



New Freedom Program

**FY 2009 Service Profiles**

**Region VIII**

**Colorado, Montana, North Dakota, South Dakota,**

**Utah, and Wyoming**

**October 2010**

**FTA-08-0162**

New Freedom FY 2009 Service Profiles: Region VIII

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# INTRODUCTION

This appendix presents the profiles that New Freedom grantees submitted as part of the FY 2009 reporting process. For convenience, the findings are presented in ten separate documents, corresponding to the ten FTA regions, as follows:

* Region I – Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
* Region II – New York and New Jersey
* Region III - Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia
* Region IV - Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, The Commonwealth of Puerto Rico, and the United States Virgin Islands
* Region V - Illinois, Ohio, Minnesota, Wisconsin, Indiana, and Michigan
* Region VI - Texas, Oklahoma, Arkansas, Louisiana, and New Mexico
* Region VII - Missouri, Iowa, Nebraska, and Kansas
* Region VIII - Colorado, Utah, Montana, Wyoming, South Dakota, and North Dakota
* Region IX - Arizona, California, Hawaii and Nevada
* Region X - Washington, Oregon, Idaho, and Alaska

The main report is available from FTA at http://www.fta.dot.gov/funding/grants/grants\_financing\_7188.html

## Document structure

Each volume is organized into two main sections based on the status of the grant recipient:

* **Large Urban Projects**, which includes New Freedom-supported projects reported by grantees in large urbanized areas. These are generally urban transit agencies, metropolitan planning organizations, and cities.
* **Small Urban/Rural Projects**, which includes projects in small urbanized areas and non-urbanized/rural areas that received New Freedom funding through a state department of transportation.

This structure reflects the Federal funding process for the New Freedom program, which allocates funds as follows:

* 60% of funds go to designated recipients in large urban areas with populations 200,000 and more
* 20% of funds go to states for small urban areas under 200,000
* 20% of funds go to states for non-urbanized/rural areas

For each grant recipient, projects are categorized alphabetically by recipient, sub-recipient, and project name.

Recipients, subrecipients, and services are uniquely identified with numbers shown in parentheses after the name of the agency or service, e.g. "Metropolitan Washington Council of Governments (1473)" or "Door-through-Door Service (1227).”   
  
These identifiers allow analysts to track profile information back to the underlying database record, even in the case of duplicate service names. For instance, there are numerous services, provided by different subrecipients, named "Mobility manager." This identifying number provides a way to link to a unique database record.   
  
Recipient identification numbers are an FTA designation and equivalent to the 4-digit TEAM identification number. Subrecipeient and service identification numbers pertain only to the

FY 2009 JARC/New Freedom evaluation database and do not map to any FTA designation.

## Profile content

Each profile includes the following information:

* **Location**  – Service area
* **Project categor**y – Grant recipients were asked to categorize each project as trip-based, information-based, or capital investment project
* **Project type** – Within each category, recipients further defined each project (e.g., demand response, mobility manager, or car-sharing)
* **Project goal** – Recipients were asked to select the primary goal for each project from a list

In addition, recipients were asked to provide a general description of service, performance indicators, and a descriptive summary or profile of the service, within each of the categories summarized below:

* **Service Description** - Provide a detailed description (1-2 paragraphs) of the New Freedom-funded service provided during FY 2009. Please indicate the route name and/or number, if available, and describe the route or service area.
* **Evaluation** – Describe how you have evaluated your project within your agency or organization. Identify relevant performance measures and benchmarks.
* **Accomplishments** – Highlight your greatest accomplishments. Describe any especially successful or innovative elements.
* **Lessons learned** – What advice would you give to someone else starting a service like yours? What do you wish you would had known when you started the service?

While the goal was to present the information as reported by the recipients, some editorial decisions were made for brevity and clarity. Blank responses or those marked “N/A,” are represented in this document by the word “None,” and those profiles that were left entirely blank were deleted. In addition, some profiles were removed because they were ineligible (e.g., route was not in service during FY 2009) or the records were duplicative.

# LARGE URBAN PROJECTS

## Colorado

### City of Colorado Springs (1137)

#### Disability Services Inc. (559)

##### New Freedom Expansion of Service to No. Colorado Springs (847)

**Location**: Colorado Springs (CO)

**Type**: Trip-Based Services/Door-to-door or door-through-door

**Goal**: Improved access/connections

S**ervice description**: Disability Services/Amblicab provides specialized paratransit services for people with disabilities. There are two full time employees and six part-time employees using nine vehicles. Trip purpose counts average 35-40% for medical appointments, between 25-30% for physical therapy and recreation, 15-20% for employment and/or volunteer rides, and the remaining rides are for education and shopping.   
As more medical offices relocate to northeast Colorado Springs, people who used local city-owned ADA paratransit must now seek Amblicab transport. The city ADA transit does not provide service to this area. Also, the door-to-door and door-through-door service allows greater independence for people with severe disabilities meeting medical, therapeutic, employment, and volunteer needs around the city area.

**Evaluation**: Independent audits help DSI track data inputs like rides, riders, revenue miles, and dollars accurately and audit results confirm Amblicab’s compliance with all oversight and internal controls.   
 Amblicab measures outcomes through annual phone surveys and reviews internal statistics. A random list to survey is generated from a riders’ database and trained volunteers use a scripted form to obtain feedback. Results are integrated to improve performance and provide input to strategic plans. The results are summarized and published for consumers, interested outside organizations, and potential funders.

**Accomplishments**: In 2009, we are proud to report zero accidents for Amblicab vehicles and drivers. We infer that our training and having the right people in the job help us achieve this remarkable number. Additionally, the evaluation survey, conducted in March 2010, quantified exceptional overall satisfaction with Amblicab. On a scale of 1-7 where 7 is the highest score, Amblicab earned a 6.62 average satisfaction rate. Numeric rating and descriptive comments report exemplary service by drivers and the dispatcher.

**Lessons learned**: Implementation of an expanded service area effects staffing and overtime. Also, fluctuating fuel prices affects the number of rides we can deliver and this can adversely affect riders and those scheduling rides.

##### Trip Planning and Coordination (550)

**Location**: Colorado Springs (CO)

**Type**: Information-Based Services/Trip/itinerary planning

**Goal**: Improved customer knowledge

S**ervice description**: Disability Services Inc. provides specialized paratransit services for people with disabilities in the Colorado Springs area. The agency provides approximately 900 rides per month for riders that required door-to-door or door-through-door services. Due to the severity of disability, our drivers spend more time with riders than other transit providers. To maintain a timely, safe, and efficient system of pick up and delivery, our scheduler spends over 85% of her time on the planning scheduler computer daily.  
 The dispatching function requires several spreadsheets with numerous worksheets remaining open simultaneously for constant editing. This allows maximum dirver and van utilization when rides are cancelled or late and stimulates a "real time" evironment. Routing efficiencies require mapping the pick up and drop off routes. These programs also ease the tracking of revenue and non-revenue miles. With two systems available, our maintenance scheduling is now recorded and accessible online. Outcome reporting is also organized and maintained online.

**Evaluation**: Our benchmarks examined overtime savings and fewer hour by the scheduler. We acheived less overtime by over six hours per month and have fewer computer outages or restart with newer equipment, with greater capacity for extended computing. This has reduced the stressload on the dispatcher making it possible to perform more scheduling activities with minimal downtime in order get more service provided.

**Accomplishments**: The faster speed of the computer and improved reliability allowed greater efficiency of the scheduler. The scheduler created and managed driver manifests meeting most ride requests and revenue potential.

**Lessons learned**: The evaluation of current technology and its integration with existing technology requires computing sophistication that many small organizations hire in-house. This is not only expensive, but time consuming.

#### Pikes Peak Area Council of Governments (561)

##### Mobility Manager (552)

**Location**: Pikes Peak Region (CO)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**: The Mobility Management project is housed out of the Pikes Peak Area Council of Governments, the regional metropolitan planning organization. The Mobility Manager is one full time employee whose duties include, but are not limited to:

- Develop a coordination program for human services transportation by collaborating with community organizations that provide such services  
Review regulatory processes   
- Facilitate communication between agencies  
- Interface with PPACG’s Coordination Committee on Specialized Transportation   
- Investigate the concept of a specialized transportation brokerage and determine what structure would be effective  
- Strengthen the network of human services transportation providers while maintaining and supporting the identity of each provider in order to provide increased mobility in the region  
- Establish provision of alternative services such as mileage reimbursements: volunteer drivers/vehicle sharing, mobility training, vouchers for gas or car repairs, in order to meet diverse human service transportation needs at the lowest cost

**Evaluation**: The project is evaluated in the agency using the employee evaluation policy and procedure. This is done annually with a mid-year status update. The Mobility Manager also provides quarterly updates to the City of Colorado Springs using the following benchmarks:  
- Participate in local, state and regional committee and other meetings such as Coordination Committee on Specialized Transportation, Colorado Interagency Coordinating Council for Transportation Access and Mobility, the United We Ride Region 8 quarterly conference call, Silverprint Transportation sub-group, and the Teller County Workgroup  
- Work with the team for the CTAA 2008 Transportation Coordination Institute towards the objectives developed in November 2008

- Present update at the United We Ride Region 8 quarterly conference call in February 2009  
- Continue to develop progress towards objectives derived out of the CCOST retreat in October 2008

- CCOST will meet with facilitator at least once to track progress towards objectives  
- CCOST will meet at least once during the quarter. Progress towards objectives mentioned above will be reviewed at each meeting.  
- Recruit, hire, and train a transportation case manager  
- Complete project selection for JARC and New Freedom and make recommendations to PPACG board for approved projects  
- Provide Mobility Management information in at least one community forum per quarter  
- Engage in at least 1 training and development activities around transit, transportation coordination, mobility management, etc. per quarter  
- Provide for continued funding of transportation coordination activity through research and grant writing as opportunities become available  
- Facilitate a workshop to enhance community stakeholder involvement and input in mobility management/transportation coordination activities

**Accomplishments**: Collaborating with a diverse group of stakeholders and continuing to move forward toward a more coordinated system of transportation; there have been difficulties along the way, but everyone has continued keep the needs of those using transit as the top priority.  
 Two of the most successful outcomes of this collaboration have been the development of the transportation case management position (funded via FTA 5310) and a proposal for a model for a joint scheduling and dispatch call center, which involves the collaboration of at least four (4) transit providers.

**Lessons learned**: I would advise someone else starting a service like ours to be patient and to take the long view when measuring progress. Allow plenty of time to develop consensus among stakeholders, secure funding, and plan and implement projects. I wish I had been given this perspective in the beginning.

### Denver Regional Mobility and Access Council (1136)

#### DRMAC (927)

##### Information Materials and Marketing (1396)

**Location**: Denver (CO)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**: The DRMAC person coordinates the planning function for the Denver Area. The Agency developed and printed or constructed a travel assistance brochure.

**Evaluation**: Our Project had several components so success was measured in diffent ways:  
1. Increased our membership to 21 members with ten more organizations in the process   
2. Completion of the updating of the travel element with input from approximately 38 members   
3. Increase in coordination and referrals amoung volunter driver programs  
4. Two local coordinating councils are working DRMAC on forming their own  
councils  
5. Distributed approx 30,000 “Getting There” guides in the last three years

**Accomplishments**: We have several accomplishments of note:  
1. Became a project of Colorado NonProfit Center  
2. Became recognized as the regional coordinating council with CDOT and  
DRMAC  
3. Started quarterly volunter driver program forums to increase coordination   
4. Started Travel Training with Special Transit to decrease demand  
5. Created a Tranpsortation Provider Database   
6. Completed the Medical Campus Impact Study  
7. Held a Transportation Coordination Symposium

**Lessons learned**:

- Find a champion (staff or volunteer) who is passionate about the cause   
- Get key stakeholders on board early (e.g. the regional transit authority)  
- Identify and implement some quick result projects to demonstrate value

#### Seniors Resource Center (928)

##### SRC Transportation Services (1555)

**Location**: Metro Jefferson, Adams, and Denver Counties (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Extended hours/ days of service

S**ervice description**: SRC Transportation Services has invested NF dollars in our volunteer driver program and in our regular services by adding door-through-door and personal trips for our clientele, who are over the age of 60 (per OAA funds), although the average age of riders is 75 years of age and older. The trip assistance allow clients to age in place and go where they need or want to go, within our service area, allowing older adults to lead fuller, richer lives.

**Evaluation**: The addition of previously unfunded personal trips helps fill out route schedules, which in turn increased route efficiency by over 10%. Demand response services of this type often have a 15% +/- no show/late cancellation rate. By adding more trips into the mix, particularly shorter distance trips within the neighborhood, SRC has seen an increase in service, lowering the cost per trips by at least 10%, while also increasing the number of trips provided by 5-10%, on average.

**Accomplishments**: Adding these services helped provide trips that allowed people to live fuller and happier lives. Often these riders, low or fixed income older residents living alone, had to ask friends, neighbors, or family members to take them anywhere, since many are not eligible for ADA-mandated complimentary services in the region. This created a burden of always having to ask someone and a feeling of dependence on others that could lead to personal isolation, resulting in declining health. Allowing adults to stay in their own homes gives back dignity, reduces the burden to family members who often have to take time away from work, and allows a richer, fuller life for this aging population.

**Lessons learned**: It takes time to build up the services, but the appreciation from the riders to be able to rely on a service to get them where they want, whether it be to a beauty shop, bank, or to take their pet to the veterinarian, provides an endless supply of heartwarming letters of gratitude. These trips were never deemed as critical need trips, but we have seen them to be critical to a person’s self image and independence.

### North Front Range Metropolitan Planning Organization (6789)

#### City of Fort Collins - Transfort/Dial-A-Ride (264)

##### Transfort Travel Trainer Program (353)

**Location**: Fort Collins (CO)

**Type**: Information-Based Services/One-on-one transit training ("travel training")

**Goal**: Improved customer knowledge

S**ervice description**: As staff implemented City Council’s paratransit service policies in January 2007, many disabled residents, who previously qualified for Dial-A-Ride, were suddenly facing new transportation challenges. Instead of having specialized paratransit come to their door, non-certified disabled residents were left without transportation. Many have never used fixed route because they previously used Dial-A-Ride. The TTTP will aid these individuals to bridge this transportation gap by providing personalized fixed route travel training in a compassionate and stress-free manner. Chief among the benefits of this program are increased independence and significant cost savings for our residents.

**Evaluation**: One of the key measurements that we focused on was the variance in fixed route disabled ridership from 2008 to 2009. Disabled ridership actually increased by 11%.

**Accomplishments**: Increase in disabled ridership by 11%. However, we were disappointed that the number of passengers that took advantage of the service was so low.

**Lessons learned**: In the future, if the program is reintroduced, we will vigorously market it to the public.

# SMALL URBAN/RURAL PROJECTS

## Colorado

### Colorado Department of Transportation (1130)

#### Pueblo Seniors Resource Development Agency (823)

##### Senior Resource Development Agency, Pueblo, Inc. (1049)

**Location**: Pueblo County area (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Expanded geographic coverage

S**ervice description**: PuebloWest, Blende, and Vineland- To expand the transportation needs available to persons with disabilities. These areas are in close proximity to the City of Pueblo, and have grown to the point that they are considered to be urbanized areas according to the Colorado Department of Transportation (CDOT). However, these areas do not have access to public transportation. SRDA Transportation is the only transportation that offers any type of transpotation other than the taxi service, which is very expensive, outside the Pueblo City area.

**Evaluation**: We evaluate the project using our Transportation Manager Software, by Shah Software, Inc. With this software we are able to create a client batabase, kkeping track of clients, types of trips, number of trips, trup types, cancellations, no-shows, make trip reservations, schedule, and dispatch all of our trips. We are also able to keep track of vehicle miles, passenger miles, revenue miles, and non-revenue miles, and generate our

own customized reports.

SRDA also conducted a 2007 and 2008 customer satisfaction survey to help evaluate the transportation program and will continue to use surveys on a quarterly basis.

We provided 1,117 one-way trips: 700 (62%) Medical; 341 (30%) Work; 52 (5%) Mealsite; 16 (2%) Education; 8 (1%) Shopping

**Accomplishments**: SRDA was able to provide 4,934 one-way trips to the areas of PuebloWest, Blendeand, and Vineland in a (12) twelve month period of time, from October 1, 2008 through September 30, 2009.

**Lessons learned**: Make sure that your contract is in effect before you start providing transportation. Let the area that you will be serving know that this service will be available.

#### South Central Council of Governments (824)

##### South Central Council of Governments-Transit New Freedom (1059)

**Location**: Huerfano-Las Animas Counties (CO)

**Type**: Information-Based Services/One-on-one transit training ("travel training")

**Goal**: Improved customer knowledge

S**ervice description**: Travel Training has been conducted at three senior centers in the region. Covered in the training was calling and scheduling trips, what can be expected from the service, explanation of door-to-door service, boarding and de-boarding buses, how to signal to get off the bus, how to call for return trip, use of lift for all, and an actual ride on bus and van.

**Evaluation**: Over 50% of those trained used the service for at least one trip when using a private vehicle was was impractical. Some have become frequent riders. A rider survey was distributed to passengers and follow up was conducted to make sure any unanswered questions were answered.

**Accomplishments**:

**Lessons learned**: Using a seasoned rider to help with training can be very effective. Often that person can be a peer of the others in the class and can be a very effective tool; leading by example.

The afore-mentioned training was conducted at congregate meal sites in our region. The trainer attended several meals prior to schedule a training event. In doing that, the participants were comfortable with the trainer and possibly made the program successful.

#### Southern Ute Community Action Programs (821)

##### Ignacio Senior Center Escorted Transportation (1048)

**Location**: La Plata County (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved access/connections

S**ervice description**: The service provides escorted transportation beyond ADA for disabled persons. Most medical facilities are 17 or more miles away from Ignacio and the Southern Ute Indian Reservation. Most trips are medical, for persons who cannot make it to their appointments if simply dropped off at the curb. This is a key component to maintenance of independent living. All trips are demand-response; there is no route name or number. The service uses a wheelchair lift equipped 12-passenger bus. (The agency also operates a 5311-funded curb-to-curb public transit service.)

**Evaluation**: Contracts for New Freedom were not completed until June of 2008; service began in July. In six months, the service completed 371 trips. For 2009, the projection was 800 trips. During the first 6 months, 513 trips have been completed, ahead of schedule.

**Accomplishments**: The primary accomplishment has been to operate the service and achieve more than the projected number of trips.

**Lessons learned**: Train drivers. Get the word out. Maintain relationships with passengers. Communicate with medical providers and seek collaboration in scheduling appointments from the zip code areas you serve (work in progress).

#### Special Transit (826)

##### Brokerage to Taxis (1055)

**Location**: Longmont, Boulder County (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Extended hours/ days of service

S**ervice description**: The goals of this program have been to: (1.) Provide one full paratransit "route" in Longmont five days per week utilizing taxis. (2.) Increase the number of passenger trips and decrease the number of trip denials in Longmont. (3.) Decrease cost per trip by utilizing smaller vehicle.

**Evaluation**: (1.) We were successful in creating one new paratransit "route" in Longmont beginning in March 2008. (2.) The new service has added 4,762 more paratransit trips over the past 18 months. (3.) The average cost per trip was decreased from $25.92 to $16.

**Accomplishments**: The greatest accomplishment is how well recieved the cab service has been with our paratransit passengers who are used to getting the highest quality customer service from our drivers. The cabs are also a smoother ride than passengers can get in a 14-17 passenger vehicle, and for some it reduces potential stigma of riding in a "special" vehicle.

**Lessons learned**: Make sure the cab company agrees to provide drivers dedicated to the paratransit service only and that you put their drivers through your own in-house training program, including Defensive Driving and Passenger Safety and Assistance certifications. Transit providers should also ensure that taxi drivers are well versed in your agencies operating policies and procedures.

##### Mobility Specialist Program (1056)

**Location**: Boulder County (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved access/connections

S**ervice description**: The mobility specialist provides additional assistance to individuals needing help accessing the transit alternatives in the plan. The employee follows up by contacting all project participants to ensure their transit plan is helping to meet their transit needs and to provide problem-solving as needed.

**Evaluation**: Number of contacts made by mobility specialist: 808  
Number of individualized travel plans made: 427  
Additional assistance was provided to a number of riders as needed, and follow up is made to ensure effective service.

**Accomplishments**: An extraordinary number of people have been positively affected by this project. A fairly high percentage of paratransit riders will respond favorably to other alternatives offered to them if given the resources and opportunities.

**Lessons learned**: We did not know what to expect when we started the program since paratransit riders often appear to be completely dependent upon door-through-door service and unwilling to consider alternatives.

##### Volunteer Driver Program (1057)

**Location**: Boulder County (CO)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved access/connections

S**ervice description**: As partners, Special Transit and RSVP (Retired Seniors Volunteer Program of BoulderCounty) recruit, train, schedule, and supervise a corps of volunteer drivers using their personal vehicles to provide transportation for ambulatory passengers during high-demand periods of the day in order to reduce denial rates. Volunteer drivers are also assigned to passengers who reside in isolated areas to reduce the cost of the trip.

Another key component of this program is that it offers companionship to older adults during trips to medical appointments in cases where extra assistance is necessary to navigate the medical complex or to communicate with the medical staff. The volunteer driver remains available during the visit and then provides the return trip to the passenger.

**Evaluation**: There are four primary measures for the success of this program. The first two are qualitative in nature and are measured by survey instruments. One is passenger satisfaction that this mobility option is meeting their needs. The other relates to the drivers and measures their level of satisfaction with performing this volunteer activity. The next two are quantative measures to record the number of tirps provided for specific trip purposes and to monitor the number of ride denials to maintain a rate that does not exceed 2% for passengers requesting trips.

**Accomplishments**: Acquiring and maintaining a dependable group of volunteers is critical to this program. This past year the original three volunteers became a group of 34 and began to establish the volunteer culture which nurtures and creates greater commitment the program. The number of trips provided to appreciative passengers grew in proportion and the level of satisfaction with the program is on the rise. The increase in rides provided by volunteer drivers is one of several factors that contributed to the reduction in the denial rate. Denials were occurring at a rate of about 3.5% eighteen months ago and is now down to 1%.

**Lessons learned**: We learned much during the first year of this program about the strong preference of potential volunteer drivers for flexibility in their volunteer schedules as contrasted to making a commitment to perform volunteer service on a specific day each week. Three out of every four volunteers who gave serious consideration to becoming schedules drivers this past year were reluctant to make a commitment six to nine months into the future to a specific day and time for volunteer service. This creates a major challenge for transportation services when dependability is one of the most critical elements in effectively meeting the passengers’ needs. The result was that we were only able to fill 20% of the projected scheduled shifts and there was a shortage of substitute drivers who could fill in for regulars when unexpected schedule conflicts arose. The recent growth in the volunteer corps is beginning to overcome these challenges.

## Montana

### Montana Department of Transportation (1144)

#### City of Helena (43)

##### RMDC - Senior Companion Program (1443)

**Location**: Tri-County area including the cities of Helena, East Helena, and Boulder (MT)

**Type**: Trip-Based Services/Volunteer driver program

**Goal**: Improved access/connections

S**ervice description**: The RMDC Senior Companion Program supports volunteer drivers and aides; 128 volunteers serve 563 at-risk adults. These clients have physical disabilities (including visual and hearing impairments), chronic care conditions (including terminal illnesses and Alzheimer's), and developmental disabilities (mental illness or emotional impairments). These clients are unable to live their daily lives without assistance with essential activities.

The transportation component of the program is essential to its success and supports the clients in three ways: 1) reimbursing volunteers who use their own vehicles for tranporting clients to needed services such as medical appointments, and to puchase food and other necessities; 2) reimbursing volunteers who use their own vehicles to drive to clients homes to provide services; and 3) paying transit providers to transport volunteers who may be disabled (because they are unable to drive) to clients homes to help with daily activities.

**Evaluation**: Volunteer participation in the program increased with the increase in reimbursement for use of personal vehicles.

**Accomplishments**: An increase in participation of volunteers who provide this needed service to keep more people in their homes is the greatest accomplishment we could achieve.

**Lessons learned**: Fair compensation for use of personal vehicles removes some barriers for participation in this type of program.

#### Flathead County Agency on Aging (47)

##### Eagle Transit New Freedom (110)

**Location**: Flathead County (MT)

**Type**: Trip-Based Services/Demand response

**Goal**: Expanded geographic coverage

S**ervice description**: We have seen great gains in ridership in FY 2010. We attribute the gains to people in the community learing about the service and sharing the information with others.

**Evaluation**: We are currently evaluating the New Freedom Service and feeling very positive about the service.

**Accomplishments**: Standing up the service this season was our goal.

**Lessons learned**: Start the service. The positive response from our community has been greatly appreciated.

#### Lake County Council on Aging (52)

##### Lake County Council on Aging Community Transit (1429)

**Location**: Lake County (MT)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved access/connections

S**ervice description**: Assistive transportation to individuals with accute cognitive disorders and or mental illness. This population is typically homebound and needs specific assistance in accessing medical and mental health services. Using New Freedom funded transportation is a powerful stepping stone to self-initiated use of other available transit and fosters effort at return to or achievment of better stability and independence.

**Evaluation**:

- Repeat riders  
- Case Managers reports on successful use of transit after 10 rides  
- On time arrivals at medication reviews  
- On time arrivals for medical appointments  
- Rider conversion to paratransit or other transit options

**Accomplishments**: The most rewarding accomplishment was the 95% conversion of New Freedom riders to regular transit riders who have met goals over the course of the first year.

**Lessons learned**: How important this type of service is in rural communities to foster mental health among those with debilitating illnesses.

#### Missoula Urban Transportation District (40)

##### Mountain Line Paratransit (701)

**Location**: Missoula (MT)

**Type**: Trip-Based Services/Demand response

**Goal**: Improved access/connections

S**ervice description**: Section 5317 funds are used to provide enhanced and expanded service to seniors and persons with disabilities by providing a single point of contact for ride scheduling and a service that appears seamless and uncomplicated from the user’s perspective. The Paratransit system now includes ADA Paratransit and The Senior Van, a reservation based transportation system for seniors and for persons with disabilities who do not qualify for ADA Paratransit. In addition, Premium Service assistance is available to provide services above and beyond what is required by ADA, such as wheel chair lift capacity in excess of 600 pounds, door-to-door (as opposed to curb-to-curb) service, same day service (when feasible), and out of boundary service.

**Evaluation**: The project is evaluated through ridership numbers and feedback from users of the service and the community.

**Accomplishments**: The ability to provide rides our system otherwise would not have been able to provide to a dependent and appreciative community.

**Lessons learned**: Communicate with the targeted user community and service agencies to determine the type and amount of service that is needed.

#### Phillips Transit Authority (53)

##### PhillipsTransit Authority (1507)

**Location**: Malta (MT)

**Type**: Trip-Based Services/Fixed route

**Goal**: Expanded geographic coverage

S**ervice description**: We provide rides for any riders to the church of their choice on Sunday morning. The hours of operation for this service are 8:30am to 12:30pm. We use one of our big buses.

**Evaluation**: We marketed our bus service through the announcements made at all of the churches, ads in the paper, and word of mouth. We were approached by the Ministerial Association a few years ago to provide this service and decided to give it a try.

**Accomplishments**: Greatest accomplishments would be our increase in riders. We went from a couple of riders to now servicing about 12-14.

**Lessons learned**: Meet with the Ministerial Association so they can contact the churches in a bulletin to see if there is a need. Welcome donations.

## North Dakota

### North Dakota Department of Transportation (1153)

#### Bis-Man Transit Board (113)

##### Mobility Manager Position (1482)

**Location**: Bismarck (ND)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**: Throughout 2009, the marketing director position has been responsible for coordinating group and individual travel training sessions, establishing a website with a trip planner feature, and writing and revising written, radio, and television advertising. The marketing director also set up and participated in media interviews, created and distributed a quarterly newsletter, and worked with social media to connect to current riders, potential riders, and stakeholders. Community connections were also expanded through working with various organizations including the local United Way, Downtown Business Association, Homeless Coalition, and United Tribes Technical College, just to name a few.

**Evaluation**: We evaluate the effectiveness of the marketing director position through several measurement tools that were utilized in 2009. We have two separate domains that go to the same website and we measure the number of web hits and visits to www.bismantransit.com (paratransit) and www.thecatbus.com (fixed route) monthly. We also keep track of the number of requests that are received for one-on-one travel training and the number of participants (service providers) that take part in our “Connecting the Community” Service Provider training.  
 A recent tool that we added to our website was the trip planning feature and we keep track of the number of people that request mapped out directions for getting from one location to another using The CAT Bus fixed route system. On this form, there is the option for riders to “opt in” to receiving newsletters and information from our office. We also have been placing advertisements with coupons attached to them so we can track better track how effectively our marketing dollars are being used.

**Accomplishments**: One of the first challenges presented to the marketing director was to find a way to increase ridership on the fixed route. It was identified that “fear of the unknown” caused most people to be apprehensive about trying to figure out our route schedule and map. To try and convince people that our staff is here to help them figure out how to get where they need to go using The CAT Bus, we made sure the website was user-friendly and informative. We also added a trip-planning feature that allows people to submit their starting and ending locations, the time the person wanted to arrive at the destination, and a return email address. The marketing director then maps out detailed directions and sends it back to the person via email. Care is taken to make sure that the directions are detailed and timing points are included in the directions with the hope that people will feel more comfortable trying to find their own routes the next time.  
 About a month and a half after the marketing director was hired, she took part in a Community Transportation Association of America (CTAA) mobility management training. Immediately upon returning, she started developing a one-on-one training program for the summer and a temporary mobility trainer was hired. Throughout the summer, the trainer conduced individualized training for people interested in learning how to use The CAT Bus, gave presentations to groups interested in learning how to use the fixed route system, and assisted the marketing director with various projects.  
 “Connecting the Community” Service Provider trainings were started in July 2009 through collaborative thinking between the Bis-Man Transit executive director, the marketing director, and the mobility trainer. Notices were sent to service providers via email and postal mail to invite them to take part in this training. It was set up to entail about 45 minutes to an hour of classroom training on how to read our maps and schedules and how to figure out routes for themselves and clients. This was then followed by an actual ride-around on the routes so service providers could experience what its like to ride the buses, transfer, and interact with other riders just like their clients would be doing.

**Lessons learned**: With the ever-evolving field of transportation, it’s essential to hire a marketing director who is willing to collaborate with others in order to develop innovative ideas that advance the industry. Set clear marketing goals utilizing community data and long and short range transportation plans, be receptive to trying to adapt marketing tactics from business fields, and look for and establish strong community partnerships.  
 From a mobility management standpoint, find out what the service providers need to help them teach their clients and form training sessions around this information. It’s a lot easier and efficient to train service providers to help their clients than it is for a travel trainer to ride with all their clients individually. Clients with developmental disabilities also tend to trust their service providers more than strangers so the barrier of trust can usually be overcome easier if someone they already know is trying to teach them something new, like learning how to use a fixed route system.  
 The most important thing that would’ve been nice for the marketing director to know when she entered this position was how the service providers, stakeholders, and current and potential riders felt about the current transportation services being offered. Surveys and informal feedback is now being obtained to establish an even more effective marketing and travel training program.

#### Fargo MAT (114)

##### Mobility Manager (1388)

**Location**: Cass County (ND)

**Type**: Information-Based Services/Mobility manager

**Goal**: Improved access/connections

S**ervice description**: The Mobility Manager was tasked with promoting the development and maintenance of a network of transportation services and alternatives beyond requirements of the ADA for persons with disabilities.  
 Expected outcomes include increased communication among transportation providers, creative solutions to gaps in service, and cooperation in service delivery; development and maintenance of a clearinghouse of information; communication with program providers who work with individuals with disabilities to identify needs and determine ways to creatively address those needs; promotion of transportation options to individuals with disabilities and program providers.

**Evaluation**: There have been on-going regular meetings amongst transportation providers resulting in improved mobility of persons with disabilities, allowing better access to quality of life activities and local employment centers.  
 There has been the publication of a clearinghouse of transportation information with both a website and brochure with wide distribution for people with disabilities.  
 There has been the addition of one part-time paratransit dispatcher; this has allowed increased/expanded hours of dispatch to Saturdays and increased availability to paratransit transportation services clients.  
 There has been identification of priorities for 2010 which emphasize outreach to users, agencies, and transportation providers regarding transportation options and fixed route travel training to allow more independence for people with disabilities.

**Accomplishments**: A survey to identify gaps in service and the transportation needs of individuals with disabilities, including transportation related to employment was developed and distributed. The survey results gave us information needed to develop a Mobility Plan. The resulting Plan details travel patterns, available transportation options, specific goals, timeline for goal achievement, and defines additional transportation options that will be implemented. The survey respondents included individuals with disabilities (including the users of transportation providers belonging to the TCC), organizations serving this population, workforce development centers, and immigrant populations and minorities with disabilities.

**Lessons learned**: Relationship building with transportation providers and human service providers is essential, develop contacts with interested parties immediately - there needs to be a continued partnership in increasing opportunities for creative options to address transportation needs of people with disabilities and people who are elderly.

#### Grand Forks Cities Area Transit (118)

##### Cities Area Transit (155)

**Location**: Grand Forks (ND)

**Type**: Capital Investment Projects/Vehicle for transit agency

**Goal**: Extended hours/ days of service

S**ervice description**: The added paratransit mini-van vehicle will help to alleviate service problems due to the lack of vehicles available, as a result of a 100% increase in ridership. The service was also expanded above and beyond the normal ADA service to provide for earlier Saturday service by two hours. This provided an opportunity for riders to reach early morning employment on time or at all, outside of existing service hours.

**Evaluation**: Ridership is kept track of on existing service, which has seen a steady increase and also seperately on the additional service hours added.

**Accomplishments**: The added paratransit minivan vehicle will help alleviate service problems due to the lack of vehicles available. The loss of independence to reach their desired locations is a quality of life issue felt by the potential riders. In addition, costs are felt in lost wages when a customer is unable to reach their employment.

**Lessons learned**: This will not only enhance existing service and the public’s general knowledge, but also jumpstart ridership on the new service. This will increase coverage of the existing fixed route network, while paratransit service will be provided within the entire city limits.

#### South Central Adult Services (112)

##### New Freedom Vehicle for transit agency (1348)

**Location**: Foster County (ND)

**Type**: Capital Investment Projects/Vehicle for transit agency

**Goal**: Improved system capacity

S**ervice description**: New Freedom funds were used to purchase an ADA vehicle to expand services in Foster County, ND.

**Evaluation**: The vehicle purchased has increase the availability of service greatly.

**Accomplishments**: Having an additionl vehicle available has allowed us to expand hours of service and to make services available to human service agencies in the area. It has also increased communication and networking with other agencies.

**Lessons learned**: I would advise tranist providers to contact human service agencies in their region to determine if needs are being met. We were very successful with this part of the grant because we knew what the unmet needs were.

##### Trip-Based Service (1347)

**Location**: Jamestown (ND)

**Type**: Trip-Based Services/Demand response service

**Goal**: Expanded geographic coverage

S**ervice description**: Additional rides were made available at no cost to recipients who were unable to pay for service.

**Evaluation**: As the low number of rides indicates, there was not as much demand for the service as we had anticipated.

**Accomplishments**: The benefit of providing the service was increased networking with other social service agencies.

**Lessons learned**: In our case, even though we made contacts prior to starting the service, the service was used very little.

## South Dakota

### South Dakota Department of Transportation (1160)

#### Brookings Area Transit Authority (416)

##### Special Needs Transportation/Collaboration (415)

**Location**: Southeast counties of Brookings, Deubrook to Sioux Falls (SD)

**Type**: Trip-Based Services/Flexible routing

**Goal**: Expanded geographic coverage

S**ervice description**: This program was developed to collaborate transportation services with the local school district in providing transportation from Brookings to the various special needs education facilities in Sioux Falls and the area for the special needs students. We are in the process of networking with other area schools to transport their special needs students as well.  
 How this program is implemented: We (Brookings Area Transit Authority - BATA), provide a vehicle with a mobility aid and a driver on a daily basis (Mon - Fri), with the Brookings School System providing a vehicle monitor, to transport students to their facilities in Sioux Falls. Most of these students are transported daily to their schools, with a return trip at the end of the day. We coordinate the schedules of the facilities with the school system and parents. This project eliminates duplicate transportation as well as the use of public transportations lift-equipped vehicles.

**Evaluation**: BATA stays in constant contact and communication with the school systems to address any issues that may develop. By allowing NF funds, we are able to apply the grant allowance to the total cost of the program. The continuation of this project validates the success. Through the process, we have developed policies to address weather, behavioral, or other incidents that may surface. The true success can be measured in the students arriving to their destinations safely and on time, as well as the relationship that has developed with the school systems.

**Accomplishments**: The greatest accomplishment has been the education of the community about the role of public transportation, as a whole. Developing a better understanding of the roll that public transportation can play in the rural communities is so important. The collaboration of resources has eliminated the duplication of vehicle expenses. This spring has found other area schools wanting to participate in this collaboration. I consider this both innovative and successful.

**Lessons learned**: Many lessons have been learned. As with most new projects, we learn as we go. Lessons learned:  
1) Be aware of policies that must be implemented relating to weather, behavior, staff substitutes, mechanical challenges, and communication processes!  
2) We have learned that with the interest of schools other than the one we had originally set this up for, it is in our best interest to employ a monitor, rather than a school doing so.  
3) Of all of the policies necessary, a strong communication plan is the primary one.

#### West River Transit Authority (422)

##### Willing Wheels Program (612)

**Location**: Edgemont (SD)

**Type**: Trip-Based Services/Volunteer driver program

**Goal**: Improved access/connections

S**ervice description**: Provided vans for volunteer drivers to take low-income patients to the free clinic in Spearfish and for low-income patients living in Edgemont, SD to medical appointments

**Evaluation**: The number of inquiries and rides given were tracked.

**Accomplishments**: The clinic route was not as successful as we orginally thought it would be, so there was not a significant amount of use in Spearfish. The Edgemont, SD group continues to increase and grow, keeping the little town of Edgemont viable.

**Lessons learned**: Tracking the number of trips done by a volunteer is hard to do, even though they are trained to the same standards as our paid drivers. Be sure your volunteers are aware of the importance of keeping records. For the Spearfish project, I wish we would have known about the inconsistency of hours that the clinic is open.

## Utah

### Utah Department of Transportation (1164)

#### Cache Employment and Training Center (307)

##### Aides on Vans (610)

**Location**: Cache and Box Elder Counties (UT)

**Type**: Trip-Based Services/Aide/escort assistance

**Goal**: Improved access/connections

S**ervice description**: New Freedom dollars allowed us to put four aides on vans to assist people with disabilities. These individuals are unable to ride public transportation due to the limitations of their disabilities. They can now be successful in accessing their communities and participate in the opportunities available for them. We currently have four aides on our Logan, Hyrum, Nibley, and Brigham routes. We hope to expand this service in the future.

**Evaluation**: Data on the project is kept daily and compiled monthly. It includes the number of one-way trips taken, incidences on the vans, Aide documentation, location of pick-ups and drop-offs, and number of miles driven. All of this information shows that aides are needed to ensure safe transportation for people with challenging disabilities.

**Accomplishments**: Aides on the vans make it so that all passengers have a pleasant and safe ride to their destination and it really has given people with challenging disabilities a "New Freedom". The aide is meeting the needs that arise during transport. This allows the driver to focus on getting people from Spot A to Spot B safely.

**Lessons learned**: Transportation is a challenging business. People are trusting you to take care of them. Be sure that you have your "ducks in a row" so that you can provide safe and reliable transportation.

#### Utah Transit Authority (273)

##### Information Materials/Marketing (302)

**Location**: Salt Lake, Ogden/Layton, Provo/Orem urbanized areas (UT)

**Type**: Capital Investment Projects/ITS-related hardware/software investments

**Goal**: Improved customer knowledge

S**ervice description**: Mobility Management Study - In January 2009, a consultant was hired to provide professional services for plan development to increase mobility for persons with disabilities, elderly, low-income, and minorities. A comprehensive study was prepared of current issues facing the targeted populations. Business strategies and plans are being developed. The objectives of a Regional Broker/Call Center would be to save costs by reducing duplication and to increase cost efficiency through economies of scale. There would be many more shared-ride and group trips going to limited destinations. The higher the productivity, the lower the unit cost (cost per trip).

**Evaluation**: This project has brought together mulitple stakeholders with different goals and objectives. A consultant assisted with identifying relevant issues and provided guidance for the steering committee to develop strategies for coordinated services.  
 Some of the strategies and plans included the development of a Statewide Coordinating Council and Regional Coordinating Council that will be staffed by a mobility manager. The role of the mobility manager will be to coordinate the sharing of resources among various local and state agencies. This manager will also assist in identifying policies to encourage coordination and provide leadership in removing barriers to coordination.  
 The role of the Regional Coordinating Council (RCC) will be to establish the mobility management program for the region; organize and guide coordination efforts within the region and at the local level; provide feedback to state agencies involved in community transportation; and seek grants for coordinated projects in the region.  
 The role of the Regional Mobility Manager would be to help establish and serve as staff to the Regional Coordinating Council; help establish Local Coordinating Councils as needed; serve as liaison between RCCs and LCCs; serve as communications lead for these Councils; help seek funding, plan, implement and possibly manage regional/local coordinating efforts; help prepare action plans; and track and evaluate results.

**Accomplishments**: The work has led to the development of a Regional Coordinating Council (RCC)and Statewide Coordinating Council. The RCC has supported the hiring of a Mobility Manager to coordinate transportation services in the region. This Mobility Management Study was the catalyst needed to achieve the goals in the State Coordinated Plan.

**Lessons learned**: The project was successful in identifying issues that were barriers to successful mobility management implementation, as well as improving the radio communications for efficient dispatching of coordinated services. When the mobility manager is hired, the evaluation will encompass the meeting of goals for coordinating transportation services in the region.  
 Results of the Mobility Management Study included the formation of Regional Coordinating Councils and Local Coordinating Council and creation of a one-stop access directory for information and referrals. Future phases include local sharing of support staff and resources, including training, joint purchases of fuel, maintenance, insurance, vehicles, software and centralization of resources.

## Wyoming

### Wyoming Department of Transportation (1168)

#### Wyoming Independent Living Rehabilitation, Inc (56)

##### Wyoming Independent Living Rehabilitation, Inc. Transportation Check Program (75)

**Location**: Counties of Sheridan, Johnson, Campbell, Crook, Weston, Natrona, Converse, Niobrara, Carbon, Albany, (WY)

**Type**: Trip-Based Services/User-side subsidies/vouchers

**Goal**: Improved access/connections

S**ervice description**: The program was developed based on the transportation voucher model developed by the Association of Programs for Rural Independent Living (APRIL).   
 Consumers with a disability that prevents them from driving are provided a transportation packet. The packet includes a HIPPA release of information; an application for transportation voucher assistance; a seven day travel log which consumers must complete to determine how many miles they may utilize on the voucher program; and the rules and requirements of the transportation voucher program. A Transportation Coordinator works with the consumer to ensure that the consumer has a complete understanding of the program, and that the consumer is capable of appropriately utilizing the transportation vouchers. In addition, the Transportation Coordinator works with the consumer to determine travel requirements on a monthly/quarterly basis for routine trips, especially trips to appointments outside of the consumers local community of residence. The Transportation Coordinator and the consumer develop a mileage plan based on the mileage which is required for a three month period (quarter). The mileage plan is signed by the Transportation Coordinator and the consumer. A book of numbered vouchers, similar to checks in a check book, are then provided to the consumer.   
 Vouchers are tickets or checks that consumers use to purchase rides from public transit programs or from volunteers using a private vehicle when other transit options are not available. The consumer is responsible for scheduling and completing all paper work requirments for the ride.  
 WILR does not provide service directly. They interview and qualify persons for the service and then the customer will choose the type of service that they can best utilize for each trip.

**Evaluation**: WILR conducts an Outcome Survey every six months to determine if the consumer (rider) has achieved positive outocmes. Results of those outcome surveys in Federal FY 2009 indicate:   
 Funding has provided transportation access to 698 consumers (77%) of 910 potential consumers projected from census (go outside home disability) and transportation study indicating that 12% of consumers with disabilities do not have access to transportation.   
 Number of rides accessed by consumers increased by 81.9% from 27,684 in FY 2008 to 50,358 in FY 2009. Number of rides via paratransit increased by 555% from 4,868 (53.7% of total rides)in FY 2008 to 31,865 (63.3% of total rides) in FY 2009. Number of rides for employment increased by 236% from 2,495 (9% of total rides) in FY 2008 to 8,391 (17% of toal rides) in FY 2009.

**Accomplishments**: WILR was able to secure a contract with a mental health provider for $70,000 in FY 2009 to provide the transportation check program to an additional 110 consumers receiving mental health servcies in four counties.

**Lessons learned**: Ensure you have adequate bookkeeping staff to accomodate all the vouchers/checks which are processed and to complete the data entry for reports for the program as well as accounts payable and accounts receivable.   
 Require and ensure that transit providers are submitting vouchers/checks within 30 days of completion of a trip, so that bookkeeping and accounts payable do not fall in arrears during the fiscal year, with a large backlog of paper work and accounts payable at the end of the year.   
 Taxi servcie is very convenient for consumers (riders), but very expensive in comparison to paratransit service or volunteer drivers. I would advise a new program to NOT allow taxi service as part of a voucher program unless you can negotiate a rate which will work within the restraints of your budget.

#### Wyoming Services for Independent Living (55)

##### Rural Transportation Voucher Program (355)

**Location**: 10 Western Counties of WY (WY)

**Type**: Trip-Based Services/Volunteer driver program

**Goal**: Improved access/connections

S**ervice description**: This project is a Transportation Voucher Project for the ten western counties of Wyoming. The primary goal of the project is to reach out to transportation disadvantaged populations within rural areas and provide them with transportation options. Once located, each customer is alloted an individual budget to assist with transportation. The customer can choose to use existing transit services for demand response or fixed route service, utilize a taxi company, or volunteer drivers to provide transportation to important destinations.

**Evaluation**: 5292 trips were undertaken in Federal FY 2009. There is currently a waiting list for persons wanting to be added to the program.

**Accomplishments**: Allowing the customer to prioritize trips within their allotted budget so that they can complete trips that they feel are important. Many of the trips that the customers take are just for simple personal needs like shopping and going to church, as well as getting to doctor appointments.

**Lessons learned**: Have a good inventory of available transportation services in your area. Be sure to have a basic knowledge of other forms of transportation funding to extend your operating budget.

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