veolia Transportation.

The Mobility Impaired Transportation System, known as MITS, is part of Jefferson Transit. MITS provides demand-response, curb-to-curb transportation for persons with

disabilities who are unable to use fixed-route Jefferson Transit service. The base fare for MITS is \$2.00 per one-way trip.

Approximately 3,700 persons are certified to ride MITS, and approximately 7,000 trips are provided each month. MITS operates 18 vehicles. MITS service is available seven days a week from 6:00 a.m. to 9:00 p.m. In addition, taxi service and lift-equipped ADA accessible bus service is available before 6:00 a.m. and after 9:00 p.m. seven days a week for individuals traveling within ¾-mile of a fixed-route bus line. The requested trip outside regular MITS service hours must fall within the time period when fixed-route service is available for each particular bus line.

Reservations are taken from 8:00 a.m. to 5:00 p.m. daily. Ride requests may be made up to one week in advance. Next day service can only be guaranteed for trips that initiate and end in the ¾-mile ADA service area.

### **Wichita Transit – WT**

Wichita Transit Special Services provides accessible paratransit van service to disabled residents through both in-house transportation and contracted services. Approximately 30 percent of the service is in-house, and 70 percent provided by human service agencies through a Purchased Ride Agreement. The agency does not currently use taxi vendors. WT also provides job access to low-to-moderate income citizens through commuter carpool assistance.



The Special Services arm of Wichita Transit performs a variety of functions, including qualification, scheduling and transporting ADA riders, providing job access for low-to-moderate income citizens, and coordination of similar rides throughout most of the Wichita MSA. Also available to citizens are vanpooling, park and ride, and ride-share.

Special Services staff is comprised of 24 van drivers covering all areas of the city. Two Transportation Development Coordinators oversee the various aspects of the program – one each at the Downtown Transit Center and Transit Operations Center. Three scheduling personnel and a Clerk are available to take calls, schedule riders, accept rider applications, answer questions and dispatch vans to their destinations on any given weekday.

Para-transit, the largest component of Special Services, is challenged with requirements to provide services to an ever-increasing number of citizens, on-time, and at reasonable cost. Riders are qualified and recertified for participation in the ADA curb-to-curb ride program. To maximize efficiency, scheduling software is used for the program. Van service generally operates the same hours as the regular fixed-route system – Monday through Friday from 5:15 a.m. to 6:45 p.m., and Saturday from 6:25 a.m. to 5:30 p.m. No Sunday service operates at this time. Reservations are taken from 8:00 a.m. to 5:00 p.m.

at least one day, but not more than seven days, in advance of the trip. No same day service is currently offered. The base fare is \$2.50 per one-way trip. Van passes for 10-rides and 20-rides are also available.

The agency owns and maintains WT vehicles. Stratagen software is used for the scheduling and dispatch functions. One full-time administrative person assists with the program. WT contracts out the eligibility certification process. The interviews and assessments are by the contractor, who recommends an eligibility classification. WT makes the final determination based upon an in-person interview.

### **Charlotte Area Transit System –CATS**

CATS operates approximately 40 fixed-routes and transports over 18M passengers annually. Service operates Monday through Saturday from 4:49 a.m. to 2:00 a.m., and 5:25 a.m. to 2:00 a.m. on Sundays. CATS offers door-to-door paratransit service, Special Transportation Service (STS), for eligible customers with disabilities. STS operates within the city limits of Charlotte, including the towns of Matthews & Pineville.



Reservations are to be made 24 hours in advance of the scheduled trip, from Monday through Saturday from 8:00 a.m. to 5:00 p.m. The base STS fare is \$2.40 per one-way trip. Tickets and/or a Monthly Pass are also available. CATS uses Stratagen scheduling/dispatch software with Mentor Mobile Data Computers (MDC) and Automated Vehicle Locator (AVL) units. CATS contracts out the functional assessment of the eligibility process, but has final approval on conditional, denial, and long-term certifications.

STS employs 85 people, including 3 full-time administrative persons to assist with the program (excludes managers and supervisors). STS operates 77 Goshen and Ford vehicles, and has eight supervisory vans equipped for wheelchair passenger transport. All CATS vehicles are owned by the City of Charlotte and maintained through a service agreement with the City of Charlotte Equipment Maintenance. CATS does not use taxi service or have contracts with outside vendors. No specific coordinated services exist with other agencies at this time.

### **Winston-Salem Transit Authority – WSTA**

A special referendum was passed in 1972 and with the help of a federal grant; the city of Winston-Salem purchased the assets of the Safe Bus Company and the Winston-Salem Transit Authority (WSTA) was created. WSTA is governed by an eight-person board comprised of representatives appointed by the City Council of Winston-Salem, upon the recommendation of the Mayor. Each WSTA board member serves for a term of three years. WSTA transports approximately 10,000 people daily, which is approximately 2M annual passenger trips. Twenty-seven fixed-routes operate from 5:30 a.m. to 12:00 a.m.,

Monday through Friday; and from 6:30 a.m. to 6:30 p.m. on Saturday. No service operates on Sunday.

Trans-AID, which began in 1978, is the ADA paratransit curb-to-curb service for eligible disabled and elderly residents of Winston-Salem and Forsyth County. The service area for Trans-AID is the city limits of Winston-Salem, and up to ¾-mile from the nearest bus stop. Reservations must be made 24-hours in advance, or up to 14 days prior to the desired travel date. Same day rides are granted upon availability, but not guaranteed. Trans-AID reservationists are available Monday through Friday from 5:30 a.m. to 11:30 p.m., and from 6:00 a.m. to 6:30 p.m. on Saturday. Voicemail is available on Sunday and after hours. The base fare is \$0.50 and Medicaid clients with ID ride free of charge.



Trans-AID provides approximately 100,000 passenger trips annually with 19 wheelchair accessible buses. WSTA services are under a management contract with Veolia Transportation.

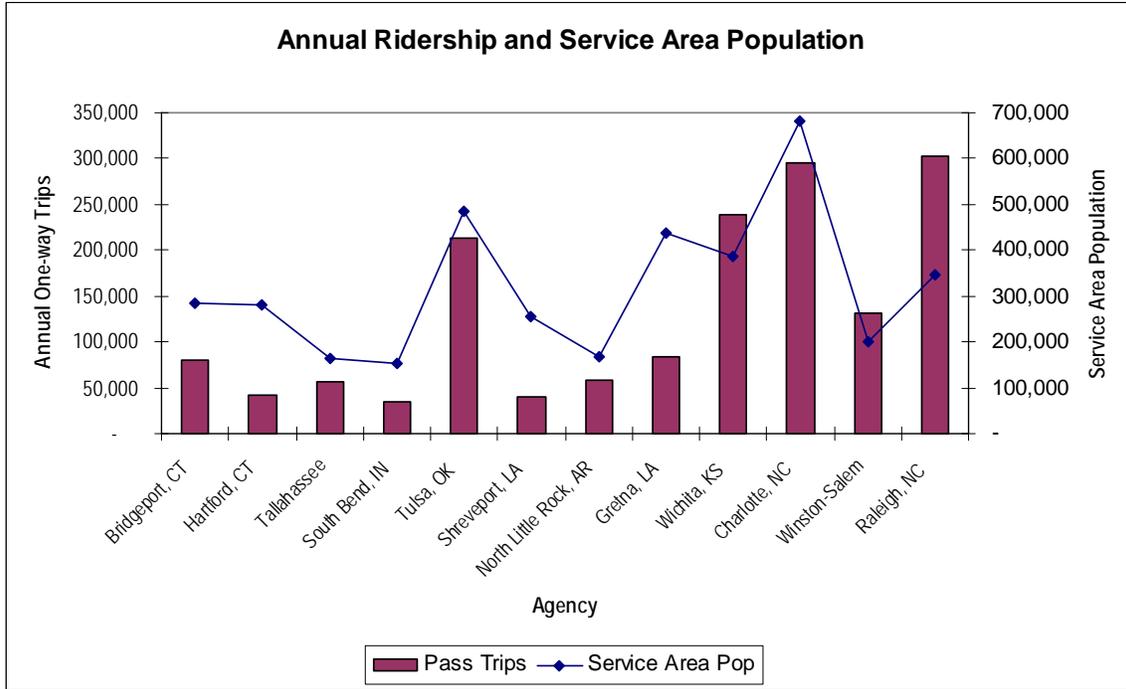
### **Peer Statistics**

Figure 5-1, shown previously, indicates averages for the primary characteristics of the peer agencies in the shaded area of the table. The following is a short narrative with graphs of the results of the peer analysis.

Figure 5-2, shown on the following page, presents a comparison of annual ridership and service area population. The average ridership for the 11 peer agencies was 100,961 one-way trips, ranging from 34,540 in South Bend to 296,001 annual trips in Charlotte. ART is much higher than the average with approximately 302,300 annual trips reported for 2008.

The trips per capita averaged 0.32 trips among the peer agencies. Shreveport and CTTransit reported 0.15 trips per capita and Jefferson Parish was slightly higher at 0.19 trips per capita. Winston-Salem had the highest at 0.66 trips per capita. ART reports 0.87 trips per capita for the paratransit services, higher than all peer agencies and well above the average.

**Figure 5-2  
 Ridership and Service Area Population  
 Peer Comparison**



The average service area population among the peers was 317,965 residents, with the average service area at 146 square miles. Raleigh is slightly higher than the average in population at 347,729 and geographic service area at 125 square miles. South Bend, Indiana reported the smallest service area population at 154,346 persons and Charlotte reported the highest with 681,310 persons in their service area.

Figure 5-3, shown on the following page, presents the peer comparison of passengers per hour and cost per hour for the paratransit services. The average cost per hour for the 11 peer agencies was \$39.62. Raleigh cost per hour is approximately \$20.09, which is lower than the peer agencies. Jefferson Parish was the most costly peer community at \$62.66 cost per hour.

Figure 5-3 also shows the passenger per hour by agency. The peer average for the 11 agencies was 2.12 passengers per hour. Winston-Salem reported 3.16 passengers per hour for the high and Shreveport reported 1.35 passengers per hour for the low end. Raleigh currently reports 1.06 passengers per hour for the paratransit service, which is below the average and lower than the peer agencies.

**Figure 5-3  
 Passenger per Hour and Cost per Hour  
 Peer Comparison**

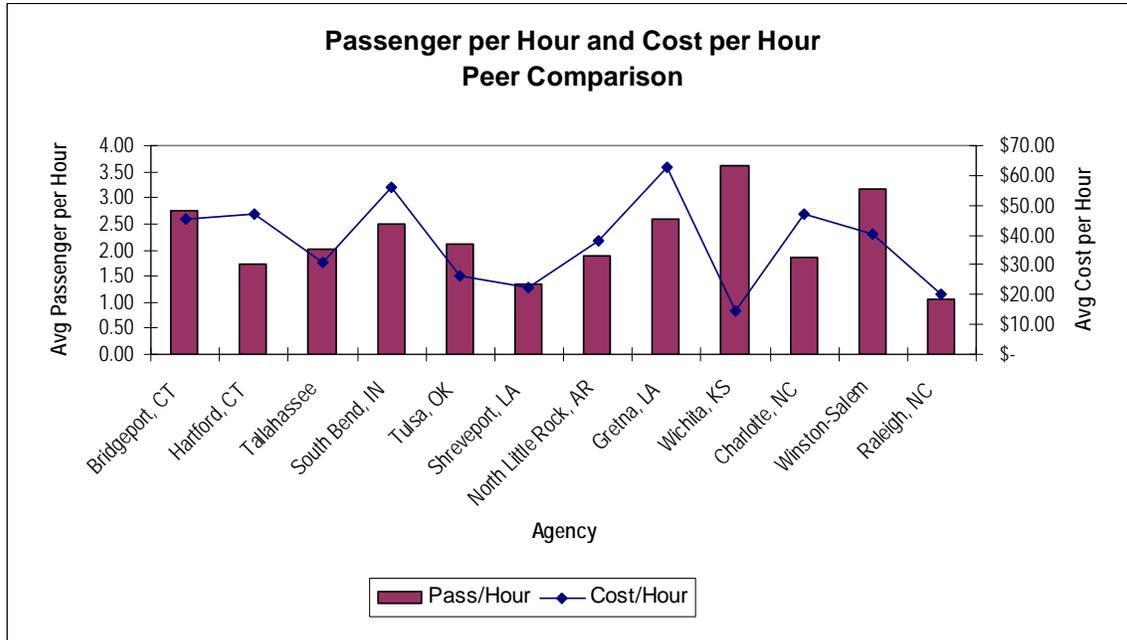
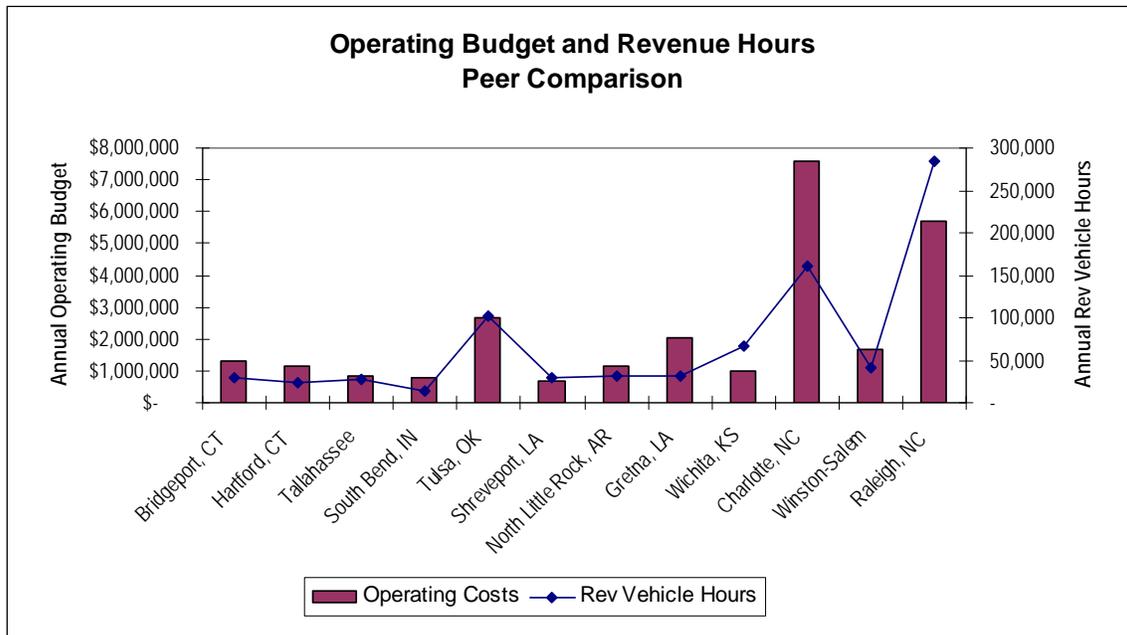


Figure 5-4, on the following page, presents the peer paratransit operating budgets and annual revenue hours of service by agency. The average annual operating budget for the 11 peer agencies was \$1,891,273. Charlotte reported the highest costs at \$7,560,000 per year, and Shreveport, Louisiana reported the lowest operating costs at \$660,680 per year. Raleigh ART operating costs are approximately \$5,716,436 per year, much higher than the average.

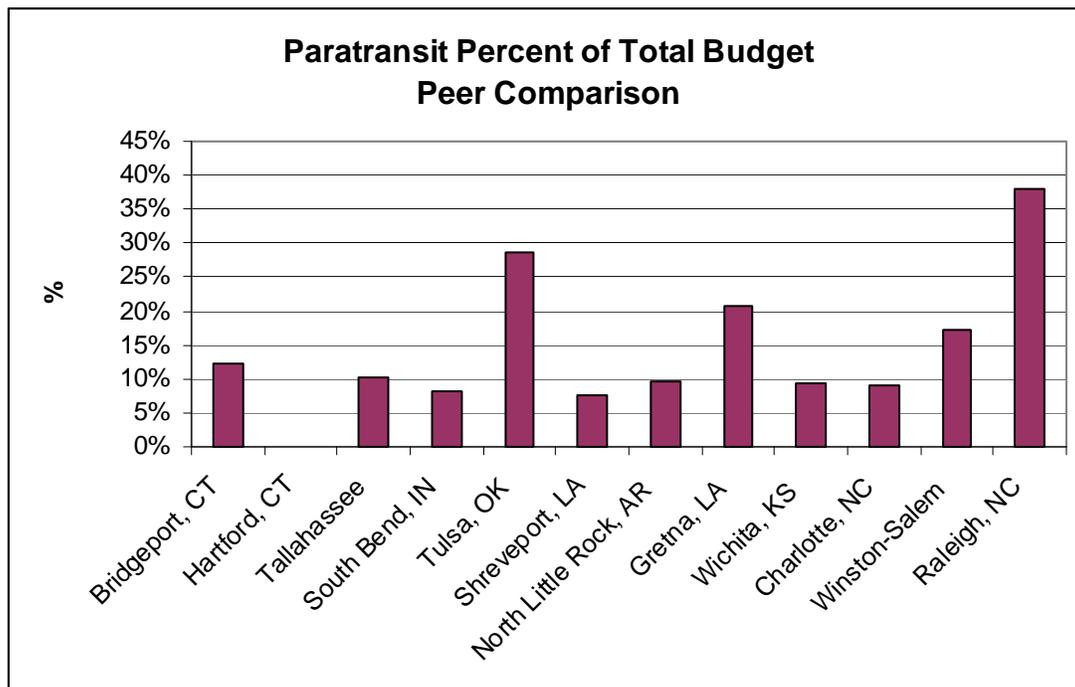
Figure 5-4 also shows the annual revenue hours for the peer communities. The average annual revenue hours is 47,731 for the 11 peer agencies. Charlotte reports the highest annual revenue hours with 160,591 and South Bend, Indiana had the lowest annual revenue hours with 13,885. Raleigh reported 284,596 annual revenue hours.

Figure 5-5 presents the paratransit budget in comparison to the overall transit agency budget. The average was 13 percent, while Raleigh is at 38 percent, significantly higher than the overall average. Tulsa-MTTA had the second highest with 29 percent of the total transit budget is for paratransit services.

**Figure 5-4**  
**Operating Budget and Revenue Hours**  
**Peer Comparison**



**Figure 5-5**  
**Paratransit Budget Comparison to Total Transit Budget**  
**Peer Comparison**



## **Peer Summary**

The above peer analysis provides ART staff an overall look at existing service in Raleigh compared to other similar-sized agencies. As indicated previously, system comparisons are not as valuable as they were for the fixed-route study since none of the peers, nor any other large city for that matter, provide taxi only services. One item of note, however, is the percent of total budget expended on ADA services. ART at 38 percent is almost three times higher than the peer average of 13 percent (which is also the national average as reported by the American Public Transportation Association).

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## **Section 6: Public Outreach**

## Section 6: Public Outreach

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Section 6 provides an overview of the public outreach process used for this ART Paratransit Service Alternatives Analysis study. An overview of the key stakeholder interviews conducted in December 2008 and January 2009 is discussed below, which is part of the public outreach process for this study. WSA coordinated with the ART staff to identify these individuals.

WSA staff interviewed nine individuals, in addition to several ART and Raleigh City Departments staff who work with the ART program on a daily basis. These key stakeholders have an interest in ART, are active representatives within the community, and represent a wealth of knowledge about transportation services in the Raleigh area. The interviews were either conducted in person or via telephone by WSA staff. Each person was asked the same general questions and given the opportunity to provide additional insight or information. Below is a summary of comments.



### **Stakeholder Interviews**

A list of interview questions was prepared by the WSA team, in coordination with the ART staff. Interviewees were given a short background of how this study originated, where we are in the process, and what is the expected outcome of the study. Some interviewees are users of the ART system and/or other transit systems in the area.

#### **1. What is your perception of the current ART program?**

The overwhelming response to this question is that the current ART service provides a very high level of service to community residents. Most respondents were very familiar with the two different types of ART programs and how to access those services. The best compliments to the ART program include the improved phone system at the City, the scheduling format of non-shared rides, and good customer service. Respondents identified areas for improvement as additional training for taxi drivers for consistency to all clients, and monitoring of taxi vendors for scheduled trips to ensure they are made. In addition, many responders indicated their understanding that some modifications to the program may be necessary due to increasing demand and costs.

#### **2. Are you a user of the ART program?**

More than half of the interviewees were users of the ART program, most for at least 10 years. Others were users of other systems, such as CAT or Wake County TRACS service. All were generally familiar with the variety of services provided in the region and some provided their experiences from other locales or information they have heard regarding other services.

### **3. Do you have ideas for improving the ART program?**

Many ideas were discussed for improving the ART program. However, in general, the interviewees were very pleased with recent changes made by ART, such as the new phone system and new scheduling software. Some suggested improvements to be made include:

- Training for taxi drivers for customers, billing procedures, and ART policies
- More oversight of taxi vendors
- Put procedure in place for ART to be paid for Medicaid trips
- Provide Travel Training for the fixed-route system
- Work with CAT to improve accessibility and safety at Moore Square
- Provide workshops for ART existing and future clients for training and education about ART, taxi vendor, and eligible client expectations
- Explore the potential for more multi-passenger or group trips to improve productivity, but not degrade the quality of the service
- Work with other providers in the region to improve communication and coordination for multi-city trips
- Explore other IT solutions for improving the processes that constitute the ADA service

### **4. What are your thoughts on how ART can become more cost effective in the future, continue to meet increasing demand and costs?**

The WSA team provided a brief summary of the increasing ART budget and asked how each interviewee would begin to make ART more efficient and cost effective. This question provided an array of responses, which are summarized below.

- ART should pursue Medicaid funding reimbursement for the Medicaid-eligible trips. These revenues would offset some of the general revenue funds.
- Limit the number of trips per day for ART clients.
- Some shared rides for people traveling in similar directions, and for those going to similar destinations. Do not implement vans, packed full of ART clients. ART must maintain its high level of service to the community.
- What are the ART goals for service? These goals will drive the priorities of service.
- Continue to ensure the eligibility process is thorough.
- Work with CAT service for a travel training program, which transitions riders from ART to fixed-route service. Ensure fixed-route drivers are announcing the major stops, head-signs on the fixed-route buses are working, etc.
- Work with the City Public Works Department to ensure accessible pathways are being planned and built in the City.
- Consider exposure to the City, if taxi drivers are not under contract to ART.
- Are there opportunities to combine elements of the CAT contract into ART service?

## 5. Other Thoughts Discussed during the Interview

Other discussions that took place during the interview varied in topic and are summarized below.

- City is getting great ADA paratransit service for \$5M – a good value. ART clients are part of the Raleigh tax base funding the service.
- Many taxi drivers go above and beyond to assist ART clients. Some do not, but most do.
- Some ART clients do ride-sharing now. Do not want to regress to the shared-ride service that was in place before the ART program.
- ART has been nationally recognized by the Easter Seals organization for a high level of paratransit service within Raleigh. ART should be proud of this recognition.
- The administrative costs for ART are very low.
- Total costs have increased significantly; some modifications and alternatives must be implemented.
- What has been the experience elsewhere in the country in addressing increased costs, yet maintaining mobility options?

### **Public Meetings**

Several opportunities were available for Raleigh residents to discuss this ADA Paratransit Service Alternatives Analysis study over the course of the study. WSA, in coordination with the ART staff, presented a brief study summary and a review of this report at the Transit Authority Board meeting on February 12, 2009.

Preliminary alternatives were developed with input from the community through several public outreach activities. These included key stakeholder interviews, discussions with local ART staff, Transit Board members, and comments from the general public during the two public meetings held on April 9, 2009. The final public meeting was held on October 26, 2009 at Council Chambers. Two sessions were available for citizens to comment. The First Session was from 5:00 to 6:30 p.m., and the Second Session was from 7:00 to 8:30 p.m. Appendix C provides feedback from the meetings and other comments received by the ART program throughout this planning process. Comments and suggestions were documented and incorporated into this Final Report.

### **Summary**

The final report presentation for the Transit Authority was held on October 26, 2009, with recommendations for ART services. The information received from the key stakeholder interviews, ART staff, and the public meetings, played an important role in the development of alternatives for this study.

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## **Section 7: Service Scenarios**

## Section 7: Service Scenarios

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### Introduction

Section 7 discusses several scenarios for paratransit service operations. The existing ART program, described in detail within Section 3 of this report, has successfully provided paratransit service for residents of Raleigh through taxi vendors. However, increasing demand and increasing costs prompted this study effort to review the existing service, review other service scenarios, and identify effective and appropriate service strategies for the future.



The term “paratransit service” encompasses a wide range of alternatives. Traditionally, people think of paratransit service as small buses or vans picking up people to go to the doctor. A number of other service types exist, including paratransit service with taxi vendors, such as in Raleigh, or the use of volunteers for paratransit services in Riverside, California. This chapter explores the range of services operated across the country.

Much research has been conducted pertaining to the design of paratransit services. One overriding goal is for transit agencies to implement service that has a balance between service quality and the unit cost of service. To design or structure the paratransit services, key areas include management structure, service levels, and procurement strategy.

### Management Structure

The management structure for paratransit service can be provided in-house or contracted out with brokers or other agencies. There is no correct answer for the question – which structure should an agency implement? There are both exemplary programs and poorly managed programs across the country. There is not one management structure that is necessarily more successful than another. However, as will be discussed later in the report there are typically multiple operational strategies that are employed in many systems around the country.

Directly operating service provides more control over and flexibility within the operation, which translates into balancing service quality and quantity with the available budget. On the other hand, directly operating the service requires a sustained capital investment program, maintaining vehicles, and housing of the vehicles and staff. For some agencies, directly operating service is more costly than contracting out, especially if agency benefits are robust.

The primary rationale for contracting service to a transportation management firm is usually perceived as a means of reducing costs. A private entity may achieve cost efficiencies based on experiences from other contracts around the country, streamlined management practices, flexible procurement practices or offering lower wages and/or benefits. Other reasons for contracting service may be due to lack of staff expertise, union and labor relations concerns, potential hiring freezes, etc.

## Service Design

The menu of service design options depends upon how paratransit services will be used. For example, is the service for ADA complementary paratransit service, senior dial-a-ride service, general public service, an agency transportation program, or potentially a combination of services? The different service types are discussed in detail later in this chapter.

## Procurement Strategies

Depending upon an agency's service type, several procurement strategies are needed, such as:

- *Set Rate Ceilings* – For systems with constrained budgets, establish realistic rate ceilings for each type of trip, service, or vehicle. The primary purpose is to stop high profit margins. They should be established so that private for-profit contractors can make a reasonable profit and so non-profit carriers can cover their costs. It does no one any good to negotiate a rate that will directly cause a carrier to go out of business or to breach a contract.
- *Avoid 'Low-ball' bids* - The most common trouble from low bids is the inability of the contractor to attract and maintain good drivers, which can make or break a system.
- *Trip costs: Per-hourly vs. Per-Trip* - Some transit agencies purchase dedicated service by the trip, which is easy to administer and it facilitates budget adherence. However, danger lies in inaccurate forecast trip volume. In cases where the actual trip demand significantly exceeds the forecast levels, the budget increases as well as the operators profit. Industry experience suggests that use of hourly rates for dedicated service makes the most sense. The goal is to develop the proper mix of dedicated and undedicated service that will minimize the collective, systemwide cost per trip and cost per passenger-mile, while meeting or exceeding established service quality standards.



The following service scenarios are design options for the ART program to consider.

## **Status Quo**

A good starting point for discussing service scenarios is the consideration of the “status quo”— the ART program continues as is – no changes for the next five years. For any community with limited resources, a “status quo” option may represent a careful and prudent approach. However, the overall increasing ART budget has raised the need to act sooner rather than later. In general, community residents are pleased with the ART services, as evidenced by comments received from key stakeholders in the community. However, the current infrastructure is not sustainable and could ultimately result in reductions to the fixed-route program (which would then reduce the ADA paratransit service area).

The status quo option has several limitations and impacts that would result from remaining the same as today. These limitations and impacts are discussed below:

- The population of the Raleigh area is generally aging and will be living longer. As the population ages, it becomes more transit-dependent. If services are at capacity, the population becomes more and more immobile, with limited trip availability.
- In today’s economy, the general fund revenue for the City of Raleigh will not likely have large increases. This makes it difficult for elected officials to prioritize all city services, such as fire, police, roads, transit, etc.

Thus, it is imperative to develop service scenarios for the ART program that are cost-effective and efficient, that continue to maintain the high level of service for Raleigh residents.

## **Direct Operation**

Direct operation refers to paratransit services that are provided in-house by public transit agencies that assume total responsibility for the administration and operation of services. Many public transit operators believe they can ensure more efficient service delivery by providing the service themselves. Through direct operation they are able to ensure vehicle reliability and more efficient service delivery. Direct operation affords more direct control over service quality.

The advantages of direct operation of paratransit services usually include lower insurance rates, less expensive fuel costs due to bulk purchases, and internal control over quality and demand.<sup>1</sup> Disadvantages generally center on the high costs of transit labor and benefits, and inflexible work rules.

## **Private Contracting**

Transit agencies enter into private contracts, ranging from local taxi companies to national transportation companies, for the provision of paratransit services. The contracts are awarded to the proposer who best meets selection criteria through the competitive bid

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<sup>1</sup> TCRP Synthesis 31 – Paratransit Contracting and Service Delivery Methods.

process. Contracts are typically awarded for a designated time period of up to five years, including renewal options. Mandatory levels of accident and liability insurance are specified. Vehicles may be privately owned, operated, and maintained, or provided by the transit agency. Contracts delineate performance standards, quality indicators, and general conditions. Most include financial penalties for unsatisfactory service and some include financial incentives for superior service delivery. Mandatory reporting and other compliance requirements, as well as monitoring strategies, are detailed. Studies suggest privately operated services have an overall cost savings for a public transit agency.

For example, Pace Suburban Bus System is a large, suburban transit agency serving more than one million passengers annually in the Chicago area. In 1986, Pace started paratransit service to passengers with mobility impairments, and in 1987 through contracts with private providers. This program evolved to become Pace's ADA Paratransit Program. ADA-eligible passengers, senior citizens, and the general public are eligible to ride. Pace ADA paratransit service is a curb-to-curb service. The service is provided through contracts with multiple private carriers that provide reservations, scheduling, and dispatching and operating vehicles. Contractors are paid a flat rate per trip and an hourly rate. For all ADA paratransit services and all Dial-A-Ride services operated by private providers under direct contract with Pace, payment is based on an hourly rate. Pace Paratransit vehicles are assigned to the contractor for the delivery of these services.



### **Combination of Private and Public Service**

Both private contracts and directly operated paratransit services have advantages and disadvantages; however, some agencies are implementing a both types to receive the best benefits from each. In the most common combination services, transit agencies provide administrative, reservation, and scheduling functions, and some paratransit trips. Trips that cannot be accommodated by the transit agencies are contracted out to one or more private providers.

One example of the combination model for paratransit service is Pierce Transit in Lakewood, Washington. The agency provides directly-operated service, contracted hourly service, and contracted zone-to-zone supplemental service. Pierce Transit staff is directly responsible for overall system management as well as trip reservations, scheduling and dispatch for the entire system, regardless of which operator fulfills a trip request. In addition, Pierce Transit staff is responsible for road supervision and operator training for the directly operated portion of the service. Additional administrative and planning responsibilities for the overall system are provided by Pierce Transit. Pierce Transit maintenance staff is responsible for the care and up-keep of the directly operated vehicle fleet.

## **Coordinated Paratransit Services**

Coordination combines or pools community transportation resources to meet the community's transportation needs. This pooling or coordination of resources, which may include vehicles, finances, and administrative functions, serves to expand the community's transportation capacity. It also helps to eliminate duplication and fragmentation of services, improves productivity, and ultimately reduces costs through effective service delivery. The complexity of combining multiple funding sources, categorical eligibility criteria, and many social service agencies is perceived as a barrier to coordinated transportation systems.

Eagle Transit in Flathead County, Montana is one example of coordinated services. The agency is under the auspices of County Area Agency on Aging. Eagle Transit provides ADA paratransit delivery through direct operation supplemented with a taxi-based user-side subsidy program. The schedules for the fixed-point deviation service are based on the habits of the riders and are augmented with both the Dial-A-Ride bus and a taxi program. The Dial-A-Ride bus and taxi programs require 24-hour advance reservations. Paratransit services are coordinated with other local health and human service agencies. Eagle also transports school district special education students. ADA paratransit service is provided curb-to-curb and door-to-door, as appropriate to ADA-eligible passengers, senior citizens, HHS agency clients, and the general public. All trip scheduling and dispatching for paratransit service is performed by Eagle Transit.

A variation of coordinated services is the brokerage model where separate entities administer and operate the services. There are typically multiple operators in this scenario, which provides the broker with the flexibility of assigning different trip types or locations. In some instances this additional “layer” of administration can reduce costs and improve service, while in others it has resulted in more negatives than positives. Again, as indicated above, there is no one system that works for everyone.

## **Service Types – Reflection for ART Program**

The above discussion of service types offers the ART program a brief look at the different options. ART does not directly operate or contract existing paratransit service. This information was provided to begin discussions about the future infrastructure for the ART program. Which service type is in the best interest for ART clients and for the City of Raleigh? This question is discussed in more detail in the following sections.

## **Innovative Service Approaches**

The following text presents innovative approaches that are being successfully utilized by other transit providers to manage paratransit growth and increasing costs. It should be noted, however, that strategies adopted by any other transit agencies may not be applicable in Raleigh, due to a variety of factors such as service area coverage, existing services, development patterns, and other trends impacting paratransit use.

Transit agencies are developing innovative demand management strategies, such as improved methods for determining eligibility, targeted marketing and outreach activities, and fixed-route travel training programs. The agencies continue to search for strategies to maintain service quality, balance supply with user demand, and reduce the net costs of service delivery. In efforts to minimize costs, many have implemented paratransit-to-fixed-route feeder programs, service routes, community circulator bus systems, and various forms of deviated fixed-route bus service.

### **Paratransit Feeder Service**

One innovative approach by some transit agencies to meet increasing costs and demand is to establish paratransit as a feeder service to accessible fixed-route services. To maximize the potential for this type of service, the service area needs to be reviewed for accessibility, a strict paratransit eligibility determination process must be in place, and the agency must have a travel training program.

For maximum efficiency and productivity, the transit agency needs to ensure the fixed-route stops are as accessible as possible for persons with disabilities. Accessible fixed-route stops make it easier for an agency to shift paratransit customers from paratransit to fixed-route services. Overall, this results in lower paratransit costs, as vehicle miles and hours of service are reduced and other operating expenses decline (typical fixed-route subsidies are \$2.00-\$3.00 per trip compared with \$20.00 per trip subsidies for paratransit). In addition to benefiting disabled passengers, accessible stops are also an added benefit to non-disabled passengers, who might be enticed by a bus shelter or concrete pad.

Capital Metro, in Austin, Texas and ACCESS in Pittsburgh, Pennsylvania have successfully implemented a feeder system. In both cases, paratransit service provides transportation for a portion of a trip that lacks accessibility and then shifts passengers to a fixed-route bus for the remainder of the trip. In order for this demand-management strategy to work, a transit agency must confer to the individual a conditional or trip-by-trip ADA-eligibility status and conduct an environmental assessment of each bus stop to identify accessibility barriers.

ACCESS of Pittsburgh uses volunteers to conduct reviews of prospective pick-up and drop-off points to develop a profile of acceptable transfer points for feeder service.

### **Route Deviation or Flexible Fixed-Route Service**

Route deviation, or flexible fixed-route service, is a second innovative service category that combines features of fixed-route services with the ability to serve persons with specialized transportation needs. To meet ADA requirements, a flexible route service must be able to shift off the fixed-route within the  $\frac{3}{4}$ -mile limit without substantially altering fixed-route schedules or denying paratransit service to disabled customers.



Generally, the service operates on a fixed schedule over a designated bus route. While there are bus stops along the route, the bus may deviate from the established route in order to respond to a request for service. Pick-ups on the deviated route are curb-to-curb rather than door-to-door. Once the requested pick-up is made, the bus returns to the fixed-route to serve the next bus stop.

Pierce Transit, in Lakewood Washington, initiated a Bus PLUS service in 2003, which is designed to operate on a fixed-route schedule but provides opportunities to travel off the set route to meet specialized transportation needs. The service has been piloted and has been successful in specific service areas that do not meet established performance standards for fixed-route buses or in neighborhoods that do not have the population densities to support fixed-route services. As reported in a recent Transit Development Plan, the innovative service category has helped reverse the trend of a declining fixed-route ridership and an increasing paratransit ridership. Combined with travel training, revised eligibility determination, and transferring paratransit patrons to the fixed-route system, the route deviation service has helped lower transit costs and moderate paratransit growth.

In Kent County, Delaware, the Kent Go Link was developed to maximize productivity of overlapping paratransit and fixed-route services. The program focused on timed transfers for paratransit customers, improved on-time performance, managing increased demands, increased productivity of the night service in the Dover area, and providing flex routes to enable drivers to serve customers unable to access fixed-route bus stops.

### **Subscription Services**

Per ADA regulations, no more than 50 percent of a transit agency's daily paratransit capacity may be reserved for subscription services if there are trip denials in the system. Subscription services are used by public transit agencies to provide routine trips to a customer to the same destination on a recurring basis. Subscription services can reduce scheduling time for routine trips and be beneficial in managing demand for paratransit services if a clearly defined subscription service policy is established and communicated. As indicated previously ART service includes over 70 percent subscription trips but is limited in the ability to increase efficiencies since it, unlike many other agencies, does not share rides to many common destinations for these subscription trips. In other communities, workshops, schools and medical facilities often can be effectively scheduled for shared-ride subscription trips, organized similar to fixed-route services where a service route is created bringing multiple persons to the facility.

### **Grouping of Trips**

With assistance from human services transportation providers, many transit agencies are able to group trips for common destinations during both peak and off-peak hours. Lane Transit District in Eugene, Oregon, provides a RideSource shopper service, in addition to its regular paratransit service, to provide a weekly shared-ride transportation service.

During a set off-peak time and day, the shopping service picks up passengers at their homes or certain housing developments for grocery shopping trips.<sup>2</sup>

### **Summary**

Section 7 provides information related to several paratransit service types and strategies used in other areas of the country. This information is relevant to this study since it presents innovative ways to provide quality service, while maximizing financial resources. These data were provided as reference for ART staff, Board members, and citizens of Raleigh. The following chapter presents realistic future ART alternatives.

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<sup>2</sup> Framing the Issues of Paratransit Services in Delaware, Final Report. December 2007. Delaware Department of Transportation and Delaware Transit Corporation.

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## **Section 8: ART Alternatives**

## Section 8: ART Alternatives

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### ***Rationale for a Change in ART Services***

As discussed earlier in Section 3, the demand for ART service has grown 300 percent and the cost for services has increased 800 percent in the past five years, resulting in an overall investment of approximately 35 percent of the transit budget. Since the national average is approximately 13 percent, it is clear that a number of components of the ART program are dissimilar to other locales which are impacting demand and cost.

In addition, the ART program will likely face additional challenges in the near future, with demand anticipated to increase nationally due to the increase in population for seniors and persons with disabilities, and overall population growth of Wake County and the City of Raleigh. Moreover, the trend towards low-density suburban development in Raleigh creates increasingly dispersed demand, which will be more difficult and even more costly to serve. Further, access to common activity points, such as medical facilities, will likely take more time as congestion at these locations worsens, thus further increasing operating costs. As a result, not only will demand continue to increase, but productivity, trip length on-time performance and cost will likely be negatively impacted by land use development trends.

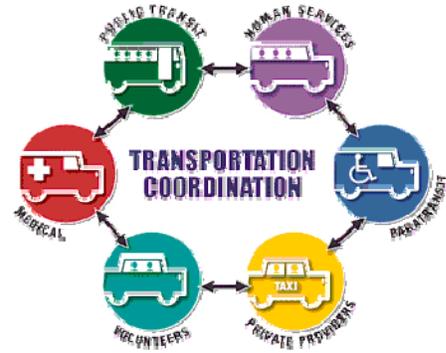
***The challenge: 'How does ART focus on cost control for the program without impacting mobility options for Raleigh residents?'***

One notation is that the operation of a complementary paratransit system conforming to the rules and regulations of the Americans with Disabilities Act is a requirement of that Act, and an important civil right for members of the disability community. WSA, by no means, is recommending any alternatives that affect that civil right. However, based on our knowledge and the experiences of other locales, this chapter presents a number of alternatives and opportunities for the ART program to consider as part of a phased system modification process. Staff, policy makers, and key stakeholders recognize the need to address the growing costs for the paratransit program through a coordinated system that blends the public transportation services within Raleigh into one fully integrated system, which can then maximize cost and operating efficiencies.

Thus, an overview of the issues and potential solutions include:

- Increased demand and increased costs have resulted in higher percentage of ADA costs/total budget.
- Future demand for service will continue to expand.
- The question then is - how to balance opportunities for cost control without impacting mobility options.
- Public transportation, especially community based transportation, should be a total program, a seamless system for all users.
- The system should include fixed-route providers and potential partners from other agencies and jurisdictions.
- ADA paratransit then becomes part of that system, not a stand alone system.
- Historically, ADA paratransit has included the most restrictions and thus typically the highest cost per ride.
- Community based transportation solutions should include rethinking both community mobility and ADA paratransit

A coordinated system consisting of fixed-route, paratransit services, and other providers in the region will strengthen existing services and improve transit service for community residents. By developing collective future alternatives that are reaching out to the community, ART is proactively contributing to that comprehensive transit system for the region.



### ***Framing ART Issues that Influence Development of Alternatives***

To begin the framework for developing alternatives, WSA identified the components that are typically most prevalent in a 2009 ADA Complementary Paratransit Program and also included some background information, as reported to the Transit Authority and at the public meetings:

- Updated certification/eligibility process – in a number of communities, agencies have found that initially eligibility certifications included a number of persons that did not meet the eligibility requirement of the ADA. Further, in-person evaluations with customers, family members, and care givers provides an opportunity to reinforce the importance of maximizing the efficiency of these scarce resources by minimizing cancellations, no-shows, sharing rides, etc.
- Increased use of Information Technology – in the past few years there have been substantial consistent advancements in many IT components including scheduling and dispatching programs that can improve passenger per-trip and passenger per-hour capabilities, which improve efficiency of resources expended.

- Combined use of dedicated and non-dedicated vehicles – virtually every other jurisdiction in the country employs a combination of dedicated vehicles, which are totally assigned to the ADA paratransit program, with non-dedicated vehicles, such as the taxi operators used in Raleigh. The dedicated vehicles are typically assigned to recurring trips to high volume activities, such as workshops, training facilities, etc. Some locales only use dedicated vehicles, although the use of non-dedicated vehicles has increased in the past few years.
- Combined use of ADA and non-ADA service options - as discussed previously, the amount of rules and regulations governing ADA paratransit typically adds process costs that limit funding available for service. Hence, many agencies offer alternatives to eligible riders that can be operated outside the rules of the ADA, such as same day trips offered at a fixed subsidy rate, or service routes for shopping or medical trips. In some locations, these trips include multiple program participants using the same fleet of services.
- Increased emphasis on increasing riders per trip and reduced in-vehicle trip times – this is an example where agencies try to improve both efficiency and customer service. By improving productivity, the impact on budgets decrease, but by improving ride time effectiveness for clients, travel time is decreased resulting in a win-win scenario.

Keeping these components in mind, several primary and secondary issues were considered as modifications for the ART program. These issues represent the opportunity for Raleigh to consider the concepts discussed above and highlight potential areas of modification, both in operations and organizational/management.

### **Primary Issues**

- Revising the client eligibility/certification process
- Establishing formal relationships with vendors
- Reconsidering driver certification and assignment process
- Creating group trip opportunities to high demand destinations
- Maximizing use of the Trapeze software capabilities to increase productivity

### **Secondary Issues**

- Pursuing potential Medicaid funding
- Increasing coordination with other regional providers
- Exploring other technology enhancements
- Considering various organizational designs

These issues and ideas are fully discussed in the following text.

## **Alternatives for ART Primary Issues**

A number of primary issues were identified for the ART program. The primary issues should be a high priority for the agency to address, and will also guide other alternatives to be considered for the future. As indicated in the prior section, a number of areas can be explored regarding potential modifications to the ART program and those areas also have a number of options available. WSA recommends that all alternatives occur with a phased process and we further offer options for consideration by the City to meet the needs of the residents and also the fiscal realities of today's budget process, which has reduced operating revenues for almost all transit agencies and programs around the country.

Given the long history of successful transit service for the City of Raleigh, WSA recommends retaining taxis as a primary part of service delivery methods. However, a number of alternatives for changes are recommended for the future to address a variety of issues for the ART program including cost containment, program efficiency, safety and service quality, and meeting future paratransit demand.

### **1. Revising the Client Eligibility/Certification Process**

Currently, eligibility for paratransit services is determined through an application process and verification with a professional on an as-needed basis. The ART program is actively pursuing the contracting of the certification process to a third party. As discussed previously, experience elsewhere has shown that reviewing eligibility per the ADA guidelines and communicating the goals of the program to customers and their families/care givers may result in cost savings based on reducing the number of total riders and the number of costly trip cancellations and no-shows. Typically the biggest impact on cost savings is due to a historical drop in the number of applications, which are reduced by 25-30 percent, as potential riders in essence self-select out of the ADA eligibility process when it includes in-person interviews with functional assessments as needed. These cost savings are offset to a degree by the cost of redoing certifications for all program participants.

An important fact for both the City and the riders to remember is that, per FTA definition:

“the ADA complementary paratransit functions as a "safety net" for people with disabilities who are unable to make use of the fixed-route – e.g. "mainstream" – transit system (bus or rail). It is not intended to be a comprehensive system of transportation that meets all of the travel needs of persons with disabilities. As such, the level of service is required to be comparable to the fixed-route system, and service is required only for individuals whose disability – permanent or temporary – prevents them from using the fixed-route system.”

Eligibility impacts on costs occur at several levels. For example, once eligibility has been approved, customers are able to schedule trips without limitation on number, destination, type, given that they would be confined to the service area, the span of service hours and

the ability to pay the fare. Second, ART currently uses Trapeze software which has the capability to assist in screening trips if the appropriate modules are in place, appropriate hardware recognition in the vehicles, and an accurate base inventory of the environment, such as sidewalks, detours, curbs, etc. Thus, for those persons with disabilities that cannot access fixed-route due to lack of accessible paths, it would be possible to separate out trips that could be made by fixed-route. Although this may seem like a complex process, if you compare the typical average of \$20 per ride subsidy with ADA service to \$2 per ride subsidy of fixed-route service, it is logical to understand why jurisdictions pursue opportunities to offer fixed-route service options to those eligible for paratransit.

The advantage of using a third party is that the process is simplified due to the "one-stop shopping" approach. A single agency with expertise in appropriate disciplines provides accuracy and consistency. Contracting out the entire process can provide an "arms length" relationship with the transit system, enhancing the perception of impartiality. A disadvantage for using a third party for certification is the potential for increased administrative costs. Performance monitoring is an additional task for the transit system, with particular emphasis on appropriate training and retention of qualified specialists maintained throughout the contract.

In some jurisdictions other concepts are incorporated into a broader eligibility process. These concepts include expanding travel training options that familiarize fixed-route alternatives to persons with disabilities and also offering fixed-route services free to those that are ADA eligible.

***Budget/Process Implications:*** At this time, there is no Raleigh specific data to determine cost impacts for the ART program. However, given the experiences nationally, WSA offers the following steps for phased implementation:

- Issue the Request for Proposal for the third party eligibility/certification with in-person interviews and functional assessment as necessary.
- Consider an ongoing travel training process for annual budgeting that includes training opportunities for persons with disabilities, seniors and students.
- Further research the potential for offering free fare travel on fixed-route services in conjunction with other operators within the region.

## **2. Establishing Formal Relationships with Vendors**

Transit agencies across the United States offer a variety of ADA paratransit service delivery methods, such as directly operated, brokered, private contractor, etc. In virtually all of those services, there are direct contractual relationships between the transit agencies and the service providers due primarily to issues related to ADA compliance and accountability including safety, training, and customer service.

The City of Raleigh ART program uses private taxi vendors for all paratransit services and currently the Transit Program has no direct relationship with any of those vendors, opting on reliance upon Raleigh's open-door taxicab licensing policy established by City

Ordinance. As indicated previously, more ADA paratransit programs are using a mix of dedicated and non-dedicated vehicles, where the non-dedicated vehicles typically are taxis. However, research documents by the Transportation Cooperative Research Board (TCRP) and Easter Seals Project Action indicate that in those instances, other similar-sized transit agencies have contracts or letters of agreement in place with private companies or provide service directly.<sup>1</sup>

Currently ART has elected not to implement contracts with the existing taxi vendors based on the existing City Code, which places the taxi permitting process as the responsibility of the Police Department. Another rationale for not involving ART is that the service is currently funded with local City of Raleigh general fund revenue and fares. Thus, no federal or state funds are currently in the revenue pool, which eliminates several requirements typically found in other programs such as drug testing, insurance coverage, labor and independent contractor issues, etc.

The current process is not in violation of the ADA and, arguably, these other programs and processes all result in additional costs. However, WSA presents a number of reasons to consider revising the current process:

- A basic premise of this report is that the future ART program cannot be based on today's program. It is not sustainable from demand and cost perspectives. Indeed, if the demand for paratransit continues to increase it will ultimately impact the fixed-route program and then result in reduced paratransit coverage, as the fixed-route service area is reduced. Change, therefore, must occur and implementing modifications consistent with other transit agencies is a logical path to pursue.
- The current process, which relies upon Police Department certification of taxis used in the ART program, does not connect the two pieces in a manner that is consistent with actions in other locales.
- Other agencies have opted for more formal relationships due to issues such as safety, driver training and customer service. Although not currently an apparent issue in Raleigh, other transit agencies have found great value in requiring consistent safety, sensitivity and overall customer satisfaction training from contractors.
- Further, if the program will include use of dedicated vehicles, especially if those were purchased by the City, potentially with federal funds, there would be more direct lines of contractual responsibility for the ART program.
- Although the current program reduces the process requirements by not using federal funds, it also limits the ability of the City to seek those funds as potential matching dollars, which could offset the amount of funding required by the City.
- In a related vein, Wake County reported it could not effectively coordinate with ART services regarding joint use of providers, a common process used elsewhere, because the ART program did not have direct contracts with providers.

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<sup>1</sup> TCRP Synthesis 31, Paratransit Contracting and Service Delivery Methods, 1998. TCRP 121, Optimal Split of Dedicated and Non-dedicated Services for Demand Responsive Paratransit, Interim Report, April 2005. Innovative Practices in Paratransit Services, Easter Seals Project Action, 2002.

The above factors suggest a need to revisit the current process. Two potential options that provide additional oversight for the ART taxi vendors are described below, one directly places the responsibility within the ART program and the other modifies the current responsibilities of the Police Department under the City process.

1. ***Establish contracts between the Transit Program and all service vendors, including taxis.***

If contracts were required, performance standards, training requirements, rates, and other measures could be included in the language of the contract. Additional funding sources, outside fare revenue and the City general fund, may also be available. The advantages for the City of Raleigh to have contracts are:

- Specific levels of service could be included in the contract language. These may include:
  - a. Service standards, such as on-time performance
  - b. Driver training, passenger assistance and customer service training, etc.
  - c. Drug and Alcohol testing, first aid, CPR, etc.
  - d. Accessible vehicle requirements
  - e. Vehicle standards
  - f. Accounting and record keeping procedures
  - g. Minimum requirements for levels of insurance
- Pre-determined costs for services with fixed trip rates or hourly rates
- Administrative oversight

The disadvantages of establishing contracts for the ART program will be ensuring administrative oversight is provided for each of the contractors. Appendix D provides a sample contract with private providers.

*Budget/Process Implications:* WSA estimates at least one dedicated ART staff person would be responsible for contract compliance and oversight. This staff position would be eligible for 80 percent Federal Transit Administration 5307 funding. The approximate cost for this position would be \$40,000 annually, which includes salary and benefits.

Another budget option for the ART program to fund this position for contract compliance relates to the ADA eligibility process. Recent discussions with ART staff related to bidding out the certification process and moving it out from under the City. Should this take place, the existing ART staff certification person could be available to assist with contract compliance, with appropriate training. An approximate cost for contract compliance training is \$10,000, which includes two staff training annually. The training costs are eligible for grant funding with 50 percent reimbursement.

2. ***Revise City Ordinance to include additional driver training.***

The second option to formalize relationships with vendors is to revisit the existing City Ordinance. The current code, presented in Appendix B, does not specify

driver training, hiring, insurance, etc. Santa Clara County, California provides a specific example where regulations are in place. In Santa Clara County, taxi regulations include requirements for drug testing, insurance, driver hiring (driver record and criminal history checks), driver training, and the condition of the vehicle. In this example, the taxi requirements are as stringent as those required by the Santa Clara Valley Transportation Authority's broker for its primary contractor. Hence, these requirements have together paved the way for incorporation of taxis as non-dedicated providers in the ADA paratransit service.<sup>2</sup>

Should the City not want to implement taxi vendor contracts, this option of revising the City Code enforces the ADA requirements for training and testing.

*Budget/Process Implications:* ART staff time would be needed to begin a change to the City Code. WSA estimates approximately six to nine months to complete that process.

### **3. Reconsidering Driver Certification and Assignment Process**

Many of the driver certification and training issues that are recurring concerns in other ADA paratransit programs would be addressed by alternatives in the prior discussion. However, to reinforce the importance of this issue, we would note that certified training in the critical elements of safety, sensitivity, and passenger assistance is a standard component for providing paratransit service. In 2008, the Taxicab, Limousine & Paratransit Association recommended training standards and screening for paratransit vehicle drivers. Appendix E presents those recommendations while Appendix F provides information regarding an example from Nashville, TN where taxi drivers were required to attend a two-hour training annually.

The purpose for mandating driver certification is to ensure that quality service is provided to the Raleigh community. Training certification may vary from a simple statement of minimum requirements to various levels of specificity regarding curriculum, length of training period, resources, and assurances. One common method is to have initial training for drivers which includes passenger assistance techniques and disability sensitivity training, then require annual refresher training.

A creative example for implementing certified and consistent training occurred at Access Services Inc. (ASI), in Los Angeles. ASI and the taxi association contractors 'marketed' training and other requirements related to certification as an opportunity for the drivers who agreed to become certified to receive the ongoing demand for ASI trips. The program was proved to be successful, as reported by the TCRP Report 121.

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<sup>2</sup> TCRP 121, Optimal Split of Dedicated and Non-dedicated Services for Demand Responsive Paratransit, Interim Report, April 2005.

Although driver training is important, the client assignment process is perhaps more important to the ART program. Thus, although there are over 40 different providers in the system, trips made by an individual client are always assigned to that one taxi vendor. In many instances the result is that the same driver delivers all services to that customer (which then results in the current system average of 1.1 passengers/trip).

There are certainly benefits to this arrangement, since a personal relationship is established which minimizes the potential for some of the training and communication issues that can exist in a broader program where typically drivers can change on a trip by trip basis. However, the existing process has two major negative impacts that warrant reconsideration.

- First, by restricting vendors to clients the capabilities of the Trapeze scheduling and dispatching software program are limited. This limitation arguably impacts potential efficiencies and effectiveness that exist when a larger pool of vehicles are able to interact with a larger pool of customers. This would affect trip distance, scheduling flexibility and other parameters that affect cost.
- Perhaps a more important impact is that the current process acts to minimize the potential for shared rides. In general, the most important measure of efficiency in paratransit is the average number of riders per trip. Those programs that average close to one person per trip are not going to be as efficient as those that can accommodate two or three riders. With the increased capabilities of software programs, shared rides are becoming both more prevalent and more efficient for the customer, and would appear to be more logical to establish as a goal for the ART program.

Understandably, existing riders will most likely not embrace the idea of having multiple drivers or other riders onboard the vehicle. However, as indicated previously, ADA paratransit is a safety-net system that emulates the fixed-route network, which clearly includes many drivers and many passengers. If the City wanted to retain that one driver/one customer relationship it could consider a user side subsidy of individuals, but that would not likely be part of the ADA program.

*Budget/Process Implications:* The budget implications for mandated driver certification and training vary depending upon the City's involvement. To encourage active participation with the vendors, ART should consider providing some funding for the training. These training costs are eligible for FTA funding, with 50 percent reimbursement. The initial cost of \$10,000 would be more than a typical year due to zero requirements currently in place.

The second part of this alternative of changing the client assignment process has the potential to increase the number of shared trips. ART staff time to update the client profiles would be needed. Some clients needing accessible vehicles may remain with an assigned vendor. However, in general, clients would have a vendor assigned by the Trapeze optimization program. The focus of the optimization is to create the most efficient schedules for daily service.

#### **4. Creating Group Trip Opportunities to High Demand Destinations**

As described above shared rides are defined as one-way rides shared by two or more eligible passengers usually with separate origins and destinations. Group trips, on the other hand, are two or more passengers usually with different origins but with common destinations at the same time of day by a single driver. Group rides are mostly likely to occur when people who live in the same general area travel to a common location.

A good example of potential savings for the ART program was completed by the City Auditor in April 2008. The Auditor researched the cost of individual taxi trip rides/cost in comparison to a group trip to/from a local Raleigh zip code to the Lyons Clinic and to Wake Dialysis, both located on the 3200 and 3600 block of Bush Street. Twelve passengers were identified that traveled to/from Bush Street to the same zip code during similar times of day. The total cost for the sum of the individual taxi trips was approximately \$177 each way, which equates to approximately \$88,475 per year ( $\$177 \times 2$  for each direction  $\times$  250 weekdays per year) for those passengers to that location. Estimated costs for 12-passenger van was \$46.70 each way, which equates to approximately \$23,350 annually ( $\$46.70 \times 2$  for each direction  $\times$  250 weekdays per year). The cost savings identified by the City Auditor was \$65,125 annually for the program.

Based upon trip data presented in Section 3, the high demand trip destinations for ART are exactly those identified by the Auditor – Lyons Clinic for the Blind and Wake Dialysis. Approximately 15 percent of total daily trips are provided to these destinations.

WSA believes that three zones can be identified for the City of Raleigh where the highest trip demand exists today. These zones would be created in the Trapeze scheduling program and would be the basis for scheduling all group trips. Anyone scheduling trips from these areas would be advised about potential group tripping at the time of scheduling the trip.

Similar programs around the country typically use an accessible body-on-chassis bus to provide the service or a small accessible service van, with a seating capacity of 12-16 passengers. The approximate cost for this type of vehicle is \$65,000, and typically has a vehicle life of four years. The City of Raleigh may purchase these vehicles with a reimbursement of 80 percent from the FTA or may require a taxi vendor to have this type of vehicle in its fleet. Should the City purchase the vehicle, they could lease the vehicle to a vendor.

Because ART has centralized dispatching and an evolving scheduling software utilization process, there are likely opportunities to create more group trips through trip time negotiation and assigning trips to multiple carriers.

**Budget/Process Implications:** The approximate capital cost to implement group trip making is estimated at four vehicles (3 peak vehicles for 3 zones and 1 backup vehicle), which is a total of \$260,000. A local match of \$52,000 would be required, with \$208,000 reimbursed from the FTA.

Based on the operating estimates from the City Auditor, ART may be able to have a cost savings of approximately \$156,000 per year by implementing three peak area zones. The \$156,000 is based on the following calculations:

$$\begin{aligned}
 & * \$65,125 \text{ annual savings per zone} \\
 & * \$13,000 \text{ per year in vehicle depreciation } (\$52,000 \text{ local match} / 4 \text{ year veh life}) \\
 = & \$52,125 \text{ saving per year per vehicle} \\
 \\ 
 \sim & \$156,375 \text{ annual savings}
 \end{aligned}$$

Additional group tripping is likely possible in Raleigh. However, WSA recommends a phased implementation approach. In general, small, incremental changes are a good way to start the changes.

## **5. Maximizing Trapeze Software Capabilities to Increase Productivity**

The section above included several opportunities to improve efficiencies using the Trapeze software. Although these are significant there are other applications that could also be incorporated into the ART program.

These include Automatic Vehicle Locators (AVL) and Mobile Data Terminals (MDTs). These advanced technologies allow agencies to monitor vehicle positions and times. The AVL would be incorporated into the existing Trapeze software. The Mobile Data Terminals provide instant scheduling information to drivers within the vehicles. Any schedule changes are instantly communicated to vendors who are able to adjust routing and trip schedules. One successful example is Accessible Services in Seattle, Washington. After installation of AVL and MDTs, the agency was able to realize a seven percent increase in productivity, which resulted in a cost savings that paid back the full cost of the system within three years.<sup>3</sup>

These enhancements allow maximum use of vehicle assignments. The software and hardware preserve service efficiency and improve data integrity. A state of the art system will also help enhance service quality, by confirming the actual times when vehicles arrive to pick up passengers (rather than relying on driver reports) and allowing confirmation of no-shows. Such MDT/AVL equipment thus not only provides a better tool because staff can pinpoint the location of vehicles. The improvement in data integrity

<sup>3</sup> Creative Ways to Manage Paratransit Costs, Final Report. Project #BD549-28. Center for the Urban Transportation Research, July 2008.

results in greater accuracy of performance measures and helps with the resolution of complaints.

**Budget Implications:** The estimated capital cost for technology enhancements will depend upon the level of formal involvement the City has with the taxi vendors. For example, if under contract, the City could provide and monitor the equipment. Estimated upgrades to the software would be approximately \$75,000, which would be eligible for 80 percent reimbursement from the FTA. The estimated cost for in-vehicle equipment is approximately \$3,000-\$5,000 per vehicle, which is also available for an 80 percent FTA reimbursement. Annual maintenance for the advanced technology is estimated at approximately \$15,000 annually.

### ***Alternatives for Secondary Issues***

In addition to those primary or direct issues discussed above, there are several secondary or indirect issues which also have potential for incorporation into a revised approach to meeting the mobility needs of clients. The secondary issues include:

1. Pursuing potential Medicaid funding
2. Increasing coordination with other regional providers
3. Exploring other technology enhancements
4. Consider various organizational designs

### **1. Pursue Potential Medicaid Funding**

Studies in many areas of the country have indicated that there are usually a number of persons that are eligible for both ADA paratransit and Medicaid non-emergency transportation. The percentage of those with eligibility duplication typically varies from 10 to 20 percent of the total ADA population, and primarily consists of frail elderly. In many instances these individuals will select the Medicaid service since there is no fare; however, in some communities, Medicaid recipients are encouraged to use the ADA system and are often provided with the funding to cover the cost of the fare.

As a result there are a growing number of ADA paratransit programs that are looking into various payment opportunities with Medicaid for the transport of their clients. In a perfect scenario that would include the total cost for the trip, but many transit agencies are willing to accept the Medicaid developed trip cost. The ART program currently provides a number of Medicaid trips for eligible passengers without receiving full trip reimbursement. Staff is interested in pursuing how the City becomes a Medicaid-eligible provider. WSA encourages this pursuit from several perspectives. First it should be logical for the City to receive some proportionate share of funding if ART is serving a Medicaid funded need, and it would be anticipated that ART would also be responsible for tracking and reporting data for the mandated Medicaid reports.

Second and perhaps more important is establishing a process to expand the use of the ART program to others that might wish to participate in cost sharing. This idea then extends into the following discussion of regional coordination. The basis for the recommendation is that the Trapeze software can effectively be used to consider a number of options and alternatives not currently a part of the ADA program, such as service routes, same day service, transfer connections with fixed-route service, etc. All of these would have some different cost structures and criteria, but should be considered from the standpoint of costing less than the current program and offering options to travel to attract more riders.

***Budget Implications:*** Based upon 2008 ridership trip patterns and costs, an average fare of \$14.75 is used to calculate revenue estimates. A conservative estimate of 30 one-way trips per day may be eligible for Medicaid. Using this ridership number, ART would be eligible to receive approximately \$110,000 annually.

## **2. Increasing Coordination with Other Regional Providers**

Coordination among transit agencies brings people together, which results in increased mobility, improved efficiencies, and improved lives. Coordination is not a ‘one-time’ event or program – it is an ongoing process and best achieved through agencies with foresight. It is more achievable today due to flexibility in federal program funding.

Within the region there have been many discussions, studies and ideas regarding increased opportunities for a number of modes of transportation and increased coordination between service providers. For example, prior work by WSA for NCDOT indicated several potential areas of connecting between the fixed route providers and their ADA paratransit services and the Community Transportation Programs operated by the counties, primarily serving human service agency clients such as seniors, work first participants and Medicaid recipients. General themes of improved communication, marketing, and use of consolidated telephone systems are moving forward and the City of Raleigh is participating in many of those evolving ideas and programs.

The most likely agencies to track future opportunities include the Triangle Transit Authority as well as other public transit providers such as Durham, Chapel Hill and Cary, as well as the Wolfline at North Carolina State University and the human service transportation operated by Wake County. There are a number of service projects and programs that will likely evolve that would warrant the City’s participation in planning.

In addition, from a facility perspective, it has been suggested that since the City is building an expanded facility to meet the demands of a growing program that there may be some potential to offer the current facility to Wake County to house and maintain vehicles for its program. This has the potential to result in a win-win scenario and is an example of how improved communication and coordination can benefit agencies and riders.

**Budget Implications:** Additional staff time will be needed to increase coordination efforts among the providers in Raleigh and the surrounding area. The City could seek federal funding to add a Mobility Manager position to further these efforts. The position would be 80 percent funded with a 20 percent local match. The annual cost for this position would be approximately \$40,000, including benefits. Short-term efforts include having existing ART staff continue to attend regional transit meetings. As ART moves forward with advanced technology implementation, staff should inquire from surrounding agencies what type of systems are used to ensure regional compatibility continues.

### **3. Exploring Other Technology Enhancements**

The ART program proactively invested in Trapeze scheduling software several years ago, which currently assists staff with billing, scheduling, and reporting. In the future, ART has the potential to increase efficiencies of the paratransit program. Should the agency decide to begin a low level of group trips, the program is in place.

Other technology enhancements include fleet maintenance programs, online and/or voice trip scheduling, and swipe card system replacing paper vouchers/scrip. Each of these projects streamlines existing manual or time-consuming processes. ART upgraded the phone system two years ago, which may have upgrade options for scheduling trips with voice control. In addition, online trip reservations are an option with the Trapeze software. ART accepts email requests currently and this online booking would enhance the existing process. Upgrading to passenger swipe cards for payment, trip eligibility, meter reading, etc. is another option for advanced technologies. ART would need to have automated hardware available with each vendor. The benefits of record keeping, service monitoring, and accountability is greatly enhanced with each of these services.

**Budget Implications:** The estimated cost for each of the advanced technology projects varies across the country. ART staff would request bids for each type of project, which would allow the agency to prepare future budgets and coordination.

### **4. Considering Various Organization Designs**

Transit agencies across the nation are experimenting with different methods of service delivery, such as route-deviation, flexible routing, check point service, etc. One secondary issue identified for the ART program is coordination with the fixed-route service to determine if this type of routing would meet the agencies needs and assist in cost control. For example, in Butte, Montana, the transit agency had one route that was always running late due to slow passenger boarding times and wheelchair boardings. After reviewing ridership patterns, the agency developed a service route that specifically stopped at several high density senior complexes, shopping areas, senior center, and medical facilities. The new service route operated a higher headway than other fixed-route service. The community has embraced the route change and ridership continues to be steady.

ART staff should begin to look at transit trip patterns within the Trapeze software to determine if there are some areas of Raleigh that adjusting the fixed-route service would benefit the system as a whole; therefore, providing access and mobility options.

**Budget Implications:** The immediate budget implications are staff time to review transit patterns and coordination with the fixed-route staff for any potential areas to implement flexible service areas.

## **Summary**

This chapter provides realistic solutions to address cost controls with the ART Program. The solutions were grouped based upon primary and secondary issues, which assist ART in where to prioritize, where to begin and the steps necessary for implementation. A summary of the estimated potential costs are listed in Figure 8-1.

**Figure 8-1  
 Recommendations Summary**

Recommendation	Cost
Revise client eligibility/certification process	RFP process to determine annual costs
Establish formal relationships with vendors	Implement staff person for contract compliance: \$40,000; Appropriate training for contract monitoring and compliance: \$10,000. Eligible for 50 percent federal funding.
Require driver certification/training	Mandatory training for vendors provided by the City - \$10,000. Eligible for 50 percent federal funding.
Review client database to un-assign vendors	Staff time to review each client file.
Initiate group trips	Purchase four vehicles @ \$260,000 or require private bidder to have fleet. Eligible for 80 percent federal funding
Implement advanced technologies	Upgrade existing software: \$75,000; annual software maintenance: \$15,000; AVL and MDT hardware equipment and installation: \$3-\$5,000 per vehicle. Eligible for 80 percent federal funding.
Pursue Medicaid provider status	Staff time to make contact, complete application and other needed procedures.
Increase coordination efforts	Implement Mobility Manager position to increase coordination locally and regionally: \$40,000
Explore other technology enhancements	Staff time to research appropriate technologies for the future.
Consider various organizational designs	Staff time to review various options for increasing efficiencies of the paratransit system.

The following chapter presents an implementation plan for the ART recommendations.

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# **Section 9: Implementation Plan**

## Section 9: Implementation Plan

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### **Introduction**

This final section focuses on the implementation recommendations for the primary and secondary issues discussed in the previous chapter. This chapter suggests a strategy to guide ART staff with the next steps to maximize efficiencies in the ART program. One main factor to keep in mind is that ‘*Change is Never Easy.*’ Understanding this very realistic phrase is why a phased approach to the future changes is presented in the following pages.

### **Recommendations and Next Steps**

- **Revise client eligibility/certification process**
  - ART staff should continue to develop the Request for Proposal for conducting client eligibility. A sample RFP was provided to staff to develop the RFP. Once the bids are submitted, ART staff will review, select, and award an outside agency to begin the services. As the process is underway, ART should prepare public information notices to existing ART clients, explaining the purpose of the third party, who to contact with questions, when the process will begin, and where future assessments will be conducted.
  - New forms should be created by the vendor, reviewed by ART staff to ensure adequate questions are addressed to be compatible with the Trapeze software program and required reports.
  - Client progress reports should be available to ART staff to review vendor activity.
  - Should continue RFP development and set a goal to have the RFP released to public.
  
- **Establish formal relationships with vendors via contracts**
  - ART staff should contact the affected city department responsible for similar type vendor contracts to discuss ART’s goal for formal relationships with numerous vendors. Discussions should include content of proposed contracts to ensure training, certification, billing, costs, and performance measures, etc. are included as well as drug and alcohol and other requirements.
  - ART staff should prepare letter to vendors explaining new process to be in place, and set a goal for contracts to be signed.
  - ART staff should arrange a meeting with vendors to answer questions, show sample contracts, collect feedback, and incorporate suggestions as appropriate into the development of the contract.

- **Require driver certification and training in contracts**
  - ART staff should prepare driver certification and training requirements to be included in the vendor contracts.
  - Establish policy for contract compliance for ART staff. It may be necessary to establish a new position within the Transit Division for paratransit contract compliance, due to previous oversight from the Police Department. Adequate training should be provided for that position.
  - Research state and national training classes/events related to contract compliance for ADA paratransit services. Register ART staff for these trainings to ensure adequate monitoring is completed and FTA guidelines are followed.
  
- **Review client database to clear assigned vendors**
  - ART staff should develop a letter for existing clients and vendors to explain this new process. The letter should provide contact information for clients and vendors to call with questions and should explain the reason ART is making these changes. It is also recognized that some clients may have vendor limitations depending on need for accessible vehicles, etc. A timeline goal should be set for the letter to be sent out.
  - ART staff will need to manually review each client profile to un-assign vendors. Thus, as trips are scheduled, Trapeze will efficiently (optimize) assign a vendor based on other trips assignments and locations.
  - Other ideas for consideration include establishing geographic areas for vendors, using the dedicated vehicle contractor (discussed below) as the broker for taxi trips.
  - A goal should be set for completion of the client database review.
  
- **Initiate group trips for Bush Street locations**
  - Initial steps for grouping trips begin with ART staff contacting Trapeze technical staff for assistance in developing zones for the existing software. Initial cursory reviews identify 3200 Bush St and 3604 Bush Street as the high demand locations. Zones may be created to cover the trip origins to these locations. Should a client request service to the Bush Street locations, ART reservationists will ensure that the clients are aware of the group trips. A goal should be set for updating the Trapeze software to include group trip potential.
  - Additional Trapeze software training should be conducted for ART staff to ensure all reservationists are aware of the new procedures for group trips. This training should follow the completion of updated software and client database.
  - ART staff should develop an RFP for dedicated vehicle subscription and group-trip service. The RFP will initially rely on the vendor to provide vans or small buses for the group trips. Scheduling will continue to remain

with ART staff. The RFP should include a management plan, driver training and testing requirements, vehicle maintenance, fueling options, cost definitions, advanced technology required equipment, report and billing process, etc. A goal should be set for the release of this RFP and start date set for group trips.

- **Implement advanced technology AVL and MDTs**
  - ART staff should coordinate with Trapeze to research compatible AVL and MDTs.
  - Contact AVL and MDT vendors to research cost for system integration.
  - Incorporate costs for AVL and MDT equipment and software in the FY2011 budget. Costs are eligible for 80 percent federal funding.
  - Should additional funding become available through the Obama administration Stimulus funding programs, ART should advance this project.
  
- **Pursue requirements to become a Medicaid certified provider for funding reimbursement**
  - ART staff should contact Medicaid administration through the State office of Health and Human Services to submit an application to become a Medicaid transportation provider.
  - ART should develop vendor policies to ensure record keeping and Medicaid required procedures are in place. The policies should be incorporated into future contracts.
  - ART should contact Trapeze technical assistance to update the existing software with Medicaid reporting and data monitoring.
  - A letter should be developed for clients and vendors to explain the new Medicaid processes and the importance of this new program.
  
- **Increase coordination with other regional providers**
  - ART staff should continue attending regional coordination meetings to ensure Raleigh involvement in regional planning efforts.
  - Continue discussions with Wake County regarding facility needs and opportunities.
  - ART should continue to coordinate with the Triangle Transit Authority regarding data and program efforts.
  - Future ITS procurement should be coordinated with other providers in the region to ensure interoperability of systems throughout the region.
  - ART should pursue a Mobility Manager position to ensure proactive coordination among the local taxi vendors and with other regional providers. Funding for this position is eligible for 80 percent federal funds.

Each of the above recommendations includes detailed steps for ART to complete in the near future. Other long-term recommendations are suggested within Section 8 and should be revisited as the above steps are completed.

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# **Appendix A: ART Taxi Vendors**

**CAB COMPANIES PARTICIPATING IN THE ART PROGRAM**

Handicap Available ( = Yes)	Name	Contact Name	Phone	Fax	Mobile	Others	Address	Taxi Inspector Approved (yes/no, date)**
	A Cab Company	Leslie Townsend	833-8998	833-1896	754-7881	9/15/2006		Yes 11/01/04
	AABA	Naser Anazleh	788-8858	255-3492	272-7875			Yes 07/19/04
	Able Taxi	Nolan	931-0923	854-4793	434-3926	9/13/2006		Yes 06/29/05
	Acme Cab Company	See J. Boyd, Jr.	839-0566	743-5399	414-6448	9-0829 09/13/06		Yes 07/19/04
	All Time	James	601-2432	212-3470	889-2478			
	American Cab Company	Bob	821-0095	790-8723	389-2162 (Bob)			Yes 07/19/04
	American-Eagle Cab Co.	Tibebe	749-4302	792-0003	749-4302	10/27/2006		Yes 08/14/04
	Apolo	Landy	3327947	250-3039	327-8679	2-8073 09-12-06		
*	A-Round Wheelchair Trans.	Nicholas Montague	521-1205	834-8903	830-5844	9/12/2006	696-6960	Yes 09/14/04
	Associated Cab Company	William	832-8807	833-7453 (Assoc.)				Yes 07/19/04
	Capitol Cab	Lonnie Webster	868-0745	662-0057	761-4246	795-9826		Yes 07/19/05
	Cardinal Cab, Inc.	Kephas Matoke	828-3228	828-8646	608-0006 (Steve)			Yes 07/19/04
	Chavis Transportation	Bobby Homes	796-6182	755-3377				
	Circle Taxi	Johnny Naige	954-8375	954-8377				
	City Taxi Company	McKeever Dunn, Sr.	754-9000	755-0886	380-1414		ager: 740-171 901 Hadley F	Yes 07/19/04
	Classic Taxi	Johnny, Owner	833-3990	<b>869-2266</b>	601-6460			Yes 07/19/04
*	Community Cab Company	Marie	231-6282	231-6284	630-7177 (Lou)			Yes 07/19/04
	Courtesy Cab	William Byrd	369-2489	954-9279	954-9278			Yes 07/19/04
*	Coyote Cab	Catherine Redcloud	828 497-4856	832-5258	749-1647		5104-B Oak	Yes 07/19/04
	Deluxe Cab Co	Lonnie	832-8892	834-9660	868-0745			Yes 09/14/04
	Dumont Transportation	Jones	332-8699	954-0975	787-1978	9/15/2006		Yes 07/19/04
*	E.G.'s Taxi	Elnor Gemelle	(919) 412-6723	<b>876-0945</b>	(919) 946-4610		3120 Hillisbo	Yes 07/19/04
	Evans Transportation	Charles Evans		255-3066	427-5635	9/14/2006		Yes 07/19/04
	Executive Taxi	Paschal	264-5330	449-2634	264-5330	9/15/2006		
	Excel Taxi	John	831-9011	831-0088	271-1616	831-9011	9/11/2006	
	Experience Taxi	Vlatys	815-2957	851-0724			9/11/2006	Yes 11/01/04
	G & J Transportation	George	810-4918	235-0997	602-4936	235-0997		Yes 07/19/04
	Gateway Taxi	Kathy	449-1185	771-0069	449-1177		744-5715	
	Hossana Taxi	Alba	395-2613	212-3324	618-1349			
	Image Taxi	Jide	616-7872	821-2704	616-1860			
*	IMPSS Taxi and Handy Van	Elijah Holiday	380-1414	329-6685	380-1414		9/19/2006	Yes 07/19/04
	J.Boyd Transportation	Joseph Boyd	8390566	743-5399	414-6448	9/13/2006		
	King Karl Kab	Karl	940-2100	835-9536	833-0822			
	King Richard Transportation	Richard Trusdale	754-7270	<b>431-0236</b>		5608-8 Primavera F		Yes 01/8/05
	Leisure Taxi	Augustus	833-6169	833-6170	625-4623	625-4679		
	Merit Taxi	Agina	832-9959	833-3999	601-6041 (Agina), 522-	9/13/2006		Yes 07/19/04
	Platinum Care Transportation	James Rye	771-2926	7791269	280-8088			Yes 04/08/05
	Rendez-vous Taxi	Nabil	889-8483	832-7714				Yes 11/19/04
	Safety Taxi Company	Loman Murray	807-1700	807-0006	801-5985			Yes 07/19/04
	Sammy's Taxi	Samson	931-1838	573-9661	672-4408	09.08.06		
	Triangle Yellow Transit, Inc.	Harold Dover	832-5811	<b>755-4302</b>	868-0909	02.28.07		Yes 07/19/04
	Taxi Poly	Jenny	538-1750	327-6644	5381749			
*	TTA Paratransit Dispatch	Tonya Bynum or Paul	549-9999, x7468	485-7449	N/A	Tonya		N/A
	Gill's Two T's	Augustine	781-2292	781-2294	274-6551			Yes 07/26/04
	Universal Cab Company	Augustine	832-3633	832-3649	832-2521			Yes 07/19/04
	Wild Horse Taxi Service	Ziyad Asfari	623-3380	847-3642	623-3370	9/11/2006		Yes 02/28/05

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# **Appendix B: City of Raleigh Taxi Code**

**Raleigh City Code**  
**Accessible Raleigh Transportation Program**

Sec. 12-2071. PARTICIPATION REQUIREMENTS.

Any *taxicab* company that operates six (6) or more *taxicabs* must accept scrip of a type approved by the *City* in payment for *premium taxi service*. Scrip shall be sold to eligible ART users in appropriate denominations. The charge in scrip for a trip taken by an ART user shall be an amount no greater than that indicated in the rate schedule rounded to the nearest multiple of twenty-five cents (\$0.25). Any *taxicab* company which has less than six (6) *taxicabs* in operation is exempt from this division.  
(Ord. No. 1989-383, §3, 6-6-89)

Sec. 12-2072. DETERMINATION OF ELIGIBILITY.

No scrip shall be accepted in payment for taxi service until the passengers first identify themselves as an eligible ART user by showing the *driver* an official ART identification card. The *taxicab driver* is required to ensure that the individual paying scrip for taxi service is the same as the individual whose photograph is displayed on the official ART identification card. If the passenger does not have an identification card or if the passenger's picture does not match, then scrip shall not be accepted and the passenger must pay fare in cash.  
(Ord. No. 1989-383, §4, 6-6-89)

Sec. 12-2073. REDEMPTION OF SCRIP.

The City of Raleigh Department of Transportation will redeem scrip for its full face value. *taxicab* companies may turn in scrip to the *City* once each *month* at a location and on a time schedule determined by the *City's* transportation director. A receipt will be issued for the scrip that is turned in, and within ten (10) working days a check for that amount will be issued to the *taxicab* company.  
(Ord. No. 1989-383, §5, 6-6-89)

Sec. 12-2074. PENALTIES.

Any violation of the *Accessible Raleigh Transportation Program* regulations shall constitute a misdemeanor. It shall specifically be a violation for anyone purchasing scrip to resell the scrip to a third party or to use the scrip for any purpose other than the provision of transportation services. It shall also be a violation for any *taxicab driver* to take scrip from anyone other than the authorized purchaser of the scrip.  
(Ord. No. 1989-383, §6, 6-6-89)

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# **Appendix C: Public Comments**

## **Part 1: ART Paratransit Draft Reports Comments**

The comments below were individually submitted to the ART Office by ART Vendors, ART clients, and concerned citizens in Raleigh and Wake County. These comments were received outside of the public sessions.

The ART office received comments by phone, fax and e-mail.

### **Comment:**

I am concerned about getting to Doctors' appointments on time. And if I don't show up, I have to pay a no show fee. I am concerned that if I don't know which company is picking me up and they don't show, I have to first call the city and then wait for them to find who was supposed to pick me up and then that company has to be called. Then I will miss my appointment.

I use a service animal, I am concerned that someone who comes to pick me up won't take me because I use a service animal and I miss my appointment by the time I call the city and try to get it taken care of. I want to know who is picking me up so I know what company I am riding with and don't get in the car with a stranger. People know what buses are going to pick them up and should know which cab is going to pick them up.

### **Comment:**

I'm writing to express my views on the proposed changes for the Tier 2 program.

First of all, I want to say that I am a tax payer. I've paid taxes to this city for a long time now. Not only am I a taxpayer but I also pay part of my Tier 2 fare, paying whatever I'm told I need to pay. Therefore, when the tickets decrease or increase in price, I pay the increase or decrease. So I contribute, both as a taxpayer and as a participant in the program.

Having said that, I'd like to say the following:

- 1) I want to be on time for work. I want someone dependable that I know will have me to work on time. I don't want to tell my supervisor that I'll be late because we had to pick up 4 people and are running behind. That's just not acceptable for most employers and especially not on a regular basis. My cab drivers that I have now are courteous, dependable, on time, and communicate with me if there is a problem. That I appreciate and insist on if I'm going to have reliable transportation to work. Same goes for doctor's appointments as I actually have had to pay fees for being late to doctor's appointments when I was unable to get there on time. With my cab drivers now I don't have to worry about that—they'll have me there on time or I'll know ahead of time if there will be a problem.

- 2) Safety: I want to know who is picking me up. As I'm paying part of the fee, I have that right. When a sighted person gets in their car or in a family car they don't have to worry about whether the person they're riding with is a safe person to be with. I want the option of saying whether a cab driver is acceptable or unacceptable to me. If I don't feel safe I don't want to feel "locked in" to using that person.
- 3) It would be wonderful if we could email our planned trips to someone without having to go on a website. This would be efficient as it would save us lots of time wandering around on the computer site trying to get our screen readers to work. A simple email address, like this one, that could be written as other emails are written would be wonderful!!!! And then to receive a confirming email to show that the email had been received and maybe saying the trip was confirmed. That way, no one has to worry about whether the trip is approved, paper work being "lost", etc. Either a word attachment could be sent to the city or a Word form inserted into the email.

And finally, although I realize this is lengthy, I want to say that I do value and appreciate the art program. I appreciate all the effort that goes into making it a success. And I appreciate all the drivers who make our transportation possible.

**Comment:**

I have encountered 2 problems with ART:

1. I was taken off one cab company, but I knew the drivers and felt more comfortable riding with them. They were also more helpful than the regular drivers.
2. The regular drivers were often late which caused problems with scheduled appointments.

Thank You for allowing and considering my feedback.

**Comment:**

This is an addendum to my previously sent comments on the ART system. There needs to be an updated, clear definition of what travel in the city includes. In arranging to visit the home of a family member, about a block away from Rock Quarry and Sunnybrook, I was told that this was not in Raleigh. As they receive mail addressed "Raleigh" and pay city taxes, I was baffled by this exclusion. I was further informed that the city limit was at Southeast High School, that I could use a Tier II ticket to that point and a Tier I ticket for the remainder of the trip. Luckily, I had Tier I tickets, which I rarely use, and was able to make that trip. My point is, reference points used by ART need to be updated regularly and that it would be helpful to clients to have a simple map showing just where we "cross the line".

**Comment:**

In response to your letter seeking comments on revisions to the ART program, I hereby submit my observations and questions. First, I will say that the service I have received

these past three years has been exceptional. I had not had any idea that life could be made easier for persons with disabilities. For all of my life I had been a stalwart bus-rider. The disabilities I experienced left me baffled as to how I could get around. Once my application was approved, I was assigned to one cab company. He is always prompt and courteous. I have never had to apologize to anyone with whom I had an appointment for a tardy arrival.

I see in the proposal that there is an allowable time gap for the arrival of the ART vendor, and that causes me trepidation. At many medical and dental offices, you forfeit your appointment by showing up late. Then, it would become necessary to sit and twiddle your thumbs till you could be picked up and returned home. Besides which, you would have paid two tickets for nothing. Yes, this is hypothetical, but entirely possible. A client should be able to schedule service for a time reasonable to get to appointments in timely fashion.

Having lived in three other metropolitan areas, I am somewhat familiar with Para transit in two of them, Pittsburgh and Chicago. The Pittsburgh ACCESS seems to run efficiently, using both cars and vans. However telephone waiting time to make a request is frustrating much of the time, and they could take a lesson from ART. The Chicago system, however, is a Machiavellian thing that I hope never to see in Raleigh. Their ADA through Pace operates inter-county (good), but schedules vans that require all who "reserve seats" to be at a transfer center at one time (bad) Shorter van trips mean stopping at various locations, many times waiting for other clients to appear and board.

All this is to say that I hope ART is not considering these arduous van systems. I very much like and appreciate the ART system and look forward to change that does not fundamentally alter the current system.

**Comment:**

I am writing to express my comments on the proposed ART Report. I think that the City is trying to find a way to cut corners that sacrifices the quality of the services and the delivery of those services to the disabled under the ART Program because they don't want to implement these new changes in a way that helps the people who use the ART program and its services.

In the Draft Report the new van service and Taxi cab contracts will save the City approx. 22% more money on it's over all transportation budget in addition to what it costs to administer the ART Program in it's previous form though it will cause people like me who use the service to have a more difficult time getting around. The reason I say this is because I tried making a reservation to go somewhere 1 day in advance as required by the ART Tier II Requirements but I could not get a ride because the Tear II Office says the reservations are full. That's bull if you ask me and I don't like it. If a sighted person wants to spend \$1.00 to ride the bus somewhere, all they have to do is look up the schedule and go. A blind person like me who cannot find the bus stop or even my way from point A to Point B has to plan his trip a day in advance in order to use the ART

Program to get where I need to go but I can't now because they are full and have no room for me.

It used to be when I planned my trip a day in advance it was no problem for me. Now I have to pay a fortune in cab fare to get where I need to go. Do you honestly think this is right? I had no problem getting a ride. Now when I plan my trips, I can't get them but when a friend of mine plans a trip for the same destinations I planned my trips for, she can get them and I cannot. How screwed up is that?

I don't think that the City gets it. I think that all of you need to spend about a week living your lives blindfolded, experience what we experience, Spend about \$150.00 per month in ART Tickets, get told you can't go even if you plan your trips 1 day in advance and see what we go through. I think that sighted people who make our decisions have it easy because they take having the luxury of driving in their cars everyday from point A to Point B at will for granted. Us blind people don't have that luxury. One of the reasons my wife and I relocated to Raleigh was because of the ART program and now you want to run us off by making the program difficult for us to access. Thanks, you all really know how to treat a guy.

After all, the city has to come up with some way to pay for the brand spanking new convention center they just had built in the middle of a recession. I believe the city of Raleigh could think of much better ways of spending our public monies. What are these people in charge thinking?

Personally I have no problem with the actual changes the City of Raleigh is proposing so long as I can still get to where I need to go a day ahead of time. However from where I see it, I am getting ripped off because I can't get a ride to where I need to go.

If the City of Raleigh wants to save money, then they need to get this program implemented the right way and put the proper infrastructure in place so that everyone who needs a ride will get a ride. This means have enough vans or Taxi Companies to handle the demands of your customers. Get your financial house in order. Do better than your best to provide us with the highest quality level of service possible. Most of all get it right the first time and stop screwing everything up for us once and for all. Thank you.

**Comment:**

Thank you for sharing the information about the proposed changes to the TIER II program. On going over these paragraphs with their time lines already set does make me wonder if they are truly just "proposals" or if the City has already set up their plan and we are merely being placated and really have no say at all. Unfortunately I cannot attend the meetings next week as I work second shift, but wanted to share my input for what it could be worth.

I spent the last three days in Charlotte, North Carolina, using their transient system of vans and drivers, pre-set trips and riding with blind individuals. The people using the system seem to be very appreciative and do care a lot about their drivers. However, four

of them told me they would "never" use the system for a doctor's appointment or a job as no matter what time they scheduled, they were always late. I cannot help but wonder if we would eventually come to the same plights. Would the riders be given any chance to check on their trips when late, or would they just be hoping they might get there? I mean, in case their driver was late, held up in traffic or waiting for a client, would there be a way to exchange this information?

My situation is a little different in that I do not often use the program we have now for work. From what I can understand given the very difficult wording of the proposals, my own situation would change very little with the exception that I could no longer choose an individual driver as I do now. Even though I understand the City's position in all this and the savings of monies involved, this particular part of the program distresses me. I know my driver and for the past eighteen years have depended on him. For forty-eight years I put up with late busses, extended long transfer trips from one part of town to the other, taxi drivers who avoided taking me to grocery stores, drivers with bad backs who charged me a dime per bag even though they didn't help me get them out, cab drivers who could not read, much less find proper addresses, I have missed the event totally I called the cab to take me too, drivers who blast their own music or radio stations so loud I can't hear, and those who have almost given me whiplash with their style of maneuvering through the city. I have been stranded at shopping malls, gyms, friends' homes to the point of ending up spending nights, cursed out because after waiting prolonged periods of times found some other way home, and drivers who just never even showed up.

If the ART I program does not change I will probably not use the system anymore except with the ART I tickets and will go out very little.

What I do ask of you all is that these drivers need classes in public relations, needs of blind people, plain ordinary common courtesies, and responsibilities, whether they drive cabs or vans. For the past eighteen years I have been treated like a person, worth something, with respect and treated with dignity. I do NOT want to have to give this up and step backward. I think those who use the cab service as a personal trip other than work should continue to be able to submit our choices of companies we have come to rely on.

Thank you for reading my comments, and I seriously do hope you will realize the need for whatever happens, the drivers need lessons in proper assistance to us.

**Comment:**

- Have a control center to oversee cab companies, dispatchers, and riders from their home to destination, and return.
- Have policy to deal with promptness of riders and drivers.
- Have person in reservations map out routes.
- Have advisory board made up of consumers and drivers

**Comment:**

I am a consumer of the ART program. I would like to share my thoughts on the changes. I went to look at the report and I do not have the time to read a 90 page report but from what I have been told by my provider and other consumers about the changes does not make me happy. I have been told that we will no longer have an assigned provider. By no means does this make traveling easier. I am legally blind and color blind. I have issues finding my cab at this point. Even though it is always the same company and everything. The drivers who work for my company know what I look like and most of them know that they have to look for me. If you change it to where we do not have an assigned company it will make things harder on us. It will make it more difficult for us to get to where we need to because we have to waste even more time trying to figure out which ride is for us.

I have also been told that when a provider picks us up they may stop and pick up other clients as well. I do not see how this will really work. If you have someone who has permission to have a traveling companion where will you put the other person. If I need to be to my appointment at a certain time and we have to stop to pick up someone else then what am I supposed to do? I will have to be late and that's not fair to me. This will not really help the program to much. These are just a few things that I have been told about the program changes. If I am incorrect please let me know. If there is any way I can get a simplified copy of the report that just tells me how things will be different please let me know also. I hope my feedback helps and is taken seriously in planning for changes.

**Comment:**

I am parent and Power of Attorney for an ART client who receives Tier I and Tier II taxi services through the Accessible Raleigh Transportation (ART) Program. I have reviewed the Accessible Raleigh Transportation Alternatives Analysis "DRAFT" report, and I request that the current paratransit services through local taxicab companies not be changed.

I am opposed to the option of a different taxi company being assigned for each trip request. Services provided by different taxi companies are not equal. I realize that a training option is included for the taxi companies; however, I do not feel the services provided by all the companies are or will be on the same level with training.

Currently, this ART client is assigned to one taxi company, and the company has provided excellent service for several years. He was previously assigned to two other companies. One company collected more tickets than was required, and the other failed to show up when scheduled. The ART client almost lost his job before he was assigned to the existing taxi company. There is no flexibility in his job for late arrival or being absent from work due to transportation problems. He works a four-day week, 10-hour daily schedule, with rotating days off each week. He receives his work schedule for the entire month, early enough to schedule all his trip requests for the month with one telephone call to the ART Office. This has worked very well for him and the existing taxi company, as he leaves home very early and returns later than most workers in other work

situations. I know of other clients who are satisfied with the current taxi company assigned to them and do not wish to use different companies on different days.

Other options being considered are increasing riders per trip and fixed-route service. At this ART clients work place, there is only one other employee who uses the ART Program, and this person does not live anywhere near him. There is no bus service near his work location. In addition, the nearest bus stop near his home would require him to cross eight lanes of traffic without a crosswalk or any break in traffic. Any person attempting to cross this highway would definitely risk his/her life. Therefore, this option would not work with for him. I request that his trips be assigned only to the existing taxi company. Persons with disabilities tend to function much better with stability in their lives, and this occurs when the disabled person knows the company and the assigned driver.

Another option under consideration is contracting out with brokers or other agencies. I am familiar with the whole array of services that have been contracted out through the years with the Health and Human Services State Agency for people with disabilities, and services have continued to go from bad to worse on the federal, state and local levels. My experience has been more paperwork and "red tape" with less efficiency. I find it difficult to think that the contracting option would be an improvement for the ART Program.

I do not have a problem with driver certification/training. Two hours annually that was mentioned in the draft seems to be such a small amount of training for certification. Would there be annual updates? Are these drivers going to be tested for drug use?

There needs to be a more efficient way to make trip requests by telephone. It is difficult to reach a person by phone in the ART office. It involves repeated attempts over a long time period. Is there anything that can make this easier for clients?

Thank you for considering these comments.

**Comment:**

I finally finished all 90 pages of the draft, which is major for me being blind. There was some interesting data and stats as well as some info about our system I didn't know before.

WSA has done a very thorough analysis. And yes, it is quite obvious and wise for ART to be thinking ahead to our growing population needing transportation, along with the concern of rising costs. And change is always a little uncomfortable but it is also a necessity.

I have always been very pleased with the staff at ART. Everyone from ordering my Tier I and Tier II coupons on up to the ART staff who help me schedule my transportation

requests on the phone have always been very helpful in assisting me and were always courteous and patient, but also professional.

I have also been very pleased with the customer service I've received from the taxi vendors I primarily use. They have always been dependable and courteous and I have not felt uncomfortable with their safety as drivers.

It would be a disappointment not to get my primary choice of drivers, but I can also see the need to make changes, such as utilizing the Trapeze system fully to schedule several riders going in similar destinations at the same time. I can also see the savings in group trips to certain locations with high ridership for cost effectiveness.

I personally use the CAT bus for those occasions that it can be more practical, because it is also a great part of our local transportation service and I am very thankful that Raleigh has this as a service for those of us who do not have a drivers license because of a disability. However, it is exciting to see that more and more people who are not disabled are recognizing the value of our bus system and are taking advantage of it as well.

There are so many scenarios suggested in this draft which shows that a lot of thought has been put forth. There are no easy answers. Cutting costs and finding ways to bring in more funding is imperative. I trust our ART staff along with WSA's assistance to make the best decisions possible on behalf of the citizens who depend on local transportation options, as we continue to face the challenges associated with future growth in our community.

**Comment:**

I understand that there may be a change in the taxi service that we now have. I now have an existing taxi company which I must be able to keep. I have MS and use a walker and live in an apartment that has steps. The drivers all come to the door to help down the steps to assure I do not risk a fall. They do the same on the return trip to get me back in my apartment. I have been with this company for 6 years and greatly depend on them for my security.

**Comment:**

In the beginning of the report, it is stated that the cost of the program has risen 800 percent in the last five years while the number of patrons have risen three hundred percent. What were the number of patrons and the budget outlays for ART in each of the fiscal years 2004, 2005, 2006 2007 and 2008. Also, the report sited that as compared to cities across the nation Raleigh was spending twenty-five percent of its transit budget on ART while other cities were spending twelve percent of their transit budgets on paratransportation. Those figures are misleading because it lumps all cities together regardless of transit budgets and paratransit budgets. Thus with these essential pieces of data, the ART report is rooted in the assumption that change is necessary in order to control the cost of the program so as to lessen the possible adverse impact on fixed-route services as well as paratransit services.

Fix route expansion dictates the expansion of paratransportation. The city of Raleigh is growing and it is a low density city thus creating the problem. This report is predicated upon a certain bias which reflects the desire of ART staff administrators to bring the program under similar controls as demonstrated in other parts of the country. Let me say here that I believe that efficiencies can be achieved without implementing certain aspects of this report. Let me say also that this report is weak on presentation of cost savings from an estimate of minimal alterations to a total structural change reflecting all of the recommendations. I do realize that providing such data can be challenging however with an expenditure of more than 85 thousand dollars that more definitive estimates could have been provided. What aspects of this report do you have concerns or reservations, if any? You and I will have to talk about the specifics soon.

**Comment:**

I am a legally blind individual, which at one point in my life was able to drive a vehicle. I have been with the Art Program since 2002. It has been a pleasure being able to choose the cab company of my choice and have a personal cab driver. Riding with my personal driver allows me to get to all of my appointments and work on time. Riding in a cab makes me feel more apart of society. When riding on a van or a mini bus it makes you seem as if we are retarded along with disabled. It makes you seem like a school kid not an adult. I would appreciate it if the state would honor us individuals to continue riding our cabs.

**Comment:**

I have read all the sections of the analysis report. I did not know when any of the previous public hearings were held but I appreciate the opportunity to comment now.

As a tier II customer, of course, I would like for service to remain as it is. I like the one-one-one relationship with drivers so if it would be possible to have the same drivers drive the fix routes, that would be a plus. I realize that budget concerns and the fact that the program mirrors the bus system require that changes be made.

I, for one, would be willing to pay more for the tickets but there may be a provision in the ADA that prevents the price for the tickets from being higher than twice the amount of the bus fare. While on that subject, I would like to be able to purchase tickets online with a credit or debit card. I understand that some verification system would need to be in place to ensure that only authorized riders purchased the tickets. I unfortunately do not know how this would be accomplished. I do like the idea that was presented to have a swipe card that would deduct the price of the ride, similar to a phone card.

I understand that shared rides will be a part of the system. As long as riding time could be reasonable, say no more than 45 minutes, each way, I think I could live with that. Also it would be very important for the drivers to identify themselves verbally as paratransit drivers and announce all stops for those of us who are blind. I would suppose that pick up times could still be arranged for the outgoing and the return trip home.

Thanks for allowing me to comment.

**Comment:**

The proposed changes are good for the ART program, but we don't agree with the taxi cabs under contract with the city. This would cost us more money than what we pay now. The combined routes, the drug testing and driver training are some of the changes that would be good for the program. The cameras and credit card readers should be voluntary, not mandatory. I feel that the city should put a cap on new taxies coming on the line, the taxies that want to put a car on should come under a company that is already established. I'm sure the city will do what is best for the city and the taxies.

**Comment:**

I do think consolidating trips to 3200 Bush Street would be a good idea. There are different work schedules there though, and clients will need to know how to handle such things as appointments that may require them to leave work during the day, calling in sick, leaving work early. I am not sure it's feasible to consolidate rides for dialysis, which is what takes place at the other Bush Street address that gets so much use. Dialysis patients don't feel well when they are finished with treatment, and they won't be amenable to having to wait for others to finish before they can go home.

Now, if the system is to be changed entirely, and clients would no longer have an assigned provider for their trips, then the city would need to have a dispatching department. If not, clients would never know who to call if a ride did not come or some other problem should arise. Perhaps one cost cutting measure would be to enforce a trip limit per day. These are just some thoughts I've had after reading through the proposals.

**Comment:**

I have read the proposed changes to the Tier II system. I realize that changes must be made to combat the rising costs of the program. IT should be kept in mind that our Para transit program is the best in the nation. Many persons with disabilities move to Raleigh to take advantage of it.

It is very logical to combine trips to destinations which have a large number of riders such as RLCB. While this would be very cost effective it should be remembered that all of the RLCB employees do not arrive at work and leave at the same time. Trips should be made to accommodate these workers.

Many more people could ride the regular bus system if it were more accessible. Many riders have to cross busy streets with no traffic lights or pedestrian cross walks. One does not want to take one's life in his hands just to ride a bus. If bus stops are located away from shopping centers so that a rider must cross a busy parking area to reach it, this presents a further barrier. There should be more transfer points throughout the system. It is frustrating to spend five hours on a bus trip that can be done by taxi in an hour. If the bus system was made more attractive it would have more disabled riders.

One of the proposed changes to the Tier II system is to use a variety of cab companies. No one would be assigned to a particular company. Although this sounds as though it would be a good cost saving idea it would create more problems than it solves. As I understand it the disabled rider would ride in the cab that is closes to his or her neighborhood. If very few cabs are in that part of the city it will take longer to get a ride.

THERE are a large number of cab drivers from the Middle East. They will not be comfortable with service animals in their cabs. It will not matter how much time is spent on sensitivity training. These individuals will avoid picking up people with guide dogs and service animals. The view that dogs are unclean is too big a part of their culture for them to over come.

I am blind and I am the parent of a blind teenager. She will be riding cabs independently in a couple of years. I do not want her getting in the cab with just anybody. It is not necessary that she always ride with the same person all the Time. It is necessary that she ride with the same two or three drivers. Her safety while she is learning to travel independently is a major concern to me.

Many people with disabilities move to Raleigh because of our Para transit system. Jobs, schools, and shopping areas are easy to access. It is important that Raleigh not loose its status as the premier Para transit program in the United States.

**Comment:**

My first concern is that you not forget the clients we service could some day be us or one of our family member.

I do agree cost is a big concern with this program as will all programs, however we much keep in mine the clients have been approved for our service by doctors. So you should not have that as a part of this draft in my option. The staff of the Art program can not and should not be able to over rule, what doctors decide.

My next concern in this draft is the question of group trips, which in my opinion can work in a small way, because of the time the client have to be at work or a appt. just one person late will make the group late no one job should be in question because of some one in the group is late. How will you handle that if some one job is lost because of a case like this please think this could really happen.

My next concern is in this draft concerning the hiring of a staff person to do what the City already have the Taxi Inspectors doing. I do agree that the Art Program Staff do work with the Vendors. We were not told of any changes to how we would be paid maybe I should say my companies were not told. In my opinion we should have been given 30/45 day notice so we could deal with our drivers as well as any other business changes we may have need to take care of, however this was not the case I only found out about the

changes when I call to check to see why we had not got paid, which in my opinion was very unfair to us.

I feel their should be a committee make up of vendor clients and Art Program staff, which is a team with the same goals.

I could go on, however I think and have been told by some of my clients as well as other people that the Art Program is the best they have used any place. Our program work yes we need to keep the cost down. In the draft you talk of others but none of them have the rating our clients give this program. our program is not broken let's just keep the cost down.

The staff of the Art Program are second to none we or again maybe I should say lets keep it that. Please over look my spelling or if the words are in the wrong place I think you can still understand what I am saying.

**Comment:**

Putting blind people with a cab driver that he or she doesn't know could be dangerous. I , and others, who are blind work at 3200 Bush street. When we go home at 5 o'clock, we're all waiting for our own cabs together. It is important for us to know which cab we're getting in to, for easy identification. You can't trust people nowadays.

**Comment:**

After having read the Art Alternative Report prepared by Wilbur Smith consultant firm online, it took me several days of digestive thought to form a opinion about it. Having said that; several things seemed to keep jumping out at me:

- The report seemed to be skewed to fit a preconceived result in order to fill some orchestrated proposal espoused by transit management for sometime.
- The financial information contained in the report has no valid factual basis, and cannot stand alone as reason for outsourcing some in house work Ex.(the client certification process); ( the vendor certification process- which is now handled by the Raleigh Police Department).
- The absence of data related to local increases in population growth as it relates to transit, and how that population growth is expected to impact not just the Art Program, but public transit in general.
- The cost allocation model is flawed and arbitrary, almost to the point of manipulation. The idea that cost containment can be achieved by cutting services to a certain region or area is not new. However, limiting services because a certain group of people (the elderly and the disabled) seemed to cost to much, borders on discrimination and is morally irreprehensible especially in this economic climate.
- In conclusion, the new Raleigh Convention Center is not making a profit and no one seems to know when it will. However, it brings people to the Raleigh are who spend money with the hotels and other merchants thereby generating revenue in other ways that support the economic environment. The Art Tier II programs in much the same way. It encourages both the elderly and the disabled to move to

this area. Elderly and disable people who want to work have a viable option to asking family and friends for rides. These people pay payroll taxes (Federal, State and Local). The more income these people have the more inclined they are to spend more on local goods and services, thereby generating increased sales tax revenue for this area economy. They help taxi vendors who continue to provide them with A1 services to work, doctor's appointments, area events, and shopping facilities. Presently there are 45 taxi vendors that employ any number of people who also pay the same employment taxes and spend money supporting the local economy by (purchasing cars and vans; paying for good and services such as fuel and repairs). The bottom line is that a lot of pertinent information was seemingly left out of this report and a great deal of assumptions were made that have no factual basis or comparison data. The report does not go far enough in asking for solution to the cost projection. It seem to take a chicken little approach that the sky is falling, when in reality it really isn't. Transit administrators should be required to set down with taxi vendors and try to come up with some cost containment ideas. Bet you will get some very good ideas that are viable and easy to implement. How can you justify cutting out a service that is considered the best in the U.S., when Raleigh is constantly trying to find ways to upgrade its image as a major economic player in the region and while trying to become the best place to live and work all segments of the population should be on equal footing with total disregard for race, creed, nationality, age, or disability.

**Comment:**

We are not agreeing on this Art Para transit draft report it will put a lot of people out of work.

**Comment:**

The decisions that have been poorly without much consideration. We should all have the rights as anybody else. We should be treated in the same manner as anyone else when it comes to transportation and personal service that we have enjoyed in the past. We are speaking up for our rights, because if we do not our voices will not be heard. Thanks

**Comment:**

I understand that there may be a change in the service we get from the service we get from the company that I now have. I have safety taxies, which I must still be able to keep. I have MS and use a walker and the drivers all come to the door to help me down the steps and to the taxi have used this company for 6 years and greatly depend on them.

**Comment:**

I have read the proposal for the changes to the art program. I have some concerns I would like to discuss.

1. it is very important for a disabled person to feel secure in their surroundings no matter where they are. If we don't know who will be picking us up and they don't know who we are how are we supposed to deal with a situation like that?

2. If we call for a cab and don't know who will be picking us up and we are dropped off and there is no one there to meet us how are we supposed to know who to call to get home? Are we supposed to have every cab companies number in our phonebook?
3. If we have a nine o'clock appointment on the Durant road and someone else in our area has a 9:30 appointment who will be picked up first? Most of us have developed a personal relationship with our cab companies and consider them friends. We also have gotten used to the way they run their company and can expect a certain kind of treatment a certain time of arrival. Not knowing from one day to the next who will be picking you up will be picking you up or when. will be very disturbing for most of your patrons. I agree that the program needs to be more cost-effective. This should not be done at the expense of the security and mental well-being of your customers. Thank you for listening to my concerns.

**Comment:**

I find that this report reflects change that will be inconvenient for us as visually impaired people to get to and from work in a timely manner. I am concerned that these changes will make it hard for us to travel quickly and efficiently. We work ten hour days, and a long trip home would be very bad for my health. I also have a guide dog that has to be accommodated. I have a concern about the drivers that will be picking me up. I have established a good rapport with my driver, and it is not safe for me to just get in the car with someone I don't know. I have more handicaps to consider than just being blind, and this is why I need the same level of service that I have now. It is very difficult for me to wait because of my health. I cannot stand for long periods of time and wait for a bus to get me to Bush street. Long rides are also a concern for me.

**Comment:**

I am a Tier 2 user. I am very interested in this report, but I can't read it. When I click on the link, it says Empty document. I want to know what's in there so I can give you some valid feedback, but I can't do that if I can't read it. Also, this is from early August, so I wonder why I didn't hear about it till a few days after the beginning of September?

**Comment:**

I am very much aware that with today's economy many changes have to be made. I cannot express enough how important tier II in its current conditions are very important for the blind population. I am a legally blind wheelchair dependent tier II customer, and it is very frightening to me to hear about the possible changes that could occur with this program. I feel very safe and am comfortable in traveling independently with my current cab driver. I know that I will reach my destination safely and on time. When you go to a doctor's appointment, they don't wait for you. If you miss your appointment, you will have to reschedule which will cost the city more money for another trip. I will also be charged for the appointment. I have no other choice but to use tier II and presently feel that it has always met my needs. Please reconsider these recommendations. You are taking my independence away with this decision. I look forward to a future report that reflects changes that will cut cost but also benefit the rider.

**Comment:**

I have read about the proposed changes in the art Program. My main concern is that, I, a totally blind user of taxi services, am established with an existing cab company for many of my transportation needs. I would like to know if I can continue to use my current cab drivers. It would be very confusing not knowing who will be transporting me to the places I need to go. Therefore, if all possible, I would like to maintain my contacts with my existing company and my current drivers.

**Comment:**

I have a question about people that leave Bush street at different time of the day and those who come to work at different times of the day. How will this be handled with scheduling trips? Outside of work when using tier II, will the cab driver still be required to be no later than 15 minutes within the pick up time. We are all used to our drivers and it will be difficult to know what to expect.

**Comment:**

I am asking for your company to help me to keep my ride the same. I appreciate any help I can get this is only way I can get to work. I would like to stay with my existing cab. Thank you very much.

**Comment:**

I don't use the ART program often for the following reasons:

1. Cab drivers don't understand English
2. Drivers Don't know the city streets and I have to give directions to them
3. Drivers don't know where to put ID information on tickets
4. Don't go to Airport
5. Don't go to Full length of Sunday Drive to Raleigh Neurology or to State Fair Grounds, Art Museum
6. I find the drivers rude and I feel that they don't want to treat us with respect
7. The tickets are confusing by being small and hard to handle.
8. Stay with one price for example \$1.00 instead of \$0.25,\$0 .50,\$ 1.00
9. Have one Tier for all trips make it easier for all
10. Have own webpage
11. Have monthly meetings just for ART program so you can get companies and comments and sell tickets and have cab companies be apart of the meetings as a plus so passengers get to know them as well.

I would be willing to help start up the group meeting if you think it would be possible

**Comment:**

I am required to go to work and home safety. I can't use bus because of my disability. I must use Cab for my transportation. Due to my limitation, I am safe to ride cab only. It is not possible for me to ride Bus, or Van. Cab is my source of transportation to whatever I go to doctor, dentist, or grocery.

**Comment:**

I am a totally blind computer user, and one of the people these changes will affect if implemented. Therefore, I think it is very irresponsible to save the document in a manner that is not accessible to those using screen reading software. It seems to me that this inattention, coupled with the fact that the news of such possible changes had to be spread by word of mouth, might constitute an attempt to railroad the changes through without proper discussion by those it would affect the most.

I sincerely hope I am mistaken in my conclusions. Please do more in the future to see that those who need most to be informed are, in fact, properly informed.

**Comment:**

I have tried to access the proposed changes to the ART program on your web site. JAWS, my screen reader, will not access the document. I have tried saving it as text and on several different computers; however, I cannot read it. I spoke with someone in the ART office who suggested that I contact the Library for the Blind. They do not have Braille copies of this proposal either. Please consider changing the properties of the document to make it accessible for those of us with screen readers. I would truly like to know about the proposals directly from the source so that I may intelligently and fairly comment by your deadline of September 30. Thanks so much.

**Comment:**

Hello, I work part time at 3200 Bush Street, and my concern is that when I leave work at 1:00 p.m. or earlier if I have appointments, how will I get home? What will be done for those who do not ride during the hours of the bus to Bush street and to people who work part time? I would appreciate more information before this happens.

**Comment:**

The new idea for the ART program is not a good one. I say that because a lot of people on the program can not afford to buy tickets every week, Some of us only get money once a month from the government and we can not survive on that only. I feel comfortable with things as they are. My cab company is very dependable and trustworthy. I couldn't bare riding with another company. Think about it before you make a terrible mistake.

**Comment:**

I FEEL THAT WE SHOULD KEEP THE TAXI SERVICE TO PICKUP US TO WORK AND THE DOCTORS APPOINTMENTS. REASON IS IT IS BEST FOR US WHO DONT KNOW ANYTHING ABOUT THE BUSES. IM EMPLOYED AT THE RALEIGH LION'S CLINIC FOR THE BLIND.NOT SAFE ON BUSES WHEN U GOT TO WALK TO AN AREA THAT IS DANGER. PLEASE LET US KEEP THE TAXI SERVICE.

**Comment:**

I'm really concerned about my trips to and from my job. It's important to me that I'm there on time. Normally, I go to 3200 Bush Street at 21 after 6 a.m. My job isn't far from my house, and it only takes 10 minutes to get there. I like things the way they are now. Please consider this when you are making the decision to trim away expenses.

**Comment:**

Good afternoon, The following are my comments related to the Art Tier II Program. First of all, I would like to say that we have been hosting workshops at RLCB to explain to our employees the impact that group trips will have on them. All of our comments that will be coming over the next few days are where employees come into our computer lab since some of them may not have access to a computer. This is the reason that lots of the comments come from the same email address. If you have questions, please call me for more information.

The following are my personal comments. I recognize that some measures must be taken to cut the tremendous cost of the ART program. One concern is that of grouping trips coming to 3200 Bush Street. Does this ensure that we will get to work on time, even though there are many employees who are due to work at 6:30, 7:00 or 7:30 a.m. depending on what department they work in. Some employees work four days a week, and some work five days a week. Sometimes we have employees who have to work overtime. How will this be accommodated? If an employee has to leave during the day for a medical appointment, how will that be handled? I think it is a good idea to run trips that are located in close proximity together; this will save the city lots of money. Will the Tier I program still be available for people who wish to ride with certain venders? I think it would be a good idea to hold an informational meeting to discuss the findings of this report. Many people have valid questions that should be addressed. Will this plan go before the City Council? Please contact me with any information that you have that I can relay to the employees who work at 3200 Bush Street. Thank you for your attention to this matter.

**Comment:**

I am illegally blind and currently ride a cab to and from work. I enjoy the cab ride to and from work because it gives me a sense of self-esteem, I at one time drove my own car, but no longer and the cab does make me feel "PART OF THE REAL WORLD AGAIN". Besides getting you to work on time the cabs are safe and give me an opportunity to develop a good business rapport with the driver.

Buses do not allow for riders to get to work on time, they have to pick-up riders at unspeakable hours, sometimes there is no seats to seat in and this is unsafe! We are disabled, not children needing to ride on a kiddy bus, PLEASE! Do not try to take away our dignity! Leave the Art-tier II program alone!

**Comment:**

Have you considered any other ways that you can save money? I want to know if I am going to get to work on time, we already work a ten hour day at Bush street. What about privacy and I don't want everyone to know where I stay or where I go. We have already build a relationship with cab driver, and some blind people need help going in the right direction.

**Comment:**

My concern is that pick up time that I don't live in the Tier II zone. How to get a bus take me to work and home with the proposal that you are provided. I am very low vision. How I can use to the transportation under new proposal to my grocery, doctor appt and others?

Most definitely that I can't travel alone In the dark. We need to set a meeting for all blind people get together that we can come up with a better proposal. That works for everyone.

**Comment:**

I disagree with this. I get picked up at 7:00 and everybody else has to be at work by 6:30 a.m. so how will that affect me. I don't know if I could be ready that early. What if we need to leave work early for an emergency, how will that be handled?

**Comment:**

I disagree because I don't live in the bus area. It will be hard for me to get back and forth to work. I feel like it would be a disadvantage for me. Because I have to get to work so early and also work on Friday, I get off at a different time than other people who work at Bush street. How will you address this issue?

**Comment:**

I think that it is a good idea to consolidate trips. I will be able to ride with other people who work with me that live near me. We can all come together; What about doctors appointments and other areas besides medical? Will I still be able to get to these appointments?

**Comment:**

I fully support most of the recommendations of the Consultant, including the implementation time-line suggested in Section 9. However, I question whether significant cost savings would be realized from re-evaluation and recertification of all current clients. It's likely that the vast majority would be found to still qualify for the program, and any savings realized by weeding out a few clients would be more than offset by the cost of the process itself. I do, however, fully support contracting out the evaluation and certification process for new potential clients. This would ensure a more standard, nationally accepted, and uniform process, which, in turn, may curb the rate of increase in new clients.

- **Verbal Comment:**

Do not want a bus to the Raleigh Lions Clinic for the Blind (RLCB)

- **Verbal Comment:**  
Customers would not know who to contact for a ride to RLCB
  
- **Verbal Comment:**  
Wants to stay with her company
  
- **Verbal Comment:**  
Has the best driver in the world, want to keep the same driver
  
- Verbal Comment:**  
Concerned about getting to work on time, want to keep current driver
  
- Verbal Comment:**  
Only mode of transportation and wants to keep it the same driver
  
- Verbal Comment:**  
Do not want any changes
  
- Verbal Comment:**  
Do not agree with change in driver, I will be late for work.
  
- Verbal Comment:**  
Want to keep ART the same
  
- Verbal Comment:**  
I like the door to door service and want to keep it the same
  
- Verbal Comment:**  
It is more convenient to ride the cab
  
- Verbal Comment:**  
It is fine the way it is
  
- Verbal Comment:**  
Keep it the way it is now
  
- Verbal Comment:**  
no complaints, company is excellent
  
- Verbal Comment:**  
it is a wonderful service, the service is good with my provider
  
- Verbal Comment:**  
like current company, the draft report has good ideas

**Verbal Comment:**

- Have control center to oversee cab companies, dispatchers and riders from their home destination and return. Have a policy to deal with promptness of riders and drivers. Have a person in reservations map out routes. Have an advisory board made up of consumers and drivers.

**Verbal Comment:**

- No complaints. Approves of the draft report.

**Verbal Comment:**

- No complaints. Approves of the draft report.

**Verbal Comment:**

- would like to buy tickets by phone using a debit card

**Verbal Comment:**

- No complaints. Understood concept of people going to the same location riding together.

**Verbal Comment:**

- keep it the same, has been getting good service.

**Verbal Comment:**

- Do not want any changes

**Verbal Comment:**

- I found one that I was comfortable with and I don't want to change now that I found a good company

**Verbal Comment:**

- Used the same system in New York. It worked well and it saved money. It carries more people. Customers had to give exact times.

**Verbal Comment:**

- Needs to have provisions for people to avoid being sucked into a shuttle. Do not have individuals going to Bush St apart of any shuttle. Concerned about the possibility of people being on a van for long periods of time.

# ART PARATRANSIT STUDY RECOMMENDATIONS

## \*\*\*\*\*CITIZEN REVIEW\*\*\*\*\*

Public Meeting, City of Raleigh Council Chambers

October 26, 2009

First Session 5-6:30 PM

Second Session 7:8:30 PM

### Facilitators

David Eatman, Transit Administrator

Richard Vinson, Transit ART Senior Planner

Les Seitz, Raleigh Transit Authority Board Member

James Benton, Chairman –Mayor’s Committee for Person’s with Disabilities

### Opening Remarks and Introductions of Facilitators

David Eatman

- Explanation of the ART ParaTransit Alternative Study
- Overview of Tier I and Tier II Program
- Brief explanation of ADA Program policies as dictated by the Federal Government and City of Raleigh
- Confirmed current Study is in “Draft Phase Only”

James Benton

- Elaborated on the need for changes in the ART ParaTransit Program
- Confirmed locations of Alternative Study in Braille for viewing

Les Seitz

- Expressed personal views regarding the contents of the Alternative Study as being a bit complicated for the general public.
- Reiterated the need for changes in the ART Program if it is to remain solvent.

### Recommendations -

- **Revise client eligibility/certifications process**
- **Establish formal relationship with vendors via contracts**
- **Require driver certification and training in contracts**
- **Review client database to clear assigned vendors**

- **Initiate group trips for Bush Street locations**
- **Implement advanced technology AVL and MDTs**
- **Pursue requirements to become a Medicaid certified provider for funding reimbursement**
- **Increase coordination with other regional providers**

CAT 15 Million @ 500,000 trips

ART 7 Million @ 300,000 trips

### **Session 1 Comments**

- Client concerned about disabled individuals inability to board/ride the Cat bus and whether existing service will be impacted.
- Clients want to retain the right to request the same driver.
- Routine drivers have knowledge of disabled individual and changing drivers could be a safety issue.
- Presently fixed-routes do not offer a choice for drivers
- Explanation given by facilitator regarding ADA Federal Mandate for Curb to Curb Service.
- Clients fear they will become second class citizens if the Alternative Analysis is adopted.
- Taxi vendor expressed they have little to no input in the ART Study process and also concerned that City of Raleigh (COR) might be leaning towards privatizing.
- There are Federal Requirements that the COR must adhere.
- Wilbur Smith provided in-depth presentation during the month of August to the Raleigh Transit Authority and the Public regarding the Alternative Study.
- Citizen expressed concerns that a new system will impede riders ability to be picked up on time.
- Vendor expressed concerns that some ART clients often have issues because he/she requires the use of a guide dog.
- Health/Medical conditions/contribute to society
- Clients indicate they wish to continue getting to work on time.
- Set the example for the state/vendors with no voice
- What's the benefit for outside contracting?
- How will reservation/subscriptions trips be affected with the new system?
- Many taxi drivers are very loyal & dependable, would hate to change to someone different.
- Current bus schedule does not meet the schedule.
- Riders have many medical problems which ART system not aware.
- Clients want to choose means to receive ART Information/updates.
- COR ART program staff require more training dealing with persons with disabled clients, often insensitive to persons with disabilities. Some clients cannot ride at night and not enough information available at Lyons Clinic.

- Vendors would like to be considered in the planning process for the ART Alternative Analysis.

*End of Session I Comments*

**Session II Comments**

**7:00 – 8:30 PM**

- COR may want to consider going up on the cost of ParaTransit/cab service area.
- Curb to curb change/Timeline/Timetable changes will eventually be implemented.
- How many riders at one trip will be grouped in a Van Service?
- There will be a process for establishing eligibility and re-certification by 3<sup>rd</sup> party for ART clients.
- There has been approximately a 300% Growth in the last (5) years.
- IT helping ParaTransit/expand outside Raleigh area
- What about growth within the current system by the taxi vendors?
- Another meeting regarding next steps will be decided upon at the next RTA meeting.
- Establishing a process for contracts will open up opportunities for vendors.
- There are possible plans in the future for the City to purchase vehicles for use in the ART program.

*End of Session II*

ART Study Comments

- I agree that the current ART service provides a high level of service to community riders
- Having a vendor contract (to include driver certification, training requirements, driver sensitivity classes etc.) will help to improve services and protect participants by making all vendors accountable. Oversight is needed for the vendors and having a contract would help in this area.
- I think it would be wise for ART to pursue other avenues of reimbursement or to negotiate with the city and taxi drivers.

Feedback/Suggestions:

- In reading the draft and my own personal conversations with the ART staff and when speaking with individuals about ADA Paratransit Services, it appears that the focus (planning, policy changes etc.) is only on individuals with physical disabilities and does not take in to consideration individuals that have developmental or cognitive disabilities.

- Future planning should include having public meetings to get feedback (from ART participants, their family members/guardians, and others that may support the individual) before policies are approved and set in place.
- ART notices of changes should not be limited to the ART participant. Information that will affect or potentially participants should also be communicated to the participants support provider(s). In the developmental disability community (and in my agency in particular) some of the program participants may have a guardian (family member of court appointed by the state) or may be their own guardian. When important decisions that may potentially affect the individual, needs to be made a person advocating for that individual (service provider, guardian, etc.) needs to be part of that process. Many individuals with developmental disabilities may not have the cognitive ability to read and write or if they can, will often still need someone to advocate for them and help interpret the material being read.
- Example: I support an individual with a developmental disability (Axis-I Mild Mental Retardation) who lives independently in his own apartment, but has been deemed incompetent to make decisions on his own, thus has a state appointed guardian. As his service provider (The ARC of Wake County) we are the ones that coordinate all of his transportation needs (with the ART Office at COR) and not his guardian. Although his guardian (and support team which includes a case manager, retirement coach and in-home support staff) is aware of the transportation coordination that is provided for him is not the expert in this area and appoints/defers all transportation decisions to be made by the ARC of Wake County.
- I would suggest that the ART system not only have a section that includes the participants information (name, address, phone number, email) but have an additional section for approved contacts i.e. guardian contacts i.e. Guardian (name, number, address, email) and the service provider who coordinates the individual's transportation (name, number, address). All notices sent out by the Art office should also be mailed (or at least emailed to save money) to the additional people on the contact list.

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# **Appendix D: Sample Contract**

## CONTRACT

This CONTRACT is between Ann Arbor Transportation Authority, AATA or the Authority, and SelectRide, Inc., or Contractor. Contract is to provide transportation services as described in AATA Request for Proposal #00-11. The effective date of this Contract is October 1, 2002.

### 1.0 AATA PROJECT MANAGER

AATA's Project Manager shall be responsible for overseeing all daily activities of the Contractor and its representative (s) with regard to performance of work under this Contract, and ensuring that the Contractor performs as promised in its proposal and as accepted by AATA. The Project Manager for this Contract is Chris White, Service Development Manager.

### 2.0 AATA CONTRACTING OFFICER

AATA's Contracting Officer shall have the authority to administer or terminate a contract, execute change orders, and make related determinations and findings, to the extent delegated by the Authority, acting through its Board of Directors and Executive Director. The Authority's Contract Administrator is responsible for ensuring the Contractor's compliance with the Terms and Conditions of the Contract, and safeguarding the best interests of the Authority. The Contracting Officer for this Contract is Jean Smith, Purchasing Agent.

### 3.0 SCOPE OF WORK

#### 3.1 Fare Collection

- A. The Contractor must verify that passengers have a valid AATA-issued identification card for using the service and will collect \$2.00 for each trip. A trip is defined as a vehicle trip made from one origin to one destination by one to three individuals who have made a joint reservation.
- B. The Contractor will accept an AATA issued scrip ticket in lieu of cash payment for the fare.
- C. The Contractor shall collect an additional fifty cents for each passenger who is riding with an eligible passenger. A Personal Care Attendant or a child under the age of 5 years, may also ride with the eligible passenger at no charge. If a Personal Care Attendant is riding, the eligible passengers identification card must indicate that they are authorized a Personal Care Attendant.
- D. The service shall be provided at the prescribed fare level for up to three (3) persons so long as one person of the three possesses a valid identification card.

- E. The Contractor will collect fares from all passengers according to the fare structure.

### 3.2 Reservations

- A. AATA will receive all advance reservations. An advance reservation is one which is received by 4:00 p.m. on the day before the requested trip date. AATA will transmit to the Contractor by electronic mail the list of the next day's trips by 6:00 p.m. the evening before. The Contractor is responsible for providing equipment that can accept AATA's electronic mail listing.
- B. The Contractor will receive all same-day trip requests. A same-day trip request is one that is received on the day of the requested trip. The Contractor will accept same-day orders only for trips with an origin and a destination in the City of Ann Arbor, and for will call requests.
- C. The Contractor will maintain a separate telephone line to receive requests for this service.

### 3.3 Service Area

AATA reserves the right to add or delete service areas during the term of the contract in the form of a change order.

### 3.4 Shared Ride Trips

The Contractor is encouraged to consolidate unrelated passenger trips into one vehicle. The Contractor should attempt to consolidate trips whenever origins, destinations, and scheduled pick-up times are such that reasonable service quality can be maintained. A trip is defined as one or more people with the same origin and destination. If two people have different origins, but the same destination, it is considered two trips.

### 3.5 Accessibility

- A. AATA will provide A-Ride service for passengers requiring wheelchairs within Ann Arbor. The Contractor must provide A-Ride service for wheelchair users in accessible vehicles traveling outside the City of Ann Arbor. If the Contractor elects to use non-accessible vehicles for a portion of the service, the Contractor may be required to provide service in these vehicles to wheelchair users who are able to transfer without assistance from the driver and whose wheelchair can be folded to fit in a standard sedan trunk.

- B. Contractor drivers are required to provide assistance in pushing wheelchairs to and from the building entrance. Drivers are not permitted to take wheelchair passengers up or down more than one step, or up or down snow-covered ramps or sidewalks. For wheelchairs that are less than 50 pounds, and a sedan type vehicle is used to transport the passenger, the driver is required to stow the wheelchair in the trunk.

### 3.6 Radio Communications

The Contractor shall have available in the dispatch center a two-way communication system to allow for timely and efficient communication between the dispatch center and all vehicles providing service for the Contract. The system may be of the Contractor's choice, but must have the performance characteristics to allow for immediate communications throughout the entire service area. The Contractor will be responsible for ensuring the maintenance of the communication system and that repairs are done in a timely manner.

## 4.0 VEHICLES AND DRIVER REQUIREMENTS

### 4.1 Vehicles

- A. Service is to be operated using vehicles provided by the Contractor. The vehicles are to be licensed by the State of Michigan, and, if operating as a taxi service, must be licensed by the City of Ann Arbor. Sufficient vehicles must be available to provide a minimum of ninety (90) trips per hour on weekdays and thirty (30) trips per hour on evenings and weekends.
- B. The vehicles shall be able to carry in a comfortable manner no less than four passengers. The Contractor must provide at least four vehicles that are accessible to wheelchair users via a lift or ramp and which have at least one wheelchair position onboard. AATA reserves the right to define areas and times that these vehicles must operate.
- C. The Contractor must maintain a system of regular inspections of all vehicles as to proper operating condition. A record of all inspections shall be kept by the Contractor and be submitted to AATA monthly.
- D. The vehicles shall be maintained in a safe and sanitary condition at all times while performing services under the contract. AATA reserves the right to remove any vehicle from service if it is not maintained in a safe, and clean condition.

- E. Vehicles shall be operated in accordance with applicable Federal, State of Michigan, and local laws. Due regard for safety, comfort, and convenience of passengers and for the safe and careful transportation of property and for the safety of the general public at all times while in service under the Contract.
- F. All drivers will present a neat, professional and clean appearance and maintain courteous attitude when in contact with service passengers. There is no smoking on board the vehicles by drivers or passengers. This policy for passengers is to be enforced by drivers. Drivers shall be expected to treat all passengers in a professional and courteous manner. Drivers must be sufficiently proficient in English to be able to communicate with passengers and to prepare required reports and logs.

#### 4.2 Drivers Licensing and Training

- A. The drivers of the vehicles for this service shall hold a current Class "C" license issued by the State of Michigan. If the service is also being operated as a taxi service, the driver's must hold a current taxicab driver's license and shall meet all requirements of the City of Ann Arbor.
- B. AATA does not require that drivers be pre-screened by AATA before hire; however, AATA reserves the right to screen driver qualifications and performance and to accept or reject individuals as drivers for this service. AATA retains the right, in consultation with the Contractor, to prescribe driver training procedures for participation in this service. Such training will be conducted in such a manner as to not disrupt the Contractor's normal operations. AATA will reimburse the Contractor for reasonable costs incurred for mandated training. AATA does not have specific requirements for training.
- C. The Contractor will be required to provide a disclosure of driver's criminal conviction records, if any, for those drivers assigned to operate vehicles under the Contract. Failure to disclose will disqualify the driver from operating a vehicle, and may result in termination of Contract. In addition, the Contractor will be required to report to AATA any drivers operating under the Contract who are arrested for public offenses during the course of their employment, including being cited for traffic violations.

## 5.0 DRUG AND ALCOHOL TESTING PROGRAM

- 5.1 The Contractor agrees to establish and implement a drug and alcohol testing program that complies with 49 CFR Parts 653 and 654, produce any documentation necessary to establish its compliance with Parts 653 and 654, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the State Oversight Agency of Michigan, or AATA, to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Parts 653 and 654 and review the testing process. The Contractor agrees further to certify annually its compliance with Parts 653 and 654 before January 1 of each year and to submit the Management Information System (MIS) reports before February 15 each year to the AATA Manager of Human Resources. To certify compliance the Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.
- 5.2 AATA shall provide assistance to the Contractor in the establishment, implementation, and administration of the drug and alcohol-testing program. The Contractor shall cooperate with AATA in developing a program that meets all legal requirements. AATA will reimburse the Contractor for any reasonable costs associated with training for the program.

## 6.0 REPORTING REQUIREMENTS

### 6.1 Monthly Reports

On or before the fifth working day of each month, the Contractor shall deliver to AATA the following information for the previous month.

- A. Activity report in electronic format acceptable to AATA, which includes the following.
1. For each day of the month, a record of each trip provided, including:
    - a. AATA ID Card number
    - b. Pickup location
    - c. Drop off location
    - d. Vehicle number
    - e. Driver
    - f. Advanced reservation or same-day request
    - g. Trip request time for same-day trips
    - h. Scheduled pickup time for advanced reservations

- i. Time vehicle was dispatched
  - j. Pickup time
  - k. Drop off time
  - l. Fare payment (cash or scrip)
  - m. Personal attendant
  - n. Number of passengers
  - o. Trip mileage
2. For each day of the month, a record of each trip not provided, including:
- Trip denials including, AATA ID card number, pickup location, drop off location, and time of request.
  - No-Shows, include all applicable information in 1. above

B. Summary report of trips by day and total for the month, including:

- Number of passengers
- Number of trips
- Number of no shows
- Number of trip denials
- Total miles, including dead-head
- Revenue miles (miles with passengers on board)
- Total cost

C. Scrip tickets collected for the previous month

D. Vehicle inspection records, summaries only

## 6.2 Trip Sheets

A. Each vehicle providing an A-Ride service shall maintain trip sheets containing the following information.

- Date
- Vehicle number assigned
- Origin and destination of trip
- Time of pick-up
- Time of drop-off
- Serial number of cardholder
- Signature of cardholder
- Number of riders

- B. The trip sheets are to be kept by the Contractor for three (3) months after the month of service. Trip sheets shall be available to AATA for inspection upon request. The format for the trip sheets will be jointly developed by the Contractor and AATA.

### 6.3 National Transit Database

The AATA is required to submit an annual report to the Federal Transit Administration. The Contractor will be required to provide information to AATA on vehicles, accidents, service provided and costs necessary to complete this report.

### 6.4 Capital Cost of Contracting

The Contractor will annually be required to submit to AATA information on use of and depreciation of vehicles necessary to document the portion of the contract cost attributable to providing vehicles.

### 6.5 Accidents and Incidents

- A. The Contractor is required to report all accidents that involve serious personal or property damage to AATA immediately. All other accidents must be reported within three working days. An accident is defined as any occurrence where a vehicle comes into contact with another vehicle, object or person, causing property damage or personal injury. All rear-end collisions, all collisions resulting from backing of vehicles, and all collisions with people will be considered as accidents regardless of the degree of resulting damage or injury. A passenger accident is defined as any occurrence where passengers in the vehicle, or getting into or out of the vehicle, stumble or fall or are thrown by the movement of the vehicle.
- B. During regular business hours, accidents should be reported to the Contract Manger, Chris White at 734-677-3922. Outside of normal business hours, accidents should be reported to AATA's Control Center at 734-677-3927.
- C. The Contractor is required to report all incidents monthly. An incident is defined as any unexpected event or condition that causes a disruption or normal services or the normal operation of daily activities of vehicles and does not involve a vehicle collision. An incident is also includes a safety problem or a mechanical failure that threatens physical harm or affects the safe operations of the vehicle.

## **7.0 COMPLAINT PROCEDURES**

Complaints regarding service performed by the Contractor received by AATA will be promptly transmitted in writing to the Contractor. The Contractor shall investigate all complaints received by the AATA or directly by the Contractor, and report findings and action taken to AATA within ten (10) days following receipt of the complaint.

## **8.0 PERFORMANCE STANDARDS**

8.1 The following performance indicators shall be compiled by the Contractor and submitted to AATA each month. These standards will be used to measure the Contractor's performance of the services provided under the Contract.

- A. Denial rate is defined as the percentage of trips that are requested, but service cannot be provided due to capacity constraints or other factors. The denial percentage for same-day trip requests shall be reported.
- B. The percentage of advance reservations in which the vehicle arrives at the specified pickup location within the specified twenty minute period (pickup window).
- C. The percentage of same-day trip requests for immediate service in which the vehicle arrives at the pickup location within twenty minutes of receiving the pickup locations.
- D. The percentage of same-day trip requests for immediate service in which the vehicle arrives at the pickup location forty minutes of receiving the pickup locations.
- E. The percentage of same-day trip time orders (i.e. a trip request for a specific time later on the same day) in which the vehicle arrives at the pickup location within twenty minutes of the requested time.

8.2 AATA and the Contractor will review the performance standards annually.

## **9.0 PERFORMANCE MONITORING**

Monitoring is the process AATA will use to oversee and check the Contractor's performance to be sure that it meets the performance standards. AATA reserves the right to use any or all of the below monitoring techniques.

- Financial Audits
- Customer Surveys
- U.S. DOT National Transit Database (NTD) Reports
- Monthly Management Performance Reports

- Random Phone Calls
- Unannounced Visits
- Undercover rides
- Vehicle/Maintenance Records

## **10.0 STAFFING**

The Contractor will designate a Project Manager who will oversee the operation of the service. The Project Manager will not be substituted without the approval of AATA. The Project Manager will supervise all personnel providing the service, and manage the program's accounts and operating records. This individual will serve as the point of Contact for communication with AATA; meet monthly with AATA staff for contract coordination, and attend regularly scheduled meeting of the Local Advisory Committee and other community meetings as designated by AATA.

## **11.0 DISTRIBUTION OF PROMOTIONAL MATERIALS**

Upon request from AATA for specific promotions or research, drivers will be required to hand out AATA promotional materials or surveys to passengers, to be supplied by AATA. Any materials distributed by the Contractor must be approved in advance in writing by AATA.

## **12.0 DISPATCHERS**

- 12.1 Dispatchers must be knowledgeable in all aspects of service operations, including computerized dispatching procedures and use of Telephone Devices for the Deaf (TDD's). Dispatchers must be adequately trained in customer service to serve the volume of incoming requests for service in a timely manner.
- 12.2 In the Project's Manager's absence, dispatch and operations management personnel are responsible for operational problems and passenger complaints. Dispatchers must maintain a daily log of all problems, complaints and passenger suggestions.
- 12.3 The Contractor must assign personnel to cover the telephone lines for during all hours of service operation sufficient to receive same day trip requests, and will call requests.

## **13.0 DRIVER SUITABILITY REQUIREMENTS**

- 13.1 A driver will be disqualified from operating a vehicle under the Contract for criminal misconduct if they have been convicted upon a charge of a disqualifying public offense listed below. This list is a representation, and is not all-inclusive.
  - A. Operating a motor vehicle while under the influence of alcohol, a narcotic drug, or derivatives of narcotic drugs.

- B. A crime involving the transportation, possession, sale or possession for sale, or unlawful use of a narcotic drug, or derivatives of narcotic drugs.
  - C. A felony or misdemeanor involving moral turpitude.
  - D. A felony or misdemeanor involving violence.
  - E. Leaving the scene of a traffic accident, which resulted in personal injury or death.
  - F. A felony involving the use of a motor vehicle.
- 13.2 A driver is disqualified from operating a vehicle under the Contract for conduct listed below. This list is a representation, and is not all inclusive
- A. Any person determined to be a mentally disordered sex offender under Michigan law or under similar provision of law of any state.
  - B. Any person required to register as a sex offender under Michigan law or under similar provisions of law of any other state.
- 13.3 Drivers must also meet the following minimum criteria to participate in the Contract.
- A. Must have no more that three (3) moving violations within the last three years prior to application to provide service.
  - B. Drivers with a suspended or revoked license may not provide service under the Contract.

#### **14.0 CONTRACT TERM**

- 14.1 The Contract term for the first year is nine (9) months from the effective date of the Contract. Possible renewals will be decided on a year-to-year basis for up to a total of four (4) additional years. Any renewal years exercised will be for a one-year term effective from October 1<sup>st</sup> through September 30<sup>th</sup>. If any option year is exercised, AATA will notify the Contractor in writing at least thirty (30) days prior to the new Contract effective date.
- 14.2 If the option years are exercised, all terms and conditions of the Contract will remain in effect unless changed by mutual agreement of both parties.
- 14.3 If either party decides that an option year will not be considered, that party must notify the other party a minimum of ninety (90) days prior to the renewal date.

**15.0 CONTRACT PRICE**

15.1 AATA will pay the Contractor the following amounts for the services provided:

<b>Description</b>	<b>Cost</b>
Fixed fee per trip for non-accessible vehicle	\$2.52 per trip
Rate per mile for non-accessible vehicle	\$1.84 per mile
Rater per revenue hour for accessible vehicle	\$31.18 per hour*
Fixed cost administration fee per month	\$10,495
Cost per wheelchairs and walkers	\$1.50 each
Cost per no-show passengers	\$1.75 each

\* Note: \$4.94/hour of this amount represents the capital cost of the contract.

15.2 The cost for no-go charges in certain areas of Pittsfield Township, Ypsilanti Township, Superior Township and Ypsilanti shall be negotiated between the Contractor and AATA.

15.3 A prompt payment discount of \$1,000 will apply if AATA pays the invoice within five days from the date of delivery and acceptance of the invoice delivered by the Contractor.

15.4 Taxes

AATA is exempt from payment of all Federal and State of Michigan taxes in connection with the Contract. AATA will furnish a Certificate of Exemption and its Federal Employer Identification Number, upon request, to the Contractor.

**16.0 PRICE ESCALATION OR REDUCTION FOR CONTRACT YEARS 2-5**

The price shall be firm for the first year of the Contract. If AATA chooses to exercise its option to renew the Contract for additional one-year periods, AATA will allow changes to the Contract prices after the first contract year following the below conditions.

16.1 The Contractor shall be responsible for initiating any request and subsequent negotiations for a price increase.

16.2 The Contractor or AATA may initiate any request and subsequent negotiations for a price decrease.

- 16.3 A price increase to the previous year's contract prices may be requested only at the renewal date and must be submitted in writing to AATA's Contracting Officer for approval ninety (90) days prior to the renewal date of the Contract. The reason for the request must be stated and accompanied by supporting documentation (letter documenting price increase from equipment and supplies distributors or manufacturers; proof of increased operation costs, etc.).
- 16.4 AATA's Contracting Officer shall provide a written response to the Contractor within ten (10) business days of receipt of the request. In general, price increases will be approved for no greater than the percentage change in the Consumers Price Index (CPI) for the prior twelve-month period, as reported by the U.S. Department of Labor for the Detroit-Ann Arbor area, unless the Contractor's case is compelling enough for AATA to approve a greater increase.
- 16.5 All approved price increases shall go into effect on the renewal date of the Contract, and a change order to the Contract will be executed.
- 16.6 The above assumes that no significant modifications to the Scope of Services are made to the original Contract. If significant modifications are made or both parties agree that additional factors reflected in the CPI have affected the Contractor's costs, the parties will enter into negotiations to determine a new fair and reasonable Contract price.
- 16.7 If, following a cost and/or price analysis, AATA finds that the Contractor's originally-proposed pricing for a particular year is substantially higher than existing market prices, AATA shall reserve the right to decline its option to renew the Contract, and, instead, competitively re-procure the service.

## **17.0 PAYMENT TO CONTRACTOR**

- 17.1 The Contractor shall invoice AATA only once per month for services rendered in the prior month. The invoice must be billed and payable in U.S. dollars, and be addressed to Accounts Payable.
- 17.2 The AATA's Project Manager will review the invoices and the monthly reports submitted, and shall certify the amount due to the Contractor.
- 17.3 Certified amounts shall be paid net thirty (30) days by AATA. A prompt payment discount of \$1,000 may be taken if an invoice is paid within five days after receipt and acceptance.

## **18.0 CONTRACT DOCUMENTS AND ORDER OF PRECEDENCE**

### **18.1 Contract Documents**

The Contract Documents consist of the following in order of precedence from highest to lowest:

- A. All change orders issued after the Contract execution.
- B. Contract, including all certifications signed by Contractor.
- C. AATA RFP #00-11 and the Contractor's Proposal, as accepted by AATA, including subsequent negotiations and communications.

### **18.2 Change Orders Take Precedence**

Any Change Order, which may be executed, shall take precedence over any other part of the Contract Documents wherever they conflict. A Change Order more recently executed shall take precedence over any prior Change Order if it conflicts.

## **19.0 INSURANCE REQUIREMENTS**

19.1 The Contractor will secure and maintain during the term of the contract insurance from an insurance company authorized to do business in the State of Michigan that will protect Contractors and Subcontractors and the AATA from all liability (public liability, person injury and property damage) claims which may arise from operations under the contract. The Contractor may not start work until evidence of all required insurance has been submitted to and approved by the AATA's Purchasing Agent. The Contractor must cease work if any of the required insurance is canceled or expires.

19.2 Two (2) copies of certificates of insurance shall be submitted to AATA prior to the execution of the contract. To the extent of the contractor's negligence the Certificate shall specifically name the Ann Arbor Transportation Authority (AATA) as an additional insured party and held harmless. The certificates must contain the agreement of the insurance company to use best efforts notifying the AATA in writing ten (10) days prior to any cancellation or material alteration of the policy.

19.3 The limits of insurance will not be less than the following, unless otherwise approved by the AATA in writing:

- (A) Workers Compensation Insurance in the amount required by Michigan Law.

- (B) Comprehensive General Liability:
 

Bodily injury and property damage,	\$1,000,000
maximum combined single limit including: Personal injury products and completed operations-all as covered under broadened CGL.	
  
- (C) Automobile Insurance for Vehicles:
 

Liability, including standard no-fault maximum	\$1,000,000
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**20.0 TERMINATION**

20.1 Termination for the Authority's Convenience

The Authority may terminate the Contract, in whole or in part, upon thirty (30) days written notice to the Contractor. The Contractor shall be paid its allowable costs, including contract closeout costs, and profit on work performed up to the time of termination. The Contractor shall promptly submit to the Authority its termination claim for payment. If the Contractor has any property in its possession belonging to the Authority, the Contractor will account for same, and dispose of it in the manner the Authority directs.

20.2 Termination for Contractor's Breach or Insolvency

- A. For the purpose of the Contract, breach shall be failure of the Contractor to perform any one or more of its obligations under the Contract.
  
- B. For the purpose of the Contract, insolvency shall be defined as: the filing of a voluntary petition to have the Contractor declared bankrupt, provided it is not vacated within thirty (30) days from the date of such appointment; the execution by the Contractor of an assignment for the benefit of the creditors; or any other comparable event.
  
- C. In the case of breach by the Contractor, the Authority shall notify the Contractor in writing of its breach of Contract. The Contractor shall be given a minimum of thirty (30) days, or a longer specified time period should both parties mutually agree on same, to cure this breach.
  
- D. If the Contractor fails to cure the breach within the specified time period or becomes insolvent or bankrupt or if its property or affairs are placed in the hands of a receiver or trustee, the Authority shall be entitled:
  - a. To have any work completed, either by itself or through others.

- b. To cancel the Contract as to all or any part of the uncompleted portion and pay Contractor for all work completed in accordance with the Contract.
- c. To exercise any appropriate right or remedy at law or in equity.

## **21.0 RESTRICTIONS ON LOBBYING**

- 21.1 Contractors who apply or propose for an award of \$25,000 or more shall file the certification required by 49 CFR part 20, "New Restrictions on Lobbying." Each tier certifies that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, a State legislator on legislation appropriations, except through the use of proper, official channels, officer or employee of AATA, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. 1352. Such disclosures are forwarded from tier to tier up to AATA.
- 21.2 The Contractor is required to complete and submit a Certification of Compliance with Federal Lobbying Regulations. Pursuant to federal regulations, the Contractor is required to have all subcontractors (at any tier) providing more than \$25,000 towards the Contract also complete with this Certification and forward to AATA.

## **22.0 BREACHES AND DISPUTE RESOLUTION**

### **22.1 Disputes**

Disputes arising in the performance of this Contract, which are not resolved by agreement of the parties, shall be decided in writing by the authorized representative of the Authority's Executive Director. This decision shall be final and conclusive unless within ten (10) days from the date of receipt of its copy, the Contractor mails or otherwise furnishes a written appeal to the Authority's Executive Director. In connection with any such appeal, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its position. The decision of the Authority's Executive Director shall be binding upon the Contractor and the Contractor shall abide by the decision.

### **22.2 Performance During Dispute**

Unless otherwise directed by the Authority, the Contractor shall continue performance under this Contract while matters in dispute are being resolved.

22.3 Claims for Damages

Should either party to the Contract suffer injury or damage to person or property because of any act or omission of the other party or of any of his employees, agents or others for whose acts he is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury of damage.

22.4 Remedies

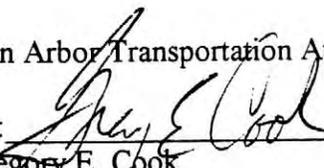
Unless this contract provides otherwise, all claims, counterclaims, disputes and other matters in question between the Authority and the Contractor arising out of or relating to this agreement or its breach will be decided by arbitration if the parties mutually agree, or in a court of competent jurisdiction within the County of Washtenaw, State of Michigan, in which the Authority is located.

22.5 Rights and Remedies

The duties and obligations imposed by the Contract Documents and the rights and remedies available hereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. No action or failure to act by the Authority or the Contractor shall constitute a waiver of any right or duty afforded any of them under the Contract, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach hereunder, except as may be specifically agreed in writing.

IN WITNESS WHEREOF, the parties have duly executed two (2) identical counterparts of this Contract, each of which shall be for all purposes deemed an original thereof, on the dates set forth below.

Ann Arbor Transportation Authority

By:   
Gregory E. Cook  
Executive Director

Dated: \_\_\_\_\_

SelectRide, Inc.

By: \_\_\_\_\_  
William Berger  
President

Dated: \_\_\_\_\_

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# **Appendix E: Training Standards and Screening for Paratransit Drivers**

# **Paratransit Driver Screening and Training Standards**

Recommended by the  
Taxicab, Limousine & Paratransit Association

(Adopted—January 25, 2008)

## **Introduction**

The following standards are recommended for member companies to apply to the screening and training of employee or independent contractor paratransit vehicle drivers. The format of the recommended documents is at the discretion of the member company, as is the option of meeting or exceeding these standards in accordance with local policy, contract requirements, or regulation.

## **Driver Application**

Prior to interview, all driver applicants should complete an application form that solicits specific identifying and other information sufficient to verify previous relevant work experience and background, and the authorization to conduct those verifications.

## **Minimum Driver Qualifications**

TLPA recognizes that local, state, or contracting agreements may have varying requirements. However, minimum driver qualifications should include:

- Age 21
- Read and speak English.
- Valid commercial drivers license (CDL), if required by FMCSR or applicable state law or regulations.
- Physically capable of safely operating the type of motor vehicle to be driven and associated equipment.
- Knowledge of the geography and conditions of the required driving environment.

## **Background Check**

The previous work experience and personal background of every applicant should be checked for the following:

- Verification of past work experience.
- Motor vehicle record (MVR) for the past five (5) years.
- Work-related driving verification for the past ten (10) years.
- Criminal background check for each city, county or state in which the applicant has resided, and a federal background check, if obtainable.

## **Driving Record Check**

The motor vehicle record (MVR) of any applicant should be checked to ensure that it meets a grading requirement that is acceptable to the company's insurance carrier, contracting agency,

and/or licensing authority. (Minimum D.O.T. Driver Requirements—Federal Motor Carrier Safety Regulations (FMCSR), Part 391.1—can be used as a guide.)

## **Drug and Alcohol Testing**

A written anti-drug and alcohol abuse policy, including pre-employment or pre-contract, periodic, random, and for-cause (also called reasonable suspicion—i.e., you smell alcohol on a driver's breath or his eyes are bloodshot) screening criteria, should be read and understood by all driver applicants. Prospective drivers should submit written authorization for inquiry about the results of prior drug and alcohol tests. A drug test should be conducted on and passed by each driver applicant before the driver may drive a paratransit vehicle.

## **Driver Training**

Before beginning any regular driving assignment, each driver, if not already qualified, should successfully complete classroom and/or on-the-road training in the following subjects:

- Company orientation.
- Workplace and vehicle safety.
- Passenger sensitivity and public relations.
- Vehicle pre- and post-trip inspection.
- Safe and defensive driving techniques.
- Passenger loading/unloading and securement (if applicable).
- Service area familiarization, including map reading.
- Familiarization with applicable regulations and contract terms.
- First aid and CPR (where required by a contract or local ordinance).
- Accident and emergency procedures.
- Operation of a vehicle of the type to be driven.

## **Driver Files**

Driver files, containing the following documents, should be kept on each driver:

- Driver application.
- Background investigations.
- Driving records, including annual driving record reviews (MVR check).
- Medical examiner's certificate (if applicable).
- Physical waiver (if applicable).
- Certificate of training.
- Drug and alcohol test results

*This document was produced by:*

**Taxicab, Limousine & Paratransit Association**

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# **Appendix F:**

## **Sample Required Training – Nashville, TN**

# Project **ACTION** **UPDATE**

**ACCESSIBLE TRANSPORTATION  
IN OUR NATION**



Creating solutions. changing lives.

OCTOBER/NOVEMBER 2004

## City Implements Taxi Driver Training Program

The Center for Independent Living of Middle Tennessee (CILMT) has partnered with the Nashville Convention and Visitor's Bureau to provide an hour of training on serving customers with disabilities to the over 400 cab drivers in Nashville. Taxi cab drivers in Nashville are required to undergo this annual two-hour training in order to retain their permits.



Drivers examine a wheelchair component during the training.

To conduct part of the training, a panel consisting of CILMT staff, a representative from the Epilepsy Foundation, a person using a power wheelchair, a person who alternates between the use of crutches and a manual wheelchair, and a representative from Tennessee Protection & Advocacy who is blind and uses a service animal. Each panelist covers a portion of the training and supplements the discussion with description of their own experiences. Drivers are encouraged to ask questions of each speaker.

"During this training, we have stressed that providing equal treatment to customers with disabilities is simply good business for the drivers and benefits everyone. Drivers were generally very interested and appreciative," says **Christy Adcox**, Administrative Manager at CILMT.

Results from the training have been positive. "I think the taxi driver training has been beneficial because it has helped at least some of the drivers to be more comfortable with disabilities they might not be completely familiar with," explains panelist **Ramona**

**Harvey**. "I know that since we started the training when I am downtown I have had more taxi drivers check and see if I needed a ride; a nice change considering I have had experiences trying to wave down a taxi only to be passed up."

The taxi training makes use of the Easter Seals Project ACTION **Taxicab Pocket Guide** as its primary training material, and each driver leaves with one. This brochure includes tips and guidance on how to best serve passengers

with disabilities.

The guide also emphasizes that providing better service to customers with disabilities is a good business practice. Copies of the Taxicab Pocket Guide are available, free of charge, from Easter Seals Project ACTION. Call 800-659-6428 for copies.



Tricia Griggs, an advocate with Tennessee Protection and Advocacy, Inc. teaches drivers about serving customers with service animals and visual impairments.

For more information on this driver training program, contact the Center for Independent Living of Middle Tennessee at [cilmt@tndisability.org](mailto:cilmt@tndisability.org). ❖

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- 2** Wheelchair Securement, Part II
- 3** Integrating Transit Services
- 4** Information Updates