Larimer County Senior Transportation Implementation Plan

Table of Contents

Tables

Figures

Appendices

Appendix A: Larimer County Mobility Committee (LCMC) Members

Appendix B: Literature Review

Appendix C: Mobility Management Job Description

Appendix D: Planning a One-Call/One-Click Center

Appendix E: Details on Hosting Costs

Appendix F: Feedback from LCMC Members

Appendix G: Data Standards and Data Collection

Appendix H: Provider Metrics

Executive Summary

Larimer County, the Larimer County Mobility Committee (LCMC), the North Front Range Metropolitan Planning Organization (NFRMPO), and the Larimer County Senior Transportation Workgroup have undertaken a well-developed and strategic approach to identifying and addressing unmet transportation needs of older adults, people with disabilities and other vulnerable populations. To determine transportation needs and their possible solutions, the collective organizations completed numerous data-gathering efforts including the 2013-2018 Larimer County Strategic Plan, 2017 Larimer County Senior Transportation Needs Assessment, 2017 Coordinated Public Transit/Human Services Transportation Plan, 2019 Project MILES, and 2019 Proof-of-Concept coordination project.

The 2019 Senior Transportation Implementation Plan builds on the foundation of these previous works creating a blueprint for implementing a One-Call/One-Click Center (OCOCC) for Larimer County. One-call or one-click services allow customers to make one phone call or search a single website to get information about all transportation services available in the community and to identify the best options for their travel needs. With more advanced services, clients can schedule, confirm, and pay for rides. The LCMC and the NFRMPO worked with the TransitPlus team to develop the OCOCC implementation plan for Larimer County.

The vision of the OCOCC implementation plan is to **develop a coordinated system that schedules rides across multiple providers with seamless and accessible options for user.** The LCMC members want a system that encompasses the following:

- Be simple for anyone to easily find information about available transportation options.
- Have robust financial capabilities related to trip costs, trip payment, invoicing, and eligibility.
- Provide accurate information to allow for data-driven decisions.
- Enable providers to share trips to make the best use of vehicles and provide more rides.

Mobility management is the foundation of an OCOCC. A Mobility Manager is the face of transit in the community, serving as an advocate for access to transportation services and helping the community understand how to connect the many services that make up the public transportation network. The person in this role develops and maintains relationships with business and community leaders, human service and workforce agency representatives, riders, and more. The Mobility Manager will also oversee the OCOCC.

Nationally, OCOCCs are hosted by cities, towns, counties, Council of Governments (COG's), Metropolitan Planning Organizations (MPO's), Aging and Disability Resource centers (ADRC), 2-1-1 information and assistance centers, or non-profits. Larimer County executives and elected officials have requested that the NFRMPO either run or oversee the OCOCC in Larimer County. **LCMC members and TransitPlus recommend that the NFRMPO host the Mobility Manager <u>and</u> the One-Call/One-Click Center.** The MPO provides an independent option with substantial knowledge of funding options and grant requirements.

OCOCCs rely on technology to perform the needed functions for a coordinated transportation system. There are two type of technology options that were considered by the LCMC: trip discovery software and demand responsive transit scheduling software. Trip discovery software is software oriented to helping *customers* find and explore the providers that meet their needs. Demand responsive transit scheduling software is software oriented to *providers* that assists in scheduling demand response trips. The LCMC explored various technology and software options including low cost and low technology, proprietary, and open source options.

TransitPlus

LCMC members and TransitPlus recommend open source trip discovery software like 1-Click | Cambridge Systematics (CS) software. 1-Click | CS offers OCOCC website development and hosting, and provides riders with interactive scheduling options that align with the Vision of this project. Additionally, 1-Click | CS provides a solution that is scalable to expand to Weld and/or Boulder counties and covers fixed route and demand response services. Since 1-Click | CS already has application program interfaces (API's) for Trapeze and Ride Pilot, riders will be able to schedule rides with multiple providers currently serving Larimer County.

LCMC members and TransitPlus recommend open source software for trip scheduling software (like Ride Pilot). An open source solution enables small providers to utilize technology in a cost-effective manner that will enhance their service and allow for easy coordination. Open source software provides the flexibility to expand the OCOCC efforts to include non-emergent medical transportation (NEMT) trips, other counties and other providers with ease. These expansion efforts will also help spread the cost, increasing the cost-effectiveness through economies of scale allowing for a fiscally sound solution.

Implementing the various components of an OCOCC through a phased approach will allow time to hire the Mobility Manager, give participating agencies time to adjust to the changes, and develop data standards and operating protocols. Three phases are recommended as illustrated below.

Phased Development of One-Call/One-Click Center
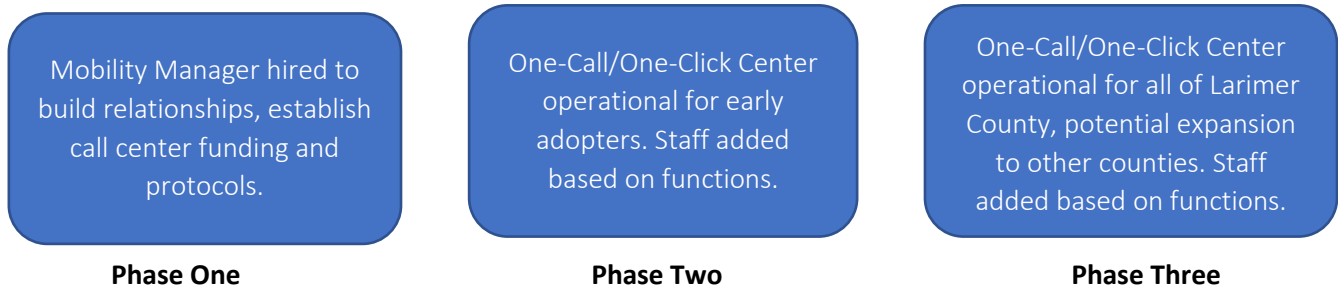
Mobility Manager hired to build relationships, establish call center funding and protocols.	One-Call/One-Click Center operational for early adopters. Staff added based on functions.	One-Call/One-Click Center operational for all of Larimer County, potential expansion to other counties. Staff added based on functions.
Phase One	**Phase Two**	**Phase Three**

The early adopters are providers that would be involved in the Phase Two Vision of the OCOCC. For the purpose of the Implementation Plan, the early adopter providers are BATS, RAFT, SAINT, and heart&SOUL Paratransit. Via Mobility Services would likely be involved with the process and would work to coordinate trips with other providers but would continue to schedule their own trips and use their own software. Transfort, COLT, zTrip and other providers will be involved in the Phase Three Vision. Since there is still a service gap in rural Larimer County, the report draws attention to rural issues and solutions at times but the Implementation Plan is for Larimer County as a whole.

Implementing an OCOCC requires tremendous efforts on the parts of the Mobility Manager, the host agency, and the LCMC members; particularly the providers involved. Agreements are needed to establish protocols and roles for applicable parties. The LCMC members will need to develop a project vision, goals and measurable outcomes for the mobility management program and OCOCC. The Mobility Manager and providers will need to determine shared data standards and baseline metrics and begin tracking those metrics accordingly. After funding is available, the Mobility Manager will move forward with the procurement process for software solutions, involving providers, advocates and riders throughout the process. The program will need to be branded and marketed to the general public.

Part I: Background

Chapter 1: Introduction

Larimer County recognizes the importance of access to health care, employment, education, community services and social interaction in the pursuit of a successful community – and the vital role that transit alternatives play in achieving this vision. Many robust transit alternatives exist for the urban communities but because of the rural nature of large parts of Larimer County, not all residents are able to find the rides they need.

According to the North Front Range Metropolitan Planning Organization's (NFRMPO) 2017 Coordinated Public Transit/Human Services Transportation Plan (Coordinated Plan), adults 80 and older "will become the largest population cohort by 2040," growing 198% between 2015-2040[1].

> 87% of adults age 65+ want to stay in their current home as they age.
> - AARP

Studies have shown that rural community transportation services offer economic benefits[2], including:

- Increased independence for riders, with better access to health care, shopping, and quality of life destinations.
- Riders have access to employment and education, often to better jobs,
- Riders save on car and fuel costs, which can especially benefit low income residents, who pay a disproportionate share of their income on transportation, and
- Community benefits can include the generation of employment in providing community transportation, with wages paid to transit employees, local maintenance and operational spending on vehicles, and more.

> The average annual cost of owning and operating a car is $9,282 for fuel, maintenance, new tires, insurance, depreciation, and financing. This makes it one of the costliest items in a household's budget, especially for low-income populations.
>
> -Calculated at $2.679/gal and 15,000 miles/year, per AAA.

An understanding of transportation as an essential component of self-sufficiency is critical in rural communities where outlying residents can easily become isolated. Though this isolation may have been a choice, it can become more burdensome when an individual becomes increasingly dependent on networks of support for care. Transportation is vital for access to health care, community support services, jobs, social interaction, and healthy living. Based on the cost of transportation, it would not be uncommon for low-income families to spend as much money per month on transportation as on housing. A lack of dependable and affordable transportation can result in profound human and economic costs to self-sufficiency and the ability to age in place. In order to address the desire to age in place, supportive services are needed to ensure this continued

> Approximately 3.6 million Americans miss or delay medical appointments every year because of a lack of transportation.
> - TCRP Project B-27, "Cost Benefit Analysis of Providing Non-Emergency Medical

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[1] NFRMPO 2017 Coordinated Plan
[2] Burkhardt, Hedrick, and McGavock, 1998.

independence. Provider coordination can result in increased service with greater cost efficiencies to at-risk rural regions in the county.

Developing a One-Call/One-Click Center

The NFRMPO, Larimer County, and other partners have made significant investments in promoting transit alternatives and in promoting healthy aging. This latest effort to advance transit in the region is guided by the Larimer County Mobility Committee (LCMC) made up of community members, transportation providers, funders, and system-level advocates shown in Appendix A. It builds upon previous work and will result in a blueprint for creating a One-Call/One-Click Center for Larimer County, sometimes referred to as an "OCOCC". One-call or one-click services allow customers to make one phone call or search a single website to get information about all transportation services available in the community and to identify the best options for their travel needs. With more advanced services, clients can schedule, confirm, and pay for rides. Mobility management is the foundation of an OCOCC.

> Mobility management is a customer-centered approach to designing and delivering mobility services. It embraces a shared table of transportation providers, planners, and community stakeholders to collaborate, plan, implement and maintain transportation services. It includes local and regional solutions customized to fit community needs and visions, and involves innovation in transportation service, coordination and connectivity. Mobility management strives for easy information and referral to assist individuals in learning about and accessing community and regional transportation services.
>
> National Center for Mobility Management

In Larimer County, this call center is envisioned to also serve as an umbrella under which multiple providers can coordinate their activities to increase their overall ability to meet riders' needs. As evidenced by data gathered in the case studies (see Chapter 3), provider coordination through an OCOCC can result in increased service with greater cost efficiencies to at-risk rural regions in the county.

Challenges

Some key challenges in developing an OCOCC include:

- Transportation networks are complex, so an important objective is to create a common identity for transportation resources in a region and make it easy for riders to find out what they need to know.
- Larimer County has diverse transportation providers but limited services in rural areas.
- Building an effective OCOCC is a step-by-step process requiring:
  - A solid foundation of coordination practices, and
  - Commitment among providers, funders, and community organizations.
- Many decisions are intertwined and depend on core decisions about functionality. Before agencies (providers or others) are comfortable joining a collaborative scheduling system like the One-Call/One-Click Center, there must be trust between providers and funders, and respect for what is needed to maintain strong programs.
  - Efforts are already underway to build trusted relationships and will continue through the implementation of a One-Call/One-Click Center.

Vision

The Larimer County Mobility Committee (LCMC) established a vision for this One-Call/One-Click project to **"develop a coordinated system that schedules rides across multiple providers with seamless and accessible options for users."** The LCMC members want a system that encompasses the following:

- Be simple for anyone, including caregivers, to easily find information about available transportation services, and allow users to schedule trips from anywhere.
- Robust financial capabilities including:
  - o Upfront trip cost disclosure
  - o Easy for riders/caregivers to pay for trips
    - ▪ Systems in place to allow for payment options (i.e., someone can pay for a trip remotely)
  - o Simple invoicing/seamless payment for funding agencies
  - o Software determines financial eligibility
    - ▪ Accurate records
- Provides accurate information (both logistical and statistical) to allow for data driven decisions.
- Enable diverse providers to share trips, as appropriate, to make the best use of vehicles and provide more rides for more people.

It is useful to consider how this vision might be achieved over time. Phase one will likely be the first year. Depending on funding available, phase two could be as soon as year two (expedited), or years three to five; phase three could be years four to five (expedited) or years eight to ten. A suggested guide is:

Phase One Vision: Agencies will have agreed upon a lead agency and agreements will be in place. A funding application will be submitted for a Mobility Manager who will be responsible for the overall program, initially focusing on education, outreach and consensus building. An additional funding application will be submitted to obtain digital access for early adopter Larimer County providers with selected scheduling software and website development.

Phase Two Vision: A One-Call/One-Click Center will be operating in Larimer County supported by a call center, website, and mobile application, as well as the Mobility Manager. Residents and agencies will widely recognize the center as the best way to obtain transportation information and support. All providers in Larimer County will have digital connections to share trips with one-another. Eligibility and client database information will be maintained separately but the Mobility Manager will have the ability to send registrations and updates to various organizations. Providers will have established a single rider application to ease coordination.

Phase Three Vision: A platform will be available that enables riders to discover what multi-modal transportation options are available, to schedule rides, and pay for a trip. The platform will allow providers to share trips, invoice funding agencies, and reconcile and report all activity. A Mobility Manager will support this platform, assisting riders in using the most cost-effective option for their travel needs and accessibility requirements. Program eligibility will be determined through a single registration and shared database.

Report Organization

This project results in a business plan for Larimer County to implement an OCOCC that will be sustainable and responsive to the transit needs of all its residents. It is divided into three parts:

Part One, consisting of Chapters 1-4, sets the stage for developing the region's OCOCC. Background on the characteristics of Larimer County, its transportation services, and its readiness to implement is described in Chapter 2: Existing Conditions. Chapter 3: Case Studies, provides examples of how similar regions developed One-Call/One-Click Centers while Chapter 4 describe the findings on a stakeholder survey. Together these chapters provide the context for developing an OCOCC.

Part Two, consisting of Chapters 5, 6, and 7, identify alternatives. Chapter 5 proposes three broad alternatives: Low, Medium, and High based on objectives identified by stakeholders as well as the information developed in Part One. Chapter 6 investigates the basic components that make up the alternatives: Mobility Management, OCOCC functions and location, and technology options for Trip Discovery and Scheduling. Chapter 7 evaluates the alternatives and presents recommendations. Part Two reflects the process of developing a shared understanding of what is needed, desired, and what options are available, and the process of winnowing the choices and making decisions.

Part Three, consisting of Chapters 8-11, provides a business plan for the recommended alternatives. The reader will note that there remain some uncertainties so the business plan anticipates a flexible implementation. Most notably, the level and timing of funding received is uncertain and decisions remain on how scheduling will be coordinated between the OCOCC and the providers. Chapter 8 details the implementation and financial plan. Chapter 9 provides information on a communication plan. Chapter 10 explores funding opportunities. Chapter 11 summarizes the implementation steps, allowing for a flexible process with decisions continuing through the early part of the process. A variety of reference materials are available in the appendices.

Chapter 2: Existing Conditions

Chapter 2 begins with basic information on the study area and population. A description of the nearly two-dozen providers follows this. The other major item addressed is the readiness for establishing a One-Call/One-Click Center and other constraints.

Study Area

The study area covers all of Larimer County. The urban area has significant north-south travel and growing connections to the Greeley Urbanized Area in Weld County. Estes Park is connected to Boulder via Highway 36 and to Loveland via Highway 34. There is also significant commuter travel between the Fort Collins/Loveland, Greeley, Denver, and Boulder Urbanized Areas. Consideration could be given to expanding the OCOCC to Weld County for the future.

Figure 2-1: Map of Larimer County
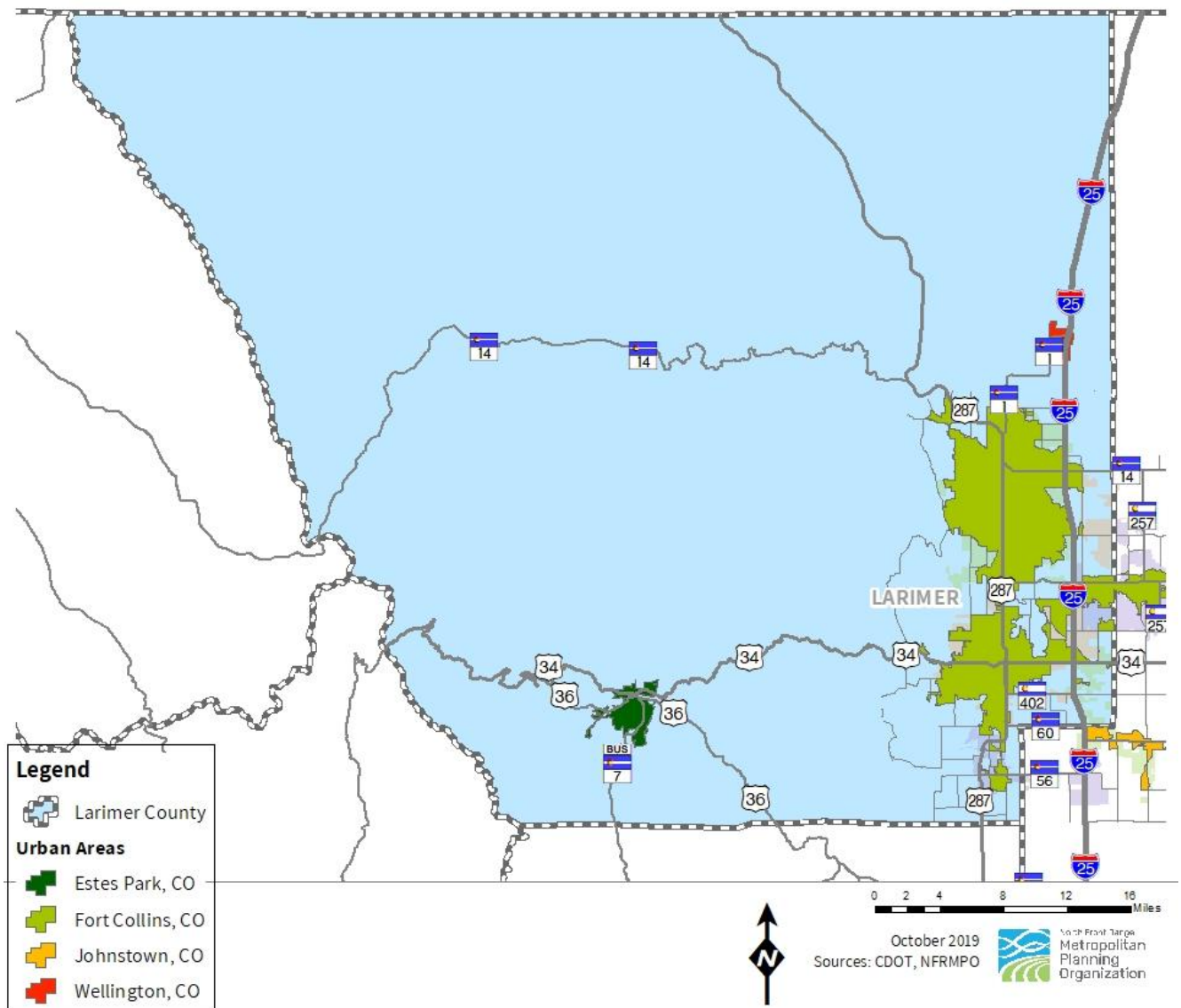
Key Demographic Indicators

The need for transit services will continue to grow as the population ages. Already, the Baby Boomers and Silent Generation account for a considerable component of the aging population in Larimer County. From the [NFRMPO 2017 Coordinated Plan](#)[3]: the 80 and older population "will become the largest population cohort by 2040," growing 198% between 2015 and 2040.

Table 2-1 identifies the population of municipalities in Larimer County by age group. This information is from the 2010 Census, so generally one can assume that most of those who were 65 years and older in 2010 are now 74 and older – the age at which frailties begin to limit one's driving abilities.

The first section of the table shows the population of cities and towns and represents most of the population. If a city or town offers public transit services, many, but not all residents, will have access to some services. The second section divides the population by Census County Divisions (CCD); the CCD row is shaded as it covers total population, much of which is counted in the municipalities section above. The remainder of the CCDs shows the population in unincorporated areas. This totals a bit over 63,000 and is a reasonable (although conservative) proxy for the rural area population without access to transit services.

There are pockets of Larimer County with large aging populations. Estes Park is one, with 25% of residents over the age of 65. Though the total population in the remote community of Red Feather Lakes is small, 37% of people there are 65 or over. It's fair to expect that a considerable number of the residents who were over age 65 in 2010 currently – or will soon - need access to transportation assistance to get to basic medical services. Providing transportation to remote regions isn't easy but certainly should be part of the discussion. It is common for low-income residents or individuals with disabilities to seek out these areas to live because housing costs are lower than in the cities.

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[3] https://nfrmpo.org/mobility/c-plan/

TransitPlus

Table 2-1: Age Ranges for Larimer County Residents by Community

Geographic Area	Total Population	Percent of total population				
		65 years and over	45 to 64 years	25 to 44 years	18 to 24 years	Under 18 years
Larimer County	299,630	11.9	26.5	26.3	13.9	21.4
MUNICIPALITIES						
Berthoud town (part)	5,042	12.4	32	23.3	7	25.3
Estes Park town	5,858	25.2	33.8	19.1	5	16.9
Fort Collins city	143,986	8.8	21	29	21.4	19.9
Johnstown town (part)	537	8.9	23.3	38.9	8	20.9
Loveland city	66,859	14.9	27	26.3	7.9	23.9
Timnath town	625	7.4	27	27.7	5.6	32.3
Wellington town	6,289	4.8	19.2	37.7	6.4	31.9
Windsor town (part)	4,574	11.1	31.9	24.3	2.8	29.9
Population in Municipalities	233,770					
COUNTY SUBDIVISION: *Remainder of Census County Division's (CCD) not included in Municipalities above*						
Berthoud CCD	11,509	12.3	37.9	19.7	6.5	23.6
Remainder of Berthoud CCD	*6,467*	*12.3*	*42.5*	*16.9*	*6.1*	*22.3*
Estes Park CCD	11,309	24.7	36.5	17.7	5.5	15.6
Remainder of Estes Park CCD	*5,451*	*24.1*	*39.3*	*16.2*	*6.1*	*14.3*
Fort Collins CCD	157,849	9.4	22.4	28.1	20.4	19.7
Remainder of Ft Collins CCD	*18,745*	*13*	*31.6*	*24.2*	*8.5*	*22.7*
Livermore CCD	5,069	19.6	45.1	17.5	3.8	14.1
Red Feather Lakes CDP	*343*	*37.6*	*43.7*	*9.3*	*0.3*	*9*
Remainder of Livermore CCD	*4,726*	*18.2*	*45.2*	*18.1*	*4.1*	*14.4*
Loveland CCD	95,583	14.1	29.3	25.5	7.3	23.8
Remainder of Loveland CCD	*18,313*	*14.6*	*39.6*	*18.7*	*6.3*	*20.7*
Timnath-Wellington CCD	18,311	11	29.8	26.7	5.7	26.8
Laporte CDP (part)	*86*	*8.1*	*32.6*	*27.9*	*14*	*17.4*
Remainder of Timnath-Wellington CCD	*9,365*	*15.3*	*37.8*	*19.4*	*5.8*	*21.7*
Population in Remainders of CCD's	*63,496*					
Source: https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF. Census Bureau, 2010 Census.						

Providers

Larimer County has a robust transportation system including fixed route, demand response, paratransit, intercity and commercial services, as well as other options in mobility. Most services are in and around the larger population centers, with extremely limited service to remote rural areas. Tables 2-2 through 2-5 list the known providers by type of service.

Demand Response

Flexible transportation services, known as demand response trips, aren't bound by a route or timetable but rather are services in which clients can request a trip based on individual points of origin and destination and, within limited guidelines, the provider will accommodate. Demand response service is generally designed to serve older adults, people with disabilities and low-income populations. The driver often will provide door-to-door or door-through-door services, offering a much more personalized experience. In addition, Transfort and COLT offer paratransit services for people who qualify for ADA Complementary Paratransit. Paratransit, a type of demand response service, is flexible in their scheduling and routing to accommodate the specific needs of their riders, but may vary considerably on the degree of flexibility they provide their customers. At present both services are operated by zTrip. Regular taxi services are also provided by zTrip.

Table 2-2: Demand Response Services

Provider	Service Description	Service Area	Fares	Service hours	Trips provided annually	Scheduling Software Currently Used
Berthoud Area Transportation Service (BATS)	BATS provides door to door service rides within Berthoud, and trips to Loveland and Longmont. BATS is open to the public, operated through the Town of Berthoud.	Berthoud town boundary with service to Loveland and Longmont	Donations encouraged for seniors. $1.00 per one-way in-town trip and $4.00 per one-way out-of-town trip for adults.	**In-town trips:** Monday through Friday 8 am to 4 pm **Out-of-town trips**: Monday 8 am to 11:30 am to Longmont Tuesday, Wednesday, Thursday, Friday 8 am to 11:30 am to Loveland Thursday 11:30 am to 3 pm to Loveland	4,500-5,000	Engraph Para Plan Lite, a cloud-based system. Drivers have tablets.

Provider	Service Description	Service Area	Fares	Service hours	Trips provided annually	Scheduling Software Currently Used
City of Loveland Dial-a-Ride	Complementary Paratransit service within Loveland operated by zTrip.	Loveland	$2.00 per one-way trip	Monday through Friday: 6:38 a.m. to 7:48 p.m.; Saturday: 8:38 a.m. to 5:48 p.m.	12,000	Trapeze and Trapeze paratransit solution (PASS)
Dial-a-Taxi	Dial-a-Taxi is a special service available to existing Dial-a-Ride customers in Fort Collins and Loveland. Operated by zTrip.	Trips must either begin or end in either Fort Collins or Loveland.	A Dial-a-Ride customer can receive a taxi voucher worth up to $20. The voucher can be used for trips that go outside of the Dial-a-Ride service area but must originate within the service area. Please note customers are responsible for taxi fares greater than $20.	Dial-a-Taxi operates 24 hours a day, 7 days a week but reservations must be made 8:00 a.m. to 5:00 p.m. Reservations can be made up to 24 hours in advance of the trip.	~9,000	Trapeze and Trapeze paratransit solution (PASS), zTrip uses MTData (taxi system)
heart&SOUL Paratransit	heart&SOUL offers NEMT and private pay transportation services.	Larimer and Weld counties	Vary by distance.	7 days a week: 5:00 a.m. to 8:00 p.m.	~13,000	Excel spreadsheet. They use Life360, a free GPS tracking app.

Provider	Service Description	Service Area	Fares	Service hours	Trips provided annually	Scheduling Software Currently Used
Rural Alternative for Transportation (RAFT)	*Berthoud RAFT provides transportation for people living in the rural areas of Berthoud that are either 60 years and older or adults with disabilities.*	Pick up within Berthoud Fire Protection District to Berthoud, Loveland, Longmont, and adjacent areas.	Donations encouraged.	Monday through Friday: 8:00 a.m. to 4:00 p.m.	2,600	Access database designed by SAINT and modified by RAFT
Senior Alternatives in Transportation (SAINT)	SAINT serves people *that are either 60 years and older or adults with disabilities.*	Fort Collins and Loveland, but not between	Donations encouraged	Monday through Friday: 8:15 a.m. to 4:00 p.m.	31,000	Spedsta (formerly used Access database)
Via Mobility Services	Via Mobility Services serves people *that are either 60 years and older or adults with disabilities.*	Estes Park Town Limits	Riders under 60: $5 each way, Riders 60+ and adults with disabilities: Free	Monday through Friday: 8:00 a.m. to 4:30 p.m.	5,200	Routematch
Transfort Dial-a-Ride	Complementary Paratransit service within Fort Collins operated by zTrip.	Fort Collins	$2.50 per one-way trip	Monday through Saturday: 6:00 a.m. to 11:00 p.m.; Sunday, 8:00 a.m. to 7:00 p.m.	30,000	Trapeze and Trapeze paratransit solution (PASS)
Windsor Senior Ride Program	Windsor Senior Ride serves Windsor residents 55 and older.	Pick up within Windsor, out-of-town trips Monday through Wednesday	$4 within Windsor, $6 Out-of-town (Greeley, Fort Collins, Loveland)	Monday through Thursday: 8 a.m. to 3 p.m.;	700	Outlook calendar via iPad

TransitPlus

The demand response service area map, Figure 2-2, shows that service is primarily provided in the higher population density areas. The rural parts of the county are underserved. Though these are long distance trips with high dead head miles, as demonstrated in the case studies explored in Chapter 3, solutions exist for how to accommodate these riders' needs. An important objective of coordination efforts is to gather facts about the need in rural areas and identify solutions for rural residents.

The paratransit service area map, Figure 2-3, shows that service is operated within ¾-mile of fixed route services. The hours of operation match the hours during which fixed-route services are operated.

Figure 2-2: Demand-Response Service Areas　　　　　**Figure 2-3: Paratransit Service Areas**
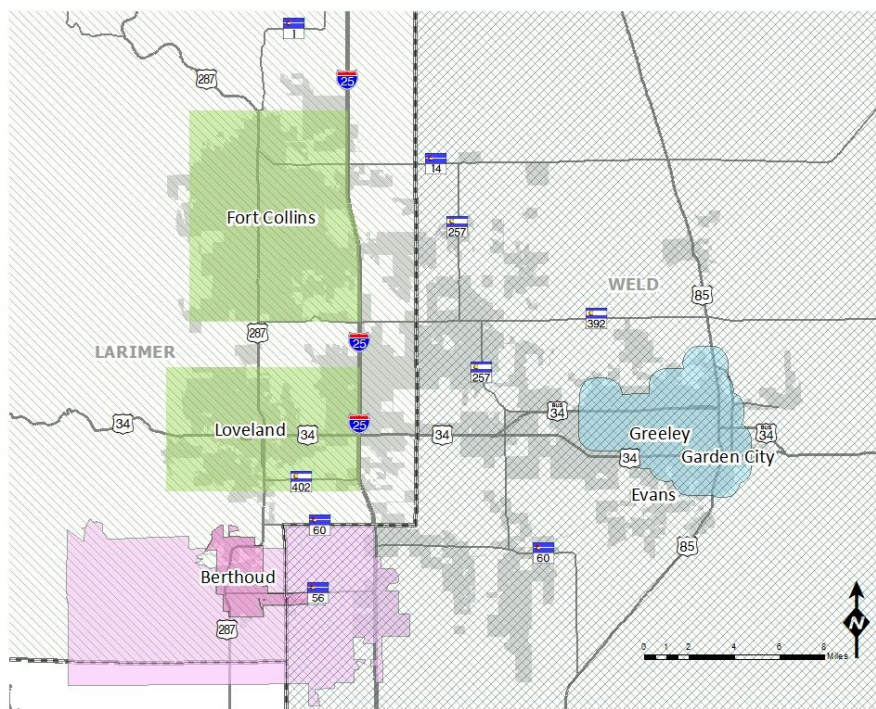
Legend
- SRS Boundary
- RAFT Service Area
- SAINT Service Areas
- County Boundary
- Heart&SOUL Paratransit Service Area
- BATS Service Area
- GET Call-n-Ride Service Area

Legend
- COLT Dial-a-Ride Service Area
- GET Call-n-Ride Service Area
- Transfort Dial-a-Ride Service Area
- County Boundary
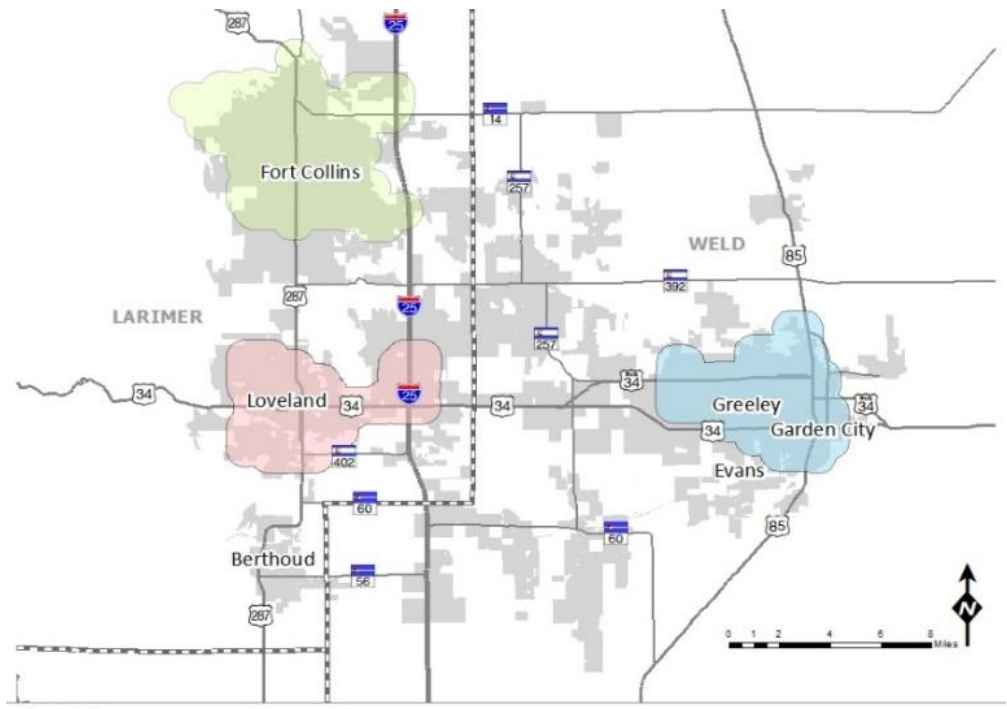
Fixed Route

Fixed route service is a pay-as-you-go public bus transportation that operates on both a fixed timetable and route. Passengers board/depart the fixed route systems at designated bus stops. Fixed route services are generally offered in higher density population areas but in Larimer County the Estes Park Trolley and the National Park Shuttle service also operate in fairly low-density areas.

Table 2-3: Fixed Route – Local Services

Provider	Service Description	Service Area	Fares	Service hours	Trips provided annually	Scheduling Software Currently Used
City of Loveland Transit (COLT)	Public bus transportation services within Loveland.	Loveland	$1.25 one-way; $0.60 seniors and Disabled/Medicare; $0.60 youth; children are free with paying adult.	Monday through Friday: 6:38 a.m. to 7:48 p.m.; Saturday: 8:38 a.m. to 5:48 p.m.	95,000	None
Estes Transit (Free Shuttles)	Public bus transportation operating in Estes Valley.	Estes Park	Free	Operates primarily during the peak summer season, an eleven week period from late-June to mid-September each year. Additional shuttle services coincide with special events.	82,096	None
Rocky Mountain National Park Shuttle	Estes Park to RMNP	RMNP	Free	Operates primarily during the peak summer season, an eleven week period from late-June to mid-September each year.	733,589	None
Transfort	Public bus transportation services within Fort Collins.	Fort Collins	$1.25 one-way; $0.60 seniors and Disabled/ Medicare; Free for Youth and CSU students.	Monday through Saturday: 5:00 a.m. to 10:30 p.m.; Friday and Saturday: 10:30 p.m. to 2:00 a.m.; Sunday, 8:00 a.m. to 7:00 p.m. **MAX** runs on the Mason Corridor from Old Town Fort Collins to the South Transit Center, Monday through Saturday: 5:10 a.m. to 12:00 a.m., & Sunday: 8:00 a.m.-7:00 p.m.	4,000,000	Trapeze and Trapeze paratransit solution (PASS)

Intercity Service

Intercity services address a variety of transportation needs, including access to employment, trips to the airport, and often serve as a connector system for transfers between other transportation systems. The VanGo™ and Groome Transportation services are flexible but Flex and Bustang are fixed route services.

Table 2-4: Intercity Services

Provider	Service Description	Service Area	Fares	Service hours
Bustang	*Bustang is a regional bus service operated by CDOT.*	Fort Collins and Loveland to Denver Union Station	$9.00 adult one-way fare, Loveland to Denver; $10.00 adult one-way fare Fort Collins to Denver. Older adults receive a 25 percent discount.	Monday to Friday: eight round trips on weekdays (mostly peak hour); Saturday and Sunday: two round trips.
FLEX and FLEX to Boulder	FLEX is a regional bus service operated by Transfort and supported by Fort Collins, Loveland, Berthoud, Longmont, Boulder County, City of Boulder, Colorado State University, and University of Colorado Boulder. FLEX offers local service between Fort Collins, Loveland, Berthoud, and Longmont. FLEX to Boulder operates an express service between Fort Collins, Loveland, Longmont, and Boulder. Transfers to other systems, including RTD, are possible.		$1.25 one-way; $0.60 seniors and Disabled/ Medicare; Free for Youth and CSU students/ faculty. RTD EcoPass and CollegePass, and COLT passes accepted.	Monday through Saturday; **FLEX** runs between the South Transit Center and Longmont via Loveland and Berthoud (17 - 20 round trips on weekdays), and between Old Town Fort Collins and Boulder via Loveland & Longmont (five round trips on weekdays). Hours vary by route.
Greyhound	Cross country bus service. Greyhound has agreements in place with Bustang and Express Arrow for travel planning purposes.	Denver to Portland, Oregon	Varies by destination.	Bus to Portland (from Denver leaves at 1:05 p.m. and bus from Portland to Denver arrives at 4:55 p.m.

Provider	Service Description	Service Area	Fares	Service hours
Groome Transportation	Regional bus from Northern Colorado to DIA.	Northern Colorado to Denver International Airport	Vary by origin.	24 hours per day.
VanGo^{TM} Vanpool Services	VanGo™ Vanpool Services is a commuter-based service where at least five people begin and end their commutes in similar areas. Monthly vanpool fees vary by route. Vanpools to Boulder may receive a discount provided by the City. Fees cover fuel, insurance, maintenance, and a Guaranteed Ride Home program. Commuters interested in vanpooling but needing mobility assistance will be accommodated.			The hours each vanpool operates is determined by the vanpool participants.

Commercial Services and Other Mobility Options

Taxis, Uber and Lyft are the most familiar and frequently used forms of commercial transportation. Other mobility options are becoming increasingly common to supplement all of the above-referenced systems.

Table 2-5: Commercial Services and Other Mobility Options

Provider	Service Description	Service Area and Cost
Carsharing	Carsharing options are available on CSU's campus provided by ZipCar. Information is available at zipcar.com.	
GoGoGrandparent	**GoGoGrandparent** allows individuals to use Lyft or Uber without a smartphone. Operators can watch riders to ensure they make it to destinations safety, while also keeping family members in the loop. GoGoGrandparent charges a fee per ride.	
Lyft	Ride share program utilizing smart phone apps.	**Serves** Larimer and Weld counties **Fares**: Vary by distance. Surge pricing may occur during peak hours.
Pace Bike Share	**Pace Bike Share** is a bike-sharing service operating in Fort Collins. Individuals use an App to find a nearby bike, order it, then lock the bike when the trip is complete. Pace bikes can be pay-as-you-go (PAYG) or on monthly plans. Senior discounts are available. Cash can be used, and EBT members receive a monthly discount.	
Smart Ride	**Smart Ride** allows individuals to order an Uber without a smartphone. Smart Ride is a subscription service, charging $5/month.	
Uber	Ride share program utilizing smart phone apps.	**Serves** Larimer and Weld counties **Fares**: Vary by distance. Surge pricing may occur during peak hours.
zTrip	Taxi service including handicapped accessible vehicles.	**Serves** Larimer and Weld counties **Fares**: Vary by distance and mobility service.
Wellington Senior Center Transportation	The Town of Wellington offers a shuttle services to and from the Wellington Senior Resource Center for those located within a 10-mile radius of the center, Monday, Wednesday, and Friday between 9 a.m. to 2 p.m.	

TransitPlus

Current Levels of Service

In total there are about two-dozen agencies or programs providing general public services. There are other client-only services that provide program transportation. Client-only services are programs that only serve registered clients who are often referred by a governmental agency. Oftentimes client-only services serve individuals with developmental and/or intellectual disabilities. A large client-only service is Foothills Gateway, providing about 25,000 trips annually to about 200 clients with developmental and intellectual disabilities. Foothills Gateway also trains clients to use fixed route or paratransit services as part of their integration into the community.

These programs vary greatly in size, and most operate primarily within urbanized areas. The eight demand response services carry about 106,800 riders annually. The largest program is SAINT, carrying 31,000 annual trips primarily within the urbanized Fort Collins area. The Transfort and COLT paratransit services and the majority of heart&SOUL Paratransit services are within the urbanized area as well. The demand response services in Berthoud and Estes Park, communities without traditional fixed route services, each carry around 5,000 annual riders. As these communities have around 5,000 to 6,000 residents, they provide just under one trip per capita per year with low-cost (donation and grant based) programs.

While RAFT serves rural area residents with 2,600 annual trips, it is not known how many of the heart&SOUL riders might be in the rural areas or the fringe of the major cities. The total trips provided to residents in unincorporated areas might be between 5,000 and 7,500 annual trips. As the population is around 63,000, this equates to about .08 to .12 annual trips per capita or about one-tenth of what is available in Estes Park and Berthoud.

Fixed route intercity services have been growing, with frequent FLEX service between Fort Collins and Loveland. There are also five round trips on FLEX between Fort Collins and Boulder on weekdays. There are ten round trips on Bustang between Fort Collins, Loveland, and Boulder and one additional Greyhound round trip. These services allow access to RTD services in Denver and Longmont. VanGo™ provides extensive vanpools focused on commuter trips. These are often longer-distance trips established in a variety of areas and operating between cities.

Uber, Lyft, and zTrip provide taxi-like services in the region. There are two services that assist people without a smartphone to use Uber and Lyft. In addition, there are bike-sharing and car-sharing options available in Fort Collins.

There are a wide variety of services available but, with the exception of the intercity services, there is not much overlap in service areas. This tells us two things:

- Most riders will use a single service or at most two services. Once they know available providers in their area, calling the provider directly is as easy as contacting a One-Call/One-Click Center and more likely to result in a confirmed trip.
- There would be value in providing comprehensive information about these services on a website and/or through a mobile application (app) to make it easier for people to understand their options.

Existing Technology

OCOCCs use technology to make a complex transportation system easier to understand for people interested in finding out their travel options as one of their functions. These may include websites, trip planners, or mobile phone applications (apps). The following websites or pages provide information about existing transportation services, with many a part of larger agency websites:

Transfort	http://www.ridetransfort.com
COLT	http://www.cityofloveland.org/departments/public-works/colt
FLEX	http://www.ridetransfort.com/flex
Bustang	https://ridebustang.com
Town of Estes Park/RMNP	https://estes-park.com/free-shuttle-buses/
-For Via Mobility Services see Via Mobility Services website:	https://viacolorado.org or https://www.colorado.gov/pacific/townofestespark/shuttles
BATS	https://www.berthoud.org/departments/berthoud-area-transportation-system-bats
RAFT	http://berthoudraft.org/
SAINT	http://www.saintvolunteertransportation.org
heart&SOUL	http://heartandsoulparatransit.com
zTrip	https://www.ztrip.com/northern-colorado/
Greyhound	https://www.greyhound.com

The level of information on each webpage varies significantly; the way one searches for information also varies a great deal. This speaks to the need for a single source of consistent and up-to-date information. The FLEX website is part of the Transfort website and is prominently linked on the COLT website. Transfort and COLT sites also provide information on the available paratransit/taxi services. Only the Transfort website and Bustang websites provide a trip planner. Transfort, COLT, and zTrip provide phone Apps. The NFRMPO website includes a "Find My Ride" tool that has filters to allow people to find specialized providers in their areas. It is rudimentary – for example, fixed route options are not included – and needs to be updated, but it does provide a starting point. It can be found at http://noco.findmyride.info. The larger entities also often have a social media presence (Facebook page or other).

Another key type of technology used by One-Call/One-Click Centers is scheduling programs that may aid providers in tracking clients, scheduling rides, and managing drivers and vehicles. The current systems used are listed in Tables 2-2 and 2-3 above. Some agencies only need or use calendar systems or simple spreadsheets. Others use sophisticated programs with many features. The current scheduling systems are each free-standing; as they do not communicate electronically with each other. Each has a separate client database. Currently, providers would need to call or email to share trip information.

Of the demand-response providers, only two (RAFT and heart&SOUL) are looking for software to assist in managing trips, drivers, and vehicles. RAFT is also looking for assistance in scheduling trips while other providers appear satisfied with their scheduling processes. While some others might be open to changing in the future (possibly BATS, Foothills Gateway, or SAINT), these agencies are happy with their current scheduling and program management systems.

Finally, some of the more sophisticated software systems have modules that assist providers in sharing rides or allow customers to place trip requests through a portal. Trapeze (used by Fort Collins and COLT in scheduling demand response trips) and Routematch used by Via Mobility Services in their Estes Park service are two examples.

Readiness to Coordinate

A foundation of coordination is important to success. Figure 2-4 on the following three pages illustrates how agencies can transition from distinct operations to fully-integrated and even automated operation. The figure covers three main areas, each with several sub-categories:

- Coordination Among Providers
- The Customer Experience
- Technology

Generally, the region has distinct systems currently operating. While providers and their funding agencies are willing to coordinate, only limited steps have been taken toward implementing those coordinating systems. This provides an excellent opportunity for a Mobility Manager to begin by focusing on developing the foundation needed for a successful OCOCC. It means that some relatively low-cost items (such as a website that is branded and marketed or a mobile app) can have a significant impact.

Because the region is interested in moving quickly to implementation, it will be useful to get the foundation in place in the near-term and to keep the longer-term vision in place throughout the process. This means making choices in how things are done to facilitate the longer-term vision.

Figure 2-4: One-Call/One-Click Center Readiness
Adapted from "One Call-One Click Transportation Services Toolkit" from Community Transportation Association of America

Distinct Systems - - - - - - - - - - - - - - - Some Coordination - - - - - - - - - - - - - - Fully Integrated - - - - - - - - - - - - - - - Automated

COORDINATION AMONG PROVIDERS					
Providing rides					
Providers work alone	Share information on available services among providers	Share rides, as need arises	Develop shared standards for drivers, operators	MOU's for scheduled rides, using fully allocated cost	One-Call/One-Click Center (OCOCC) acts as broker for all providers
Rider eligibility					
Providers implement own eligibility process	OCOCC sends/ processes applications	Cross-train staff to complete applications for other agencies	Establish common eligibility application for riders	Incorporate one-stop eligibility process into OCOCC	
Rider reservations					
Providers make reservations with customers		Provider that needs more capacity calls another provider and schedules a trip on behalf of a customer	OCOCC services make tentative or confirmed reservations	Shared electronic reservation system among two or more providers	Automated reservation system with provider, agency, and/or customer input
Scheduling and dispatching					
Providers schedule/ dispatch only their own trips			Establish compatible communication systems for providers	Shared scheduling/dispatch through OCOCC	Computer-aided automated scheduling/ dispatch from OCOCC
Financial operations					
Providers have separate billing systems for rides			Develop fully allocated cost for trips	Centralized billing through OCOCC	Shared electronic fare system that allocates costs

Distinct Systems - - - - - - - - - - - - - - - - Some Coordination - - - - - - - - - - - - - Fully Integrated - - - - - - - - - - - - - - Automated

CUSTOMER EXPERIENCE					
Information and referral					
Rider calls each provider for information and reservation	Paper-based ride guide for all services	One-stop telephone or web-based site for transportation information for all services	OCOCC access to reservations on all programs but individual providers confirm pick up/drop off times	OCOCC access to reservations and confirmed pick up/drop off times	Customer can request and confirm reservations through automated system.
Eligibility					
Rider completes eligibility with provider directly		Rider provides eligibility information one time and it is placed on applications for several programs	Customer completes common eligibility application for services	OCOCC implements pre or full eligibility screening for all partner services	
Customer payment (individual or agency)					
Customer pays individual provider at time of ride	Payment made to provider through back office operations		Agencies develop systems for paying each other for shared rides	OCOCC provides centralized billing for all partner rides	Billing of customer ride automated through software system

Distinct Systems - - - - - - - - - - - - - - - Some Coordination - - - - - - - - - - - - - Fully Integrated - - - - - - - - - - - - - - Automated

TECHNOLOGY

Communication with customers

Telephone communications, paper based information		Web-based information and reservation requests	Mobile application based information and reservation requests	Automated customer notification/reminder via e-mail, text message	Automated Interactive Voice Response (IVR) telephone system

Driver/dispatch communications

Single providers communicate with their drivers via radio		Compatible radio communication systems among provider for dispatching		Digital communications between drivers/ dispatchers with automatic vehicle locator (AVL). Drivers would use tablets for routes, directions and communication with dispatch.	

Scheduling/dispatching

Simple paper or electronic spreadsheet for scheduling/ dispatching			Computer-aided scheduling and dispatching (CAD)	OCOCC has read/write access to providers' web/mobile based scheduling systems	Fully integrated traveler information system that allows riders to schedule rides across providers via web/ mobile interfaces

Financial operations

Providers have separate billing systems				Shared cost/billing software	Shared electronic fare system

Constraints

An OCOCC will address a number of transportation issues, but there will remain several other constraints.

1) There is not enough funding or providers for the needed trips to serve the trip demand in rural Larimer County. Implementation of a One-Call/One-Click Center will not solve these problems but may aid in documenting unmet need. Over time, the County will need to determine if some level of financial support for transportation to serve trips outside of areas where trips are currently provided is in the best interest of the County.

Potential impacts the project can have is this area are to build partnerships to support additional services and to promote the measurement of:

- Unserved trips or trips requiring "too many days in advance" to get scheduled. (Days in advance trips need to be booked; rides per capita by age groups).
- Cost of trips (to both riders and agencies).
- The value of having more aging residents continue to stay in homes, living independently.

Project response: Once hired, the Mobility Manager should apply for additional grants to help address the funding issues.

2) Rural Larimer County has long trip distances and low densities. This constraint is related to item one above. The project can gather data to show need and to build partnerships.

Project response: Recognize the need for service options that provide low-cost trips (and associated funding). Three possible solutions or combinations of solutions are:

- A strong volunteer driver program in rural Larimer County. RAFT fills a portion of the need but needs stability and growth. Additionally, Via Mobility Services (Via) offers a volunteer driver program using Via vehicles in Estes Park. This model, a volunteer driver model utilizing agency vehicles, could be ideal for other rural locations.
- A scheduled group trip into the nearest city once a week or once every two weeks – keeping costs low by grouping trips.
- A ride share program using drivers who live in the rural areas.

3) There is a strong preference among providers for staying with existing scheduling software. This includes urban and rural providers. There are pros and cons to having the agencies use the same software, as shown in Table 2-6.

There is not a right or wrong answer to the question of whether a single scheduling system should or could be used. There are already a variety of systems in place (Trapeze, Spedsta, Routematch, and Engraph Para Plan Lite). There are cost issues and questions about the functionality needed by different systems. There are also significant issues around the level of control needed to assure good customer service and reliable operations.

Table 2-6 Pros and Cons for Using the Same Software

Pros for using the same software	Cons against using the same software
Coordination of rides is much easier.	It forces providers to all use the same software. If they like their current software or don't like the software selected, this could have a negative impact.
There can be efficiencies from using one software including: • Workforce (one call center could be used for all trips in the County), • Training (since all agencies would use the same program, they can assist one another), • Consistency for riders and funders (invoicing is the same).	If the software doesn't work well, it impacts the entire County.
Seamless payment options for riders are possible.	Difficult to find one software system that works well for all providers. For example, many large-scale versions don't work well for volunteer driver programs. Additionally a large-scale version will have more features than a small agency may need (yet carries the larger price tag).
Can leverage funding to increase the software enhancements. For example, Interactive Voice Response (IVR) software that makes automatic remainder calls to riders can be purchased for all agencies when small agencies normally wouldn't have the budget for this.	If a change in software is needed, it can be more difficult to make that switch for all agencies involved.

Past Efforts

The Larimer County Senior Transportation Implementation Plan (Implementation Plan) builds upon work established by the Larimer County Senior Transportation Needs Assessment, the Larimer County Mobility Committee, and the Project MILES Expert Panel (see Appendix B for additional information). In the summer of 2019, a proof of concept coordination project funded by a National Aging and Disability Transportation Center (NADTC) Innovations in Accessible Mobility Implementation grant was completed to evaluate coordination in Larimer County.

The Partnership for Age Friendly Communities in Larimer County (PAFC), Via Mobility Services, RAFT, SAINT, heart&SOUL, zTrip and the NFRMPO partnered to explore and test transportation coordination for Larimer County residents. Via Mobility Services (Via) acted as the call and coordination center; residents would call Via to request rides they were unable to schedule with normal transit options. Via worked with the providers to schedule the ride and any transfers that would be needed. Some long distance trips were covered by multiple providers using a transfer at a safe and agreeable location. Rides were provided between May 1 and August 31, 2019 and 420 trips were coordinated among the five providers (Via, RAFT, SAINT, heart&SOUL, and zTrip).

Through these efforts, and part way through the Implementation Plan project, the scope of the Implementation Plan project changed from a focus on rural Larimer County to a focus on the service boundaries of the providers involved referred to as the "early adopters." The early adopters are providers that would be involved in the Phase Two Vision of the OCOCC (described on page 51). For the purpose of the Implementation Plan, the early adopter providers are BATS, RAFT, SAINT, and heart&SOUL. Via Mobility Services would likely be involved with the process and would work to coordinate trips with other providers but would continue to schedule their own trips and use their own software. Transfort, COLT, zTrip and other providers will be involved in the Phase Three Vision. Since there is still a service gap in rural Larimer County, the report draws attention to rural issues and solutions at times but the Implementation Plan is for Larimer County as a whole.

Conclusion

The Vision agreed upon by the Larimer County Mobility Committee shows a region committed to moving forward to implement an OCOCC and quickly improving user access to services. This is balanced by the existing conditions that show a region with a wide range of services that have little overlap in service areas and a region that is ready to lay down a solid foundation for coordinating and integrating services. This means a phased development approach could be a good fit. A phased approach does not necessarily imply slow progress, but any sustainable system will take time to implement. Given the interest of the region in achieving the vision, the key will be to steadily build a strong foundation for coordination.

Chapter 3: Case Studies

The consultant team conducted research on a narrow selection of communities nationwide that have developed successful One-Call/One-Click Centers. The task was to identify and study areas with similar demographic and geographic considerations (i.e. remote rural access), and to include a variety of approaches to hosting, service provision, software solutions, and structure. The information and criteria used in the teams' analysis were obtained from reports about each organization and one-on-one phone interviews.

The consultant team viewed the programs through the lens of the elements they all have in common as well as those that make them unique – and how these attributes might be applied in Larimer County. The results of this research are as follows.

Case Study Agencies

Northwest Colorado Council of Governments (NWCCOG), CO

The Northwest Colorado Council of Governments operates the Mountain Ride Transportation Resource Center, providing information, assistance and referrals for five counties. The NWCCOG doesn't operate a transit service but rather acts as the Non-Emergent Medicaid Transportation (NEMT) regional broker. Initially funded in 2012 by a §5310 Mobility Management grant and Veterans Transportation and Community Living Initiative (VTCLI) grant, they operate a One-Call/One-Click Center that coordinates about 15,000 rides a year. They currently use Routematch software.

Steuben Coordinated Transportation Services, NY

Steuben's call center is operated out of the Institute for Human Services (IHS), a nonprofit membership-based organization that already housed the 2-1-1 service before the call center was developed. As such, they don't provide trip scheduling but they do have the ability to pre-screen callers for eligibility. They also administer the volunteer driver program, apply for grants, and distribute funding. They host the scheduling software, which alleviates the burden of ownership and maintenance for providers, who pay the 20% match. They have recently implemented an integrated fare system that allows clients to use one card for travel on any service.

> Ongoing data collection, needs assessments, and transit studies are vital to the well-being of your program.
>
> *-Steuben Mobility Manager*

Volunteer Transportation Center, NY

Volunteer Transportation Center (VTC) is a strictly volunteer driver program for Medicaid transportation in a three-county region that started as an offshoot of the United Way program where the primary request for assistance was for transportation. Now volunteers drive more than five million miles annually (one county alone is the size of the state of Rhode Island, so they drive long distances) and provide 158,000 trips annually to about 1,200 clients. Their MPO is not able to accept funding so the county applies, retaining 10% for administrative efforts, with the balance going to VTC.

Lower Savannah Aging, Disability and Transportation Resource Center (ADTRC), SC

The Lower Savannah program serves a mostly rural, high poverty area where people often live far from their jobs. Five of the six counties have a shortage of medical staff. The COG merged its Aging and Disability Resource Center with its transportation, mobility management, and coordination functions. It is not a direct provider, but rather coordinates the services of several human service and public transit providers. They use Routematch software and established an electronic interface with their Medicaid broker's software, which allows the broker to electronically transmit trips to the provider network.

> The importance of stakeholder involvement and state support can't be overemphasized. Also, everything will take longer than you think. But our most important discovery were the benefits to coordination: we greatly improved our ability to provide more service.
>
> -*Mobility Manager for Lower Savannah*

SmartLink Transit, MN

SmartLink is a two-county service that established its one-call center to coordinate rides and data on trips, including demand-response, NEMT, human service agency, volunteer driver, and private mileage-reimbursed trips. All trip requests – including Dial-a-Ride, Medical Assistance rides, and the Volunteer Driver program – are handled through the center. Human service agency client trips are provided under contract to those agencies, including NEMT trips.

Operators determine eligibility and identify the most appropriate and least costly transportation option for the customer. SmartLink then sends the Division of Human Services (DHS) a report of eligible candidates. DHS responds with an updated list, which is loaded automatically into SmartLink's centralized database warehouse and ultimately fed into its scheduling system.

The cost savings were an unexpected advantage of the call center. The switch to a county-based brokering system saved each county thousands of dollars. Counties experienced huge cost savings with the implementation of the one-call center (i.e. the reduction in administrative costs for NEMT rides alone saved each county over $100,000).

They subsequently focused on operation efficiencies by creating a data warehouse, into which any qualified provider could enter trip information. This fed directly into SmartLink's scheduling software, enabling reports to be generated, and allowed for trip separation for reporting purposes. The Warehouse also improved the counties' billing and payment processes, billing for all trip types.

With these successes under their belt, the counties then built an integrated software system that was more automated, allowing the accounting software to communicate with the scheduling software, creating an integrated system. In practical terms, this meant that SmartLink was able to send out a trip to a third-party provider; the provider could then automatically accept or reject a trip with the push of a button. Once the

trip was completed, the provider could input the trip data into the Warehouse. The accounting software then automatically generates a payment through a link to the county's financial system, a process that enables providers to receive payment quicker, and the agency to have immediate, detailed data on trips and payments. This system allows SmartLink to bill DHS and receive its reimbursement in a timely matter.

County employees had been spending hours manually recertifying customers for NEMT and ADA rides each month. Once the Warehouse and related billing procedures were in place, the county began to send a single file to the state. The state checks that certification, sends it back through the Warehouse, and the warehouse then downloads it into the scheduling software, resulting in far greater efficiencies in staff time. SmartLink uses Trapeze software.

Find My Ride Pennsylvania (FindMyRidePA)

In 2011, the Pennsylvania Department of Transportation (PennDOT) was awarded a VTCLI grant for the development of a One-Call/One-Click transportation information service, which became [FindMyRidePA](), which serves a 10-county, primarily-rural region. One of the initial objectives was to develop a program that could be used by anyone and would give as much control as possible to the rider. Online applications were developed, decreasing the need for the call center to be constantly available. In 2013, PennDOT contracted with Cambridge Systematics to specifically design

> Don't expect a mad rush when launching into rural counties. Marketing will be vital to the program's success, especially in these regions. Most importantly, know your ridership: the rural demographic is generally an independent, strong-willed individual with a strong pioneer mentality. I often remind them that it's their tax dollars at work -- and suddenly they view it a bit differently!
>
> *-Mobility Manager for FindMyRidePA*

FindMyRidePA's software to be highly intuitive and easy to use. They created a product where clients can enter their travel needs including destination, desired date, and time of departure and the system will present a list of options, including an estimate of cost and travel time. The rider can print or email an itinerary for their preferred option. In some cases, they can book the trip directly.

The FindMyRidePA mobility director found the Cambridge Systematics to be a robust system but, during initial trials, discovered loopholes that people were exploiting when scheduling. With this knowledge, he made it his mission to test the system in as many ways as he could imagine. He took his discoveries to Cambridge and they incorporated his findings into his product.

The final program was piloted in two counties for five months before a final roll out to the remaining counties. The program has proved so successful -- they've consistently seen an increase in ridership for all providers since its inception -- that it will become statewide over the next few years. They utilize Cambridge Systematics for the coordination and trip planning software and EcoLane for the demand responsive scheduling software.

Conclusions

These communities and organizations have been in the trenches, learned lessons through trial-and-error, and inevitably making mistakes along the way. But each of them now operates a successful system. Their collective shared wisdom and experience will pave the way for Larimer County. The following are their most commonly recurring recommendations for implementing a One-Call/One-Click Center:

They warned that it's easy to get lost in the administration of a system and lose sight of the purpose: to make the client experience easier. To that end, they stressed the absolute necessity of a full-time dedicated Mobility Manager, and the importance of creating a common and distinct identity for the One-Call/One-Click Center.

They all agreed that everything about the process will take longer than expected. Their advice includes: embracing a phased approach but nonetheless continuing to think big; starting small and starting soon; constantly working to expand the list of stakeholders, including human service agencies, elected officials, etc., as well as getting and maintaining State support; and ensuring that there is someone adept at building partnerships with the State Department of Transportation, the Department of Housing and Human Services, the State Unit on Aging; and any other pertinent entities.

The project will only be as successful as the availability of funding. Funding is often a function of evidential data, so it is vital to be able to show exactly where the region started from and the annual progress along the way. Data, which builds from initial baseline information, shows funders and key supporters how much the program has grown, how much need has been met, the increased efficiencies in service that justify additional funding, and the unmet need still to be addressed, and more.

Finally, they all agreed that the most important decision the program will probably make is the determination of the lead agency, whether it be the county, the Council of Governments (COG), an existing provider or some other entity. In several case studies, agencies found that serving multiple programs or multiple counties improved their effectiveness. The COGs run the programs in Northwest CO and Lower Savannah, SC, where aging services are readily combined with transportation and information and referral services.

> The hosting agency should be an "honest broker" with a reputation for maintaining neutrality, a willing to devote time and resources to a cooperative effort, and the ability to provide services with impartiality and integrity.
>
> *-- Case Study Mobility Managers*

Table 3-1 compares each Case Study site in terms of the attributes it offers. The consultant team has ranked them as low, medium and high, which is not in any way meant as a comparison of preference, standard of operation, or efficiency in offering services; in fact, each of these sites is highly successful at what they do. They were selected, and this table constructed, to show a continuum of operation options based on a multitude of factors, including the level of technology, the number of providers, and the services offered.

Table 3-1: Comparison of Case Study Sites

CASE STUDIES AT A GLANCE			LOW	MEDIUM	HIGH	
State	Agency	Phased Approach?	Robust Centralized Information, Assistance & Referrals (I&R) using the MM Approach.	I&R + Schedules Trips with a small number of providers	I&R + Schedules Trips with Multiple Providers	Call Center Can Determine Client Eligibility
CO	Northwest Colorado Council of Governments	√	√	√		
MN	SmartLink Transit	√	√		√	√
NY	Steuben County	√	√		2-1-1	
NY	Volunteer Transportation Center	√	Volunteer transportation only			
PA	Find My Ride PA	√	√	√		
SC	Lower Savannah Council of Governments	√	√		√	√

Chapter 4: Stakeholder Involvement

The Larimer County Mobility Committee (LCMC) members are the stakeholders for the Larimer County Senior Transportation Implementation Plan. The LCMC is made up of transportation providers, funders, advocates, government and human service agencies, and riders. Most of the LCMC members are committed to attending the bi-monthly meetings. After completion of the Implementation Plan, the LCMC meetings will be a great opportunity for project updates, networking, and feedback, providing a venue for stakeholders to stay involved as they shift from theoretical to actual implementation of the One-Call/One-Click Center.

Stakeholder Engagement

The goal of transportation service provision is always to make the experience as seamless as possible for the client within the confines of the financial resources available. For an OCOCC to operate in the most efficient and cost-effective way, there are other gaps that must be also bridged. This is a function of the readiness of the participating agencies to come to the table and hammer out the necessary framework for collaboration.

Participating agencies can – and should – consist of anyone with a stake in the success of transit in the region. This includes not only the transit provider but also human service agency advocates, local and state elected officials, Area Agencies on Aging, veterans and disabilities services, workforce development, foundation and nonprofit funders (i.e. United Way), riders, and more. The LCMC should make it a priority to increase participation in the development of the OCOCC. To increase participation, each LCMC member should be encouraged to invite at least two other people they think would add value to the process to attend the meetings. The meeting time and location should stay as consistent as possible to reduce conflicts. Additionally, if transportation providers can offer transportation options for riders, that will increase the likelihood riders can attend.

Other ways to keep stakeholders engaged include setting clear expectations of stakeholders. For example, it is very helpful to have the stakeholders read all meeting documents prior to the meeting. If that is an expectation, it needs to be stated to new LCMC members so that they understand and are set up for success. It is also helpful to develop shared goals and vision, re-visiting these goals/vision when needed. The stakeholder's roles, particularly that of the providers, will need to be publicly acknowledged on a regular basis as the time commitment needed for the success can feel burdensome when they already have very busy jobs. Lastly, their needs to be an open line for communication, regularly requesting feedback and providing a chance for LCMC members to voice any comments or concerns they may have. The feedback received needs to be carefully considered and utilized when appropriate. To keep LCMC members engaged, they need to feel like they have a role in the process.

Providers will likely be most immediately impacted by an OCOCC; particularly the early adopters of the OCOCC. Generally, they have worked independently and diligently for many years to establish a reliable base of devoted clients, dedicated donors, and reliable funding sources. They have invested in staff and driver training. Most importantly, they've built not only a following but a reputation in the community. In many ways, they have the most at stake. Their readiness to collaborate is essential to the success of an OCOCC.

To gauge the readiness of stakeholders for an OCOCC, the consultant team sent a brief six-question survey to 40 members of various organizations. Sixteen surveys were completed (40%). Of these, 60% stated they provide transportation, largely either demand response or volunteer driver services (64%).

When asked about their readiness to participate in the OCOCC project, a majority of respondents (37.5%) were on the fence. Only approximately 19% were enthusiastic. Amongst providers, none were ready to sign on immediately but all were cautiously optimistic about the prospect of collaborating, waiting for more substantial proof of viability or the results of a pilot study.

This perception was reinforced in an additional survey distributed to LCMC members. When asked about the perceived level of support, respondents (of which there were only four) believed that "some" or "most" of the key agencies were "committed to the concept but waiting for details" or that "most have a full commitment to the project."

Figure 4-1: Interest in Involvement in One-Call/One-Click

Is your agency interested in being directly involved with the One-Call/One-Click Center?

16 responses
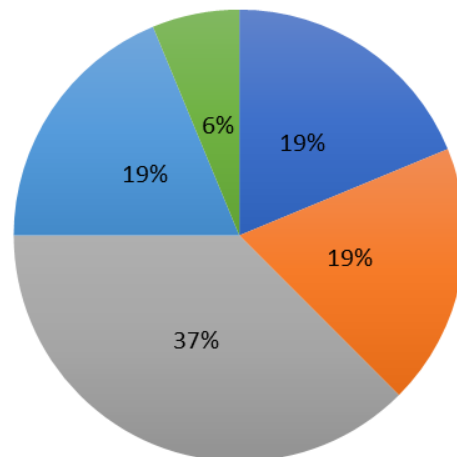
- ■ Absolutely. Sign us up immediately.
- ■ Yes in the long term but we would prefer to wait until after the proof of concept and/or potential pilot.
- ■ Maybe.
- ■ Not at this time (although we appreciate the work you're doing).
- ■ We don't provide transportation and are thrilled to see the beginning stages of coordination.
- ■ We provide specialized service and are interested in being involved to figure out if we could be apart of the One-Call/One-Click Center.

Respondents unanimously agreed on the functions that should be included in a One-Call/One-Click service in terms of the type and breadth of information it would provide, the rider eligibility process, and rider scheduling options[4]. Ideally, the call and click options would be developed concurrently. For respondents,

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[4] See Appendix E – Planning a One-Call/One-Click Center - for a detailed list of these components.

the top challenge they anticipate in the development of the One-Call/One-Click service will be in the logistics of coordinated scheduling, getting buy-in from providers, and obtaining funding.

> "Anyone involved in the senior community understands the huge need for quality, reliable, safe transportation"
>
> *--- Survey respondent*

Funding is clearly the driver behind the breadth of this Implementation Plan. It will determine the extent to which the OCOCC will initially be primarily an information and referral solution focused on trip discovery[5], or will be able to expand into a full service "deluxe" solution with robust software that connects agencies. It is likely development will need to be phased.

Funders – which might include the Larimer County Office on Aging, the towns and cities in Larimer County, the Transportation Management Areas (TMA's), and the County – need to be at the table to the extent possible and need to incentivize the providers to work together. The providers need to form a roundtable to support not only the OCOCC but one another as well. There is still quite a bit of bridge-building that must take place, but the evidence shows a readiness to tackle the challenge. This is a community effort and all views should be heard and respected.

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[5] Trip discovery software helps the customer explore providers who best meet the travel needs. The software screens for basic information (date and time of travel, origin and destination, eligibility criteria, etc.) and then proposes all available alternatives, with costs, for the requested trip. This can happen through a one-on-one conversation with an operator at a call center, through a simple web-based screening such as the one housed by the NFRMPO at http://noco.findmyride.info/referral, or using trip-planning tools.

Part II: Alternative Development

Chapter 5: Alternatives

Chapter 5 presents three conceptual alternatives that represent a starting point for identifying what a One-Call/One-Click Center might include for Larimer County. The details of these alternatives are described in Chapter 6; the reader may wish to consult Chapter 6 for more information when reading Chapter 5. Chapter 7 evaluates the alternatives and presents recommendations.

The conceptual options include:

- Mobility Management functions.
- "Trip discovery" functions, or how customers find out about services.
- Trip coordination functions allowing providers to share information about clients and coordinate trip delivery. This is generally accomplished with basic scheduling software. More complex options, such as using a sophisticated scheduling system with system access portals, are also possible.
- Location of the Mobility Manager and the One-Call/One-Click Center.

Research from the case studies shows that a strong Mobility Manager is a key to the success of an OCOCC. The Mobility Manager brings together transportation providers, human service agencies, riders, and advocates, helping them to identify shared values, challenges, and solutions. The Mobility Manager maintains a focus on customers, making it easier to find out about available transportation options and training riders how to use them. The mobility management program can provide a framework for how transportation services are coordinated and delivered. A foundation of mobility management with a digital infrastructure will provide benefits to the region, particularly as the population continues to grow and age.

Other benefits that other communities have found include:

- Ability to leverage financial resources, sometimes creating opportunities to bring additional grant funding into a region
- Reducing administrative overhead by sharing some functions or reducing duplication
- Reducing costs per trip by enabling providers to better use their available capacity – carrying more riders on the same vehicles.
- Improving mobility by making it easier for riders to use several services to meet their various travel needs.
- Providing a digital infrastructure will make it easier for riders to access information about available services and to schedule trips. For providers, a digital infrastructure will make it easier to share trips and to exchange key information on eligibility for programs.

Experience shows that these benefits take time to develop; mobility management is an investment in the future. A coordination program can take ten or twenty years to mature and fully realize the potential benefits.

When reviewing the alternatives, it is useful to consider the perspectives of the rider, providers, and funding agencies. Riders are mostly concerned about "trip discovery", or how they find out about what services are available to meet a variety of needs. They are also interested in how to register for services, how to schedule trips, and the fares for any given trip. Providers are often interested in a digital means for scheduling trips, managing their customers, drivers and vehicles, and reporting on their services. Providers typically want to maintain control over their resources and only schedule the trips for which they have the resources to handle (such as drivers, vehicles, and operations funding). Funding agencies want effective access to services for their clients and assurances that all trip funding is used in accordance with program rules.

Basic Alternatives: Low, Medium, and High

These basic alternatives are designated as Low, Medium, and High, referring to the robustness of the OCOCC structure. These designations can refer to economic impact (as is the case with staffing; the Low option is the least costly), features (as is the case with scheduling software), speed (slow, medium, fast), and readiness (desire to implement the OCOCC). Many of these options allow the OCOCC implementation to occur over time, moving between the Low, Medium and High options as funding and commitment allow.

All three options have a Mobility Manager (MM) who:
- Provides comprehensive information, referrals and assistance to riders throughout Larimer County with trip planning support.
    o Works with clients to determine mobility needs, available options, program eligibility for reduced costs, and transit use instruction (travel training).
- Explains services, encourages transit use, builds relationships and seeks support.
    o Works to recruit volunteers and riders, educate citizens on the transportation needs and available options. Build relationships with current providers, planners and funders.
- Applies for funding opportunities to operate/expand the OCOCC.
- Oversees and supports the development of scheduling software and trip discovery software.
- Oversees contract compliance including necessary reporting.

The Mobility Manager's level of work and emphasis areas would likely change over time. Table 5-1 provides an overview of the alternatives and the anticipated functional differences between each one. The rows address general information technology and the impact of each on riders, providers, and funders.

An important distinction is that in the Low alternative, the OCOCC would serve as the point where riders go for information and assistance but they would schedule trips independently. The Medium and High alternatives have the ability for joint scheduling. Under Information Technology, the Medium alternative covers both scheduling and trip discovery. It includes several options for each. Note also that in some instances the Medium and High alternatives build on the foundation in the previous alternative. Table 5-2 then continues to examine more specific information technology options and requirements for each option.

Table 5-1: Overview of Alternatives

	LOW	MEDIUM	HIGH

Information Technology	• Providers use current scheduling systems or purchase low-cost systems.
	• Mobility Manager (MM) serves as the OCOCC staff and communicates with providers by phone or email.
	• A website would provide information on programs & services.
		The basic <u>scheduling options</u> are:
		
		(1) A scheduling system with a coordination module that allows for other providers to connect into a single system through portals.
		
		(2) Ride Pilot software used with 1-Click | CS Software (see trip discovery options)
		
		(3) Purchasing licenses for Routematch through Via Mobility Services (Via)*
		
		<u>Discovery options</u> include:
		   • 1-Click | CS software
		   • Mobile App
		   • Website
		
		*If Routematch licenses were purchased through Via, Via would do the trip scheduling but no other MM functions unless entire MM function was contracted to Via.
			(1) Design own software that would build towards a transportation services platform.
			(2) Strengthen 1-Click | Cambridge Systematics (CS) software
			(3) Connect providers via a data exchange hub

Riders	• Trip scheduling would continue like now, with riders calling potential providers directly. • Riders might register with more than one provider. • Riders could get assistance with trip planning from the MM. • MM education & outreach efforts result in more trips & more riders.	• Trip scheduling would continue largely as now, with riders calling potential providers directly. Depending on choices, could book directly with additional providers. • Riders might register with more than one provider. • Riders could get assistance with trip planning from the MM. • MM education & outreach efforts result in more trips & more riders.	• Scheduling through a single platform, comparing costs and options. • Can pay for trips through platform. • Includes invoicing and reporting functionalities. • Single database for determining eligibility for services. • Built-in trip planner & assistance with trip planning from the MM. • Education & outreach also provided by MM.
Providers	• Trip scheduling would continue like now, with riders calling potential providers directly.	• One provider would have a robust scheduling option. • Would allow for fluid exchange of trips.	• Providers would connect to the platform via API's. The option selected would determine they type of scheduling software each might need. • Would allow for fluid exchange of trips with potential for more effective trip grouping.
Funders	• Would continue to fund existing providers separately.	• Would continue to fund existing providers separately.	• Could fund eligible trips for all participating providers rather than providing a lump sum to individual providers.

Table 5-2: Specific Information Technology Requirements

	LOW	MEDIUM	HIGH
Customer Information & Trip Requests	• A website would provide information on program & services. • A Mobile App can be developed to mirror website information. • Riders call agencies directly. • MM would serve as OCOCC staff and assist riders with trip planning and service eligibility.	The basic options available can include: (1) A website with customer information and that also allows ride requests via email or a customer facing portal. Most sophisticated scheduling software includes portals. (2) A Mobile App can be developed to mirror website information. (3) Riders call agencies directly. (4) 1-Click | CS Software that (a) includes a trip planner and allows riders to directly request trips and/or (b) allows direct scheduling for providers with current API connections (Trapeze and Ride Pilot).	The basic options available can include: (1) The website could be enhanced with filters and/or a trip planner to enable riders to locate services. (2) Design own software that would build towards a transportation services platform. (3) Strengthen 1-Click | CS software so customers could schedule trips on all software in use.
Provider Trip Scheduling	Providers would use current scheduling systems, buy software, or buy a license*. • BATS: Paraplan Lite • RAFT (uses Access) & heart&SOUL (uses Excel): open to new software • SAINT: Spedsta • zTrip: MT Data, Trapeze • Transfort and COLT: Trapeze • Via: Routematch *Purchasing licenses could be through another provider.	The basic options available can include: (1) A scheduling system with a coordination module that allows for other providers to connect into a single system through portals would be purchased for a single provider. Other providers would need a means to schedule, as in the Low alternative. (2) 1-Click | CS Software - does not address provider scheduling; each provider would need a means to schedule, as in the Low alternative. (3) Purchasing scheduling software licenses through another agency or hiring that agency to serve as call center/dispatch.	Providers would need a means to schedule, as in the Low or Medium alternatives.
Connecting Providers	MM would serve as OCOCC staff and communicate with providers by phone or email.	MM would serve as OCOCC staff and communicate with providers by phone or email. A more automated option is to use a scheduling system with a coordination module that allows for other providers to connect to a single system through portals.	MM would serve as OCOCC staff and communicate with providers by phone or email. A more automated option is to use a data exchange hub to allow scheduling systems to share trip information and request other providers consider taking hard-to-serve trips.

Considerations

For each alternative, it is useful to consider how the website, mobile app, and Mobility Manager would aid customers in understanding how to use available services. Customers need to see how to combine services for a single trip and use long-distance demand response service in conjunction with local fixed route and/or paratransit services. The alternatives identify different possibilities for providers to take reservations and schedule trips, from continuing with independent scheduling to a single entity scheduling on behalf of all providers. Deliberate the role of software in helping providers better manage their services, to support coordinated trips among providers, or to allow providers to connect to each other. Finally, it is important to consider provider interest in changing scheduling practices, the procedural changes needed to put this into practices, and either the cost savings or duplications that might occur.

A very important issue involved with joint scheduling of trips is how resources would be allocated among providers. With the importance of volunteer driver programs in the region, this question becomes much more important. It is theoretically possible to manage resources like Older Americans Act or local funding for trips based on where the rider lives and their trip origin and destination. But a key funding resource in the region is the value of volunteer drivers. Volunteer drivers need to be both respected and nurtured. An effective volunteer driver program will have the culture, policies, and procedures in place to do that. It would be difficult to see how it could be divorced from trip scheduling.

Other caveats are important to note. First, while the focus of this project was initially on rural Larimer County, consideration will be made to describe and evaluate options for the whole County, a logical extension as many rural trips have destinations in urban area, thus helping riders plan trips that meet their needs. It will be important over time to serve the long-term vision of a single mobility platform.

A second caveat is that it generally makes sense to follow a continuous path that will enable the region to steadily build upon a foundation without changing course. The reality is that software is evolving rapidly and has a useful life. It is acceptable to select a choice with a five-year life, knowing that a transition will be needed at some point in the not-too-distant future. Also, some attractive options are under development but not yet ready for prime time.

Finally, the Medium alternative includes several options, each with different functionalities, advantages, and disadvantages. Similarly, the High alternative has options that expand upon the choices in the Medium alternative. This means it is important to have already determined a basic direction for the call center (primary software with portals, 1-Click | CS software or equivalent, or a data exchange hub) prior to advancing to the High alternative.

Figures 5-1 through 5-3 illustrate what each of the alternatives might include in terms of customer experience and trip requests, provider trip scheduling, and how providers connect to each other. These graphics illustrate how different technology solutions fit into various Low, Medium, and High alternatives. Figure 5-1 illustrates the low-cost coordination option oriented around continued use of spreadsheets or other low-cost electronic options. Figures 5-2 and 5-3 illustrate the open-source and proprietary options, respectively. Each of these three figures list some benefits and disadvantages to take into consideration.

Figure 5-1: Spreadsheet Alternative

LOW: Spreadsheet/Low Cost + Basic Website

Low → **Medium** → **High**

Customer Experience and Trip Requests

MM staffs OCOCC assisting with trip planning.

Spreadsheet of providers and service information.

Riders directly call providers.

Develop basic website.

Branded marketing materials.

An App could provide a more convenient way of learning about service availability.

Example: Denver Regional Mobility and Access Council (DRMAC)

Rides could be scheduled using an online form or e-mail.

Example: Northwest Colorado Council of Governments (NWCCOG)

Provider Trip Scheduling

Continue with existing scheduling software.

Connecting Providers

Telephone and email messaging (with each other and Mobility Manager).

Benefits:
- Low cost
- Minimal disruption to providers
- Easy to do immediately

Disadvantages:
- Requires higher level of staff effort
- Less convenient for riders

Figure 5-2: Open Source Alternative

MEDIUM to HIGH: Open Source Software

Low	→	Medium	→	High

Customer Experience and Trip Requests

Comprehensive Information/Assistance/Referral software available to MM and customers via website.

Riders call/click OCOCC to make reservations.

Example: Find My Ride Pennsylvania

→ Expand one-click software to (a) allow direct scheduling for all scheduling software and (b) use GTFS*-Flex data.

*General Transit Feed Specification

Example: Vermont trip planner

Provider Trip Scheduling

Develop or purchase scheduling and management software for one or more providers.

→ Enhance scheduling and management software with additional functionality.

Connecting Providers

Trip information exchanged from software via API's* through a trip exchange hub.

*Application Programming Interface

→ Enhance trip exchange hub with additional functionality.

Benefits:

- Scalability; can keep it basic or scale it up to have lots of features
- Open Source enhancements are available to all users
- Ease of modifying software
- Enhanced client experience

Disadvantages:

- Will require a staff person (MM) to coordinate with the software provider to get desired system
- Could be expensive to develop specific functionality

TransitPlus

Figure 5-3: Proprietary Alternative

MEDIUM to HIGH: Proprietary Software Option

Low ➡ **Medium** ➡ **High**

Customer Experience and Trip Requests

Riders call/click OCOCC to make reservations.
Example: Via Mobility Services

Provider Trip Scheduling

Purchase scheduling and management software for one or more providers or purchase licenses through an existing provider.

➡ Enhance scheduling and management software with additional functionality.

Connecting Providers

Trip information exchanged through Portals.

➡ Enhance trip exchange hub with additional functionality.

Benefits:

- Long track record of success
- More "turn key" ready
- Lots of other features available including financial reports, route optimization, etc.
- Enhanced client experience

Disadvantages:

- Can be difficult to get modifications to software
- Expense could be cost prohibitive; especially for smaller agencies
- Annual licensing fees

TransitPlus

Development of Alternatives

It is likely that the development of the OCOCC will be phased, building from what exists today to a program that meets the needs of the region.

Projects can only be undertaken to the extent that the resources are available to implement and sustain them. Historically, coordination projects are not fully funded during the implementation phase. Therefore, a phased approach to the OCOCC allows the Mobility Manager and the providers to start coordinating trips, survey riders, and gather the data to support the need for further implementation. Future grant applications will include the ridership and coordination data, along with survey results showing un- and under-met needs to support additional funding.

The advantage to a phased approach is the strong foundation that is built. All parties involved have time to adjust to the incremental changes required for coordination. A key factor to the success of phased projects is communication; the Mobility Manager must continually ask for feedback from riders, providers, and funders to ensure the system works for everyone involved. As the funding is available for the next phase, it will be easier to determine the next step, continuing to build on a strong foundation. That foundation will allow for long term success.

Figures 5-4 and 5-5 then illustrate how a phased approach could be used to move from the use of spreadsheets and low-cost scheduling options to either an open-source platform (5-4) or a proprietary platform (5-5). These graphics illustrate how different IT solutions fit into various Low, Medium, and High alternatives and can even be a continuum of options for providers. For example, it may be decided that the customer experience is the top priority so the first technology purchased is trip discovery (Medium) but the providers continue to schedule trips with their existing software (Low).

Figure 5-4: Phased Open Source Alternative

<u>Phased: Spreadsheet to Open Source Software Option</u>

Low → **Medium** → **High**

Customer Experience and Trip Requests

Low	Medium	High
MM staffs OCOCC assisting with trip planning. Spreadsheet of providers and information. Riders directly call providers. Develop basic website. Branded marketing materials.	Comprehensive Information, Assistance, & Referral software available to MM and customers via website. Riders call/click OCOCC to make reservations. Example: Find My Ride Pennsylvania	Expand one-click software to (a) allow direct scheduling for all scheduling software and (b) use GTFS*-Flex data. *General Transit Feed Specification Example: Vermont trip planner

Provider Trip Scheduling

Low	Medium	High
Continue with existing scheduling software.	Develop or purchase scheduling and management software for one or more providers.	Enhance scheduling and management software with additional functionality.

Connecting Providers

Low	Medium	High
Telephone and email messaging (with each other and Mobility Manager).	Trip information exchanged from software via API's* through a trip exchange hub. *Application Programming Interface	Enhance trip exchange hub with additional functionality.

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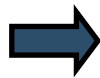
Figure 5-5: Phased Proprietary Alternative

Phased: Spreadsheet to Proprietary Software Option

Low ➡ Medium ➡ High

Customer Experience and Trip Requests

MM staffs OCOCC assisting with trip planning.

Spreadsheet of providers and information.

Riders directly call providers.

Develop basic website.

Branded marketing materials.

➡

Riders call/click OCOCC to make reservations.

Example: Via Mobility Services

Provider Trip Scheduling

Continue with existing scheduling software.

➡

Purchase scheduling and management software for one or more providers or purchase licenses through an existing provider.

➡

Enhance scheduling and management software with additional functionality.

Connecting Providers

Telephone and email messaging (with each other and Mobility Manager).

➡

Trip information exchanged through Portals.

➡

Enhance trip exchange hub with additional functionality.

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Conclusion

This chapter presented overall alternatives with ideas on how they might be phased. The next chapter delves into the individual components that constitute the alternatives. These are:

- Mobility management and the functionality of the OCOCC;
- Where the OCOCC will be housed;
- Software solutions to aid customers in finding and scheduling transportation to meet their needs; and,
- Software solutions that enable providers to schedule trips, manage customer databases, and manage providers' programs.

Exploring the details will assist in understanding the functions and costs of various options. It will also enable the Larimer County Mobility Committee to evaluate individual options and assist in building an option that will best meet the long-term vision.

Chapter 6: Components of Alternatives

This chapter pivots to delve into the key components of the alternatives. The individual components that constitute the alternatives are:

- Mobility Management and the functionality of the OCOCC;

- Where the OCOCC is housed;

- Software solutions to:
    - Aid customers in finding and scheduling transportation to meet their needs; and,
    - Enable providers to schedule trips, manage customer databases, and manage their programs.

Exploring each of these elements will assist in an understanding of the functions and costs of various options. It will also enable the Larimer County Mobility Committee to evaluate individual options and assist in building an option that will best meet the long-term vision.

Many of the components are inter-related; it is important to understand the relationships between them to support selecting an option that will be able to meet immediate objectives and the longer-term vision.

Mobility Management Program

The mobility management program consists of two inter-related components: the Mobility Manager and related staffing, and the OCOCC. They will be discussed individually followed by a combined costing and evaluation.

Mobility Management

A Mobility Manager is the face of transit in the community, serving as an advocate for access to transportation services and helping the community understand how to connect the many services that make up the public transportation network. The person in this role develops and maintains relationships with business and community leaders, human service and Workforce agency representatives, riders, and more.

In 2018, research conducted through the [National Cooperative Highway Research Program (NCHRP)[6]](#) found that there are four key components to Mobility Management:

1. Community Outreach and Engagement
2. Needs Assessment and Program Design
3. Program Evaluation and Assessment
4. Funding

Larimer County is well established in two of these areas.

1. The Larimer County Mobility Committee (LCMC) which includes providers, advocates, riders and public health employees, meets every other month. Various task forces and pilot projects have resulted from the efforts of the group, showing strong community engagement. Subcommittees

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[6] Project 20-65 Task 68: Successful Mobility Management Practices for Improving Transportation Services in Small Urban and Rural Areas

could be added for the development of the OCOCC. The LCMC has the ability to make recommendations to the North Front Range Transportation & Air Quality Planning Council (NFRT&AQPC), also known as the North Front Range Metropolitan Planning Organization.

2. Larimer County conducted a [Senior Transportation Needs Assessment](#)[7] in July, 2017.

Work is still needed to increase data gathering and program assessment as well as apply for appropriate funding. These components can be met by the addition of a full-time Mobility Manager who would be responsible for both these areas.

Research from the case studies shows that a strong Mobility Manager is a key to the success of an OCOCC and thus should be the first step in developing a Center in Larimer County. They suggest that important activities for the Mobility Manager include:

1. **Build a common identity for the One-Call/One-Click Center**.

   - Brand the OCOCC and market it broadly. Mobility management activities support the transit dependent population but the larger population as well: employers, students, activity centers, etc.

     i. Larimer County is unique in that Estes Park is a gateway to Rocky Mountain National Park, with local shuttle and transit services to the Park so employee and visitor markets are important in this area.

   - Ensure the One-Call/One-Click Center is accessible.

     i. The website and marketing materials need to have a large enough font (or the ability to enlarge it) for all individuals with low-vision to read it and should be usable by e-readers and other adaptive devices.

     ii. The phone needs to be staffed during operating hours so that users can talk to a live person and not an answering machine.

     iii. Provide meaningful access to individuals with Limited English Proficiency (LEP). Ensuring at least one staff person is bilingual in Spanish and English will help riders calling in to use information, assistance and transportation services. Additionally, a language translation service can be utilized for other languages to provide access for non and limited English speakers.

2. **Provide a range of services to improve mobility and integrate the use of available services.**

   - Provide independent travel planning and travel training.

   - Provide education and outreach about all transportation options using a variety of formats (print, website, mobile app, etc.) and distribute widely and present throughout the region.

   - Work to increase coordination of service between providers, planners and riders. Organize and participate in transportation Coordinating Councils.

   - Host and support local and regional trainings to improve service delivery of the transportation providers.

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[7]

https://www.larimer.org/sites/default/files/uploads/2017/larimer_county_transportation_needs_assessment_final_071317_wo_appendices_0.pdf

3. **Identify mobility needs and work to create the services in response**.

    - Larimer County has many options in some areas and limited options in other areas. Documenting the types, magnitude, and impacts of needs will enable the region to move past anecdotes to the types of facts and data needed so decision-makers can determine if additional investments in transportation are warranted. The decision-makers can be business people, elected officials or those in the human service sector (non-profits, faith community, etc.).

        i.   The Case Studies provided an example of a Mobility Manager who approached employers about the need to help out-lying employees with coordinated shift scheduling. The employers, in turn, helped fund the transportation service.

        ii. Another example was of providers working with commercial destinations to help off-set the cost of transportation. For example, a shuttle taking senior citizens to Wal-Mart was paid for, in part, by Wal-Mart.

    - The Mobility Manager will need to be a recognized face in the community to ensure there is a communication loop with riders, providers, advocates, and funders. Community needs evolve consistently, so the Mobility Manager needs to be aware of these shifts.

        i.   The Mobility Manager will need to maintain an accurate list of providers, including operating hours, types of service available, eligibility, service boundaries, contact information (including phone and website) and fare/donation information.

    - The Mobility Manager will need to update the NFRMPO's Coordinated Public Transit and Human Services Transportation Plan (Coordinated Plan) every four years. The Coordinated Plan should act as the work plan for the program, the LCMC, and the Mobility Manager. An up-to-date Coordinated Plan makes the region more apt to apply for grants and other funding sources.

4. **Validate the need for the program.**

    - Monitor coordinating providers in the collection of consistent, accurate, and appropriate data by all. Funders want to see the value of their investment, which is reflected in the improvements in ridership numbers, progress in addressing un-met and under-met needs, and the implementation of innovative solutions.

    - The Mobility Manager will need to work with all providers to establish data standards (see Appendix G for suggestions) and train the agencies so that they are all reporting accurate information, consistent with one another.

    - Apply for funding and leverage funding sources to strengthen the program and available services.

The specific tasks that the Mobility Manager undertakes will be determined by the functions of the OCOCC as described in the next section.

One-Call/One-Click Center Functions

What functions are expected of the OCOCC? How might these develop over time? Table 6-1 lists possible functions of the center, loosely grouping them into what might fall into the Low, Medium, and High alternatives. Some activities fall into all alternatives, but the level of effort and expected outcomes vary. For example, there are many activities that fall in both the medium and high categories. The tasks in the high category will be similar to the medium category but will be more robust and comprehensive.

Table 6-1: Functional Activities of the One-Call/One-Click Center

Activity	Low	Medium	High
Outreach/Program Information			
Print materials – develop, update, distribute	❖	❖	❖
Website – develop and update "mobile-friendly"	❖	❖	❖
Mobile App		❖	❖
Presentations throughout community	❖	❖	❖
Community engagement activities (e.g., education programs, fairs)	❖	❖	❖
Oversee a branding project – through implementation	❖	❖	❖
Surveys to understand needs and progress made	❖	❖	❖
Options Counseling / Training			
Prepare individualized transportation plans	❖	❖	❖
Provide travel training	❖	❖	❖
Eligibility			
Assist riders in registering for transportation programs	❖	❖	❖
Develop common application formats		❖	❖
Support common database (OCOCC scheduling) or share updates			❖
Coordination			
Lead coordination meetings	❖	❖	❖
Address various issues- fares, data standards, etc.		❖	❖
Build relationships throughout community	❖	❖	❖
Reservations			
Provide information to riders on how to request rides	❖	❖	❖
Place requests for rides with providers (email, web, phone)	❖	❖	❖
Implement protocols to allow OCOCC to schedule & confirm trips		❖	❖
Data Collection and Reporting			
Identify data needed & means to collect reliable & accurate data	❖	❖	❖
Report data to partners, funders to show progress,	❖	❖	❖
Strengthen & Develop Program and Services			
Turn relationships into partnerships, sharing activities or funding	❖	❖	❖
Apply for funding for program and for specific services	❖	❖	❖
Technology & Other			
Support development of digital connections for all providers	❖	❖	❖
Support development of shared fare payment, shared billing			❖
Support development of travel model & update GTFS streams		❖	❖
Implement protocols to allow OCOCC to schedule & confirm trips		❖	❖
Support development of volunteer drivers for existing programs		❖	❖

It is important to note that the role of the Mobility Manager and other staff in scheduling trips for providers is not resolved amongst LCMC members. There are those who would like to see the OCOCC be the single place all riders call to schedule trips to provide a simpler customer experience or to make it easier for the programs. Others, particularly providers, wish to continue with direct responsibility for scheduling trips. Key reasons are that the control over resources would continue to reside with each provider as well as full responsibility for the customer experience. This may be an issue that will be resolved over time, as the LCMC addresses specific issues, develops and tests protocols, and develops trusted relationships. This particular issue is also connected to the software that will be purchased. However, as only two systems are looking for software immediately, decisions on large investments do not need to be made quickly.

The role of the OCOCC in scheduling for providers is also related to staffing levels as discussed in the next section.

Staffing Requirements – A Phased Approach

It is recommended that Larimer County start by hiring a Mobility Manager. Because of the challenges associated with initiating a new program, a capable Mobility Manager is needed. The Mobility Manager will establish relationships with key providers, users, advocates, and other vested parties. Trust will need to be built with all providers and riders for a successful OCOCC, addressing concerns as they arise. They will work to establish data standards, reporting protocols and un-met/under-met needs used for funding proposals. They will continue to define the scope of the OCOCC, the providers involved and develop operating guidelines.

In addition to the Mobility Manager, call center employees will be needed to operate the OCOCC as it expands beyond the initial development stage. The staff will need to provide thorough transportation options counseling, distribute information, provide travel training, and potentially schedule trips for riders. The activities and level of time they take will depend on the alternative(s) selected, the availability of funding, and the phase of development. The phased approach is illustrated in Figure 6-1.

Figure 6-1: Phased Development of One-Call/One-Click Center

Mobility Manager hired to build relationships, establish call center funding and protocols.	One-Call/One-Click Center operational for early adopters. Staff added based on functions.	One-Call/One-Click Center operational for all of Larimer County, potential expansion to other counties. Staff added based on functions.
Phase One	**Phase Two**	**Phase Three**
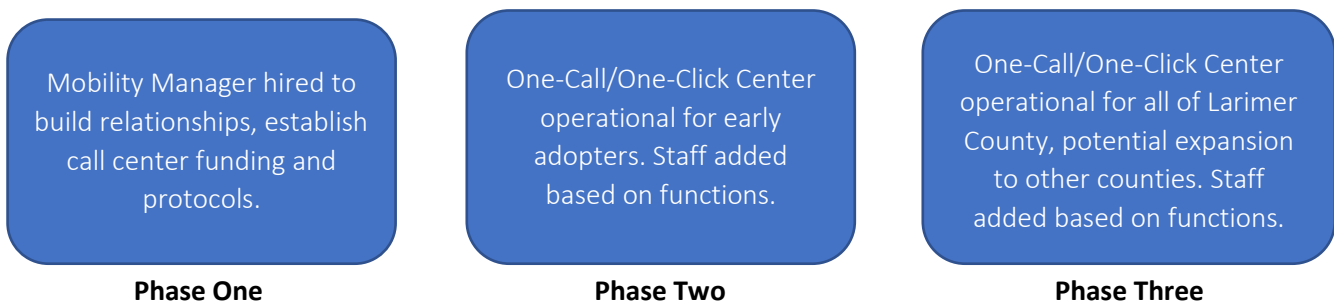
The Mobility Manager will work to establish and operate the OCOCC first with the early adopters including providers in rural Larimer County, but within the context of developing the program to serve the entire County. The Mobility Manager will be responsible for overseeing the OCOCC including any employees. The text box on the following page explores the operating hours and the level of call volume and the impact those would have on staffing requirements.

Impacts on Staffing Requirements

There are two important factors that will influence the staffing requirements for the One-Call/One-Click Center. One is the hours of operation and the other is the anticipated call volume.

Hours of Operation

If the OCOCC is operated 40 hours per week, 2,080 hours of coverage will be needed. The key staff member is anticipated to work about 1,700 hours, allowing for benefit time and time out-of-office at meetings or conferences. This leaves about 400 hours that need to be covered by back-up staff.

- If the call center operates longer hours (7 a.m. – 6 p.m.), an additional 520 hours of coverage would be needed.
- If open for 8 hours on Saturdays, an additional 416 hours of coverage would be required.

Consider whether the OCOCC will:

- Have the Mobility Manager and other staff with a phone line that can be forwarded to a mobile line or a back-up provider when the Mobility Manager is unavailable? Or,
- Have 100% phone coverage and if so, during what days and hours?

Ways to obtain additional coverage include using other staff of the hosting agency or using an AmeriCorps/Vista member.

Anticipated Call Volume

Consider the number of daily calls that come in. Following are estimates to provide a range of what might occur, depending on the selected functions.

Comparison to DRMAC's operation in the Denver Metro Area. They do not schedule for providers and respond to 6-10 phone calls daily from people needing assistance in locating transportation services. These can be long calls (perhaps 20 minutes) or result in a sit-down appointment to develop an independent transportation plan. The region is much larger, but they have a solid foundation of information distributed. For 6-10 calls lasting 20-minutes each, this is about three hours of staff time daily. While it is important that a person answer all calls, many can be handled with a same-day call-back to go through more detailed options. Given the differences, one might expect 3-5 calls daily requiring 1.5 hours of staff time.

Staff time required to schedule rides for early adopters. The volunteer programs and small-town providers report scheduling about 175 daily trips (SAINT= 100, BATS & Via Mobility Services =20 each, heart&SOUL = 45, and RAFT = 10). These are round-trips and many will be handled with a single call. An average of five minutes per one-way trip results in just under 900 minutes or 15 hours of staff time per day. This equates to two employees. While some of this time will result in savings for providers, not all of it will as there will still be a need for providers to dispatch vehicles and coordinate with the One-Call/One-Click Center staff.

These two estimates result in very different staffing requirements.

It is useful to consider, at this point, the cost of OCOCC employees.

- The average pay range for a Mobility Manager in Colorado is $58,000-$85,000. The midpoint of that range is $71,500 ($34.375/hour).

- The average pay range for a call center employee is $27,000-$49,000 with an average salary of $33,488 ($16.10/hour).

This information will be used in costing out the options.

Evaluation Factors

The primary considerations revolve around the responsibilities of the Mobility Manager and the functionality of the OCOCC. In determining what you believe should be accomplished in the three phases/timeframes (potentially Year 1, Years 3-5, and Years 8-10, or expedited timeframe of Year 1, Years 2-3, Years 4-5), factors to consider include:

- Logical sequence for building a foundation

- Support among funding agencies

- Support among transportation providers

- Ability to implement

- Flexibility to expand to reflect the long-term vision

- Value of investment in activity

As the OCOCC functionality is one facet of the Mobility Management program, consider also how the functions tie into the other facets (hosting, technology options).

One-Call/One-Click Center Operation

Another item that must be considered is where the OCOCC will be hosted. Numerous types of agencies can host it. Nationally, OCOCCs are hosted by cities, towns, counties, Council of Governments (COG's), Metropolitan Planning Organizations (MPO's), Aging and Disability Resource (ADRC) centers, 2-1-1 information and assistance centers, or non-profits. Larimer County executives and elected officials have requested that the NFRMPO either run or oversee the OCOCC in Larimer County.

After reaching out to the various agencies in Larimer County it was determined that there are three options (below) for hosting and operating an OCOCC. As of September, 2019, only two agencies, the NFRMPO and Via Mobility Services, are interested in hosting/operating the OCOCC. Options 2 and 3 below could utilize Via Mobility Services should they be selected to operate the OCOCC for Larimer County through a competitive procurement process.

Option 1: The NFRMPO hosts the OCOCC, staffed by NFRMPO employees including a Mobility Manager.

Option 2 is split into two options (a and b, respectively), both of which are actively overseen by the NFRMPO.

- **Option 2a** includes a NFRMPO employee working as the Mobility Manager and contracting out operation of the OCOCC.

o   **Option 2b** contracts out the entire process. The contracting agency would hire a Mobility Manager *and* operate the OCOCC.

Option 3 contracts out the entire process with limited NFRMPO oversight.

Tables 6-2 through 6-5 identify pros and cons of each option. Option 3 reflects operation by a third-party contractor such as Via Mobility Services but the MPO would need to go to bid for a contractor. Similarly, it is assumed that the contracted Mobility Manager in Option 2b could be through any organization.

Table 6-2: Option 1: NFRMPO hosts the OCOCC, staffed by a Mobility Manager

Pros of Option 1	Cons of Option 1
Neutral party; no potential conflict of interest	Would have to start from scratch.
Ability to tie into the VanGo^{TM} vehicles, with some vehicles potentially are available for use mid-day.	The MPO does not serve all of Larimer County. Agreement needed with County.
Ability to expand the OCOCC easily to include all of Larimer County and potentially Weld County, if desired.	Will support for the program remain solid despite changing Board members? The board is made up of 15 municipalities/elected officials, including some from Weld County.
MPO is known as a trusted entity in the region and already has relationships with key providers allowing the MM to be more effective.	
Easier for the MM and the call center to work together to provide a comprehensive customer experience (i.e., information, assistance, travel training, ride scheduling, etc.).	
The County has requested that the MPO head up the OCOCC.	
The MPO has grant expertise both with the FTA and FHWA with a proven track record of success.	

Table 6-3: Option 2a: NFRMPO oversees the OCOCC, contracts out the service

In this option, NFRMPO hires a Mobility Manager (MM) who does travel training/outreach, and contracts out the call center/scheduling/dispatch component (and oversees it)

Pros of Option 2a	Cons of Option 2a
Already have software infrastructure in place reducing training time.	Potential conflict of interest as the contractor would not be a neutral party. For example, if the contractor is scheduling rides for multiple agencies and puts all of the desired rides on their vehicles and all of the undesired rides on others. Or the contractor is competing for the same grant funding.
Ability to leverage resources (i.e., the contractor already has call center staff, etc.).	The contractor will likely need a financial incentive to take on the call center resulting in higher costs.
MPO is known as a trusted entity in the region and already has relationships with key providers allowing the MM to be more effective.	Having the MM and the call center in two locations is an added barrier to coordination.
The County has requested that the MPO head up the OCOCC.	The MPO does not serve all of Larimer County. Agreement needed with County.

Table 6-4: Option 2b: NFRMPO contracts out the entire OCOCC but oversees it.

In this option, the contracted agency would hire a Mobility Manager who would provide travel training/outreach, and would provide the call center component

Pros of Option 2b	Cons of Option 2b
The contractor already has the software infrastructure in place, reducing training time.	Potential conflict of interest. For example, if the contractor is scheduling rides for multiple agencies and puts all of the desired rides on their vehicles and all of the undesired rides on others.
Ability to leverage resources (i.e., the contractor already has call center staff, etc.).	The contractor will likely need some financial incentive to taking on the call center so it will likely be more expensive.
Easier for the MM and the call center to work together to provide a comprehensive customer experience (i.e., information, assistance, travel training, ride scheduling, etc.).	The MPO does not serve all of Larimer County.
The County has requested that the MPO head up the OCOCC.	

Table 6-5: Option 3: A third party (like Via Mobility Services) hosts the OCOCC, staffed by a MM

In this option, the contracted agency would hire a Mobility Manager and would provide the call center component, but with limited oversight from the MPO. While the pros and cons are listed for Via Mobility Services as they have identified an interest, another organization could be selected through the required procurement process including another human service agency or transportation provider, or a third party transportation provider. The list of pros and cons gives an idea of questions to ask: Do they have a proven track record? Where would the mobility manager be located? What conflicts of interest might exist?

Pros of Option 3	Cons of Option 3
Via Mobility Services (Via) already has software infrastructure in place, reducing training time.	Via is not located in Larimer County. This could result in reduced effectiveness as Mobility Manager would have to travel for meetings and would not be routinely seeing local staff in a wide range of settings.
Ability to leverage resources (i.e., the contractor already has call center staff, etc.).	The lack of MPO oversight may make it harder to get buy in from other municipalities/agencies. The MPO is also uncomfortable with limited oversight.
Easier for the MM and the call center to work together to provide a comprehensive customer experience than if split between locations.	Potential conflict of interest. For example, if Via and NFRMPO are competing for grant funding or if the contractor is scheduling rides for multiple agencies and puts all of the desired rides on their vehicles and all of the undesired rides on others.
Due to lower overhead rates, there is a lower total cost.	The County has requested that the MPO head up the OCOCC and this model does not represent that. Additionally, there is little overall political will for this option.
	Cost of Routematch software licenses for small providers.

Potential Cost Savings Model
Nationally and across Colorado, many Area Agencies on Aging (AAA) operate OCOCCs along with their Aging and Disability Resource Center (ADRC) information and assistance call centers. Pairing these functions helps leverage staff and technology resources as it reduces duplication. This may be a longer term solution for the Larimer County OCOCC.

One-Call/One-Click Center Operating Expenses

In addition to providing outreach, travel training, and project coordination, the consultants recommend that the Mobility Manager oversee the OCOCC including the call center/dispatch employees. The number of employees depends on the functions that would be included. The Low alternative would start with a single position, the Mobility Manager (and possibly an AmeriCorps VISTA). Additional full-time call center/dispatch employees will be needed for the Medium and High alternatives, with the number determined by the functions covered and the level of work involved in each (e.g., the amount of travel training provided, the number of daily calls answered, and the number of trips scheduled).

Cost-saving Option for Staff Support
AmeriCorps VISTA members receive benefits and other stipends through AmeriCorps. The VISTA sponsor pays a minimal stipend, often between $5,000-$15,000 annually depending on what the sponsor covers. For example, DRMAC utilizes a VISTA volunteer. They cover a small rent stipend and a small salary, totaling $12,000 annually.

An important question for the Medium and High alternatives is whether or not the call center staff will schedule trips for the small transportation providers in Larimer County or if this will remain with each provider. If trips are scheduled for all providers, two full-time employees will be needed just for that function.

Assumptions

Labor Costs. The average pay range for a Mobility Manager in Colorado is between $58,000 and $85,000. The midpoint of that range is $71,500 ($34.375/hour). The Colorado average pay range for a call center employee is $27,000-$49,000 with an average salary of $33,488 ($16.10/hour). The pay rates for Via Mobility Services are slightly higher reflecting the higher cost of living in Boulder. Note: the costs in the various options do not reflect inflation or merit increases.

Positions. We anticipate that two call center employees will be needed initially to operate the OCOCC for rural Larimer County. The pricing for operating the OCOCC in the Medium option in Table 6-6 is based on one Mobility Manager and two call center employees.

Price of Options: One-Call/One-Click Center Hosting

As described on pages 53-56, there are several options for hosting the OCOCC. This pricing reflects a phased approach which starts with a single Mobility Manager to get the project underway (Low option) and then add the OCOCC functions as funding and support are acquired (Medium and High options depending on scale). The Medium option shows the implementation of the full OCOCC in operation for four providers (referred to as the early adopters): BATS, heart&SOUL, RAFT, and SAINT using two call center employees. The high option would be an OCOCC for all of Larimer County and reflects four call center employees and one Mobility Manager.

Detailed calculations are included in Appendix E, while Table 6-6 provides a summary comparison.

Table 6-6: Cost Comparison of Hosting Options

	Low Staffing Option	Medium Staffing Option	High Staffing Option
Option 1: NFRMPO Operate	$163,592	$316,833	$498,008
Option 2: Third Party (Via) Operates, MPO oversight*	$154,901	$261,811	$370,523
Option 3: Third Party (Via) Operates, limited oversight*	$134,901	$241,811	$350,523

*The location of the Mobility Manager is key to relationship building. Via Mobility Services is located in Boulder, an hour outside of Fort Collins. Not reflected in the costs above is the travel component, in addition to the travel time, that would have a financial impact on this project. Likely the Mobility Manager would need to office out of a Larimer County location within the first few years of operation also increasing the cost for Via to operate any of the options.

Evaluation Factors

The primary considerations revolve around the whether the Mobility Manager and OCOCC responsibilities should be located in Larimer County or if the value Via brings to the table would offset the location in Boulder County instead of Larimer County. Put another way, how important is it to build capacity in Larimer County versus using capacity already available in a neighboring county? Because overhead rates are significantly higher at the NFRMPO, costs are much higher for the MPO, especially if additional staff is added. It is important to keep in mind that an outside contractor does not have to be a long-term solution: it can be an interim solution. If Via were to operate the OCOCC, it is important to consider the costs of the Routematch software, the value that would provide to those agencies that are interested in obtaining software, and the processes that would be needed for a third-party scheduler. In evaluating these options, factors to consider include:

- Logical sequence for building a foundation.
- Support among funding agencies, transit advocates, providers, and users.
- Ability to implement an OCOCC, including related software and marketing tools.
- Flexibility to expand, reflecting the long-term vision.
- Value of investment in activity.
- Ability to strengthen local relationships.

Again, consider also how the hosting ties into the other facets (functionality, technology options). The host should have a decent understanding of the technology needed to ensure success of the OCOCC.

Software Options

Different types of software are available for different functions with some serving more than one function while others are more narrowly structured. The two categories of interest are "Trip Discovery" and "Transit Scheduling" software solutions.

Trip Discovery Software

Software oriented to helping _customers_ find and explore the providers that meet their needs. These options may include:

- **Trip planners** (Google Trip Planner and Open Trip Planner are widely used)
    - Trip planners are generally used in conjunction with either a website or 1-Click|CS software, or equivalent, to assist riders in finding the services available for a specific trip.
        - One of the case studies, [FindMyRidePA](#), uses 1-Click|CS software in this capacity.
    - These each focus on fixed route transit, but the means to include demand response or route deviation service is in beta testing for Open Trip Planner.
    - These usually are interactive and can consider real world conditions.
    - These require a data stream, based on the General Transit Feed Specifications (GTFS), to inform the trip planner what services are available. CDOT has a project underway to create GTFS data for fixed route services where not presently available. Transfort, COLT, and Bustang already have this in place; the seasonal routes in Estes Park do not.

- **Mobile or web applications** that do one or more of the following:
    - List all available providers.
    - Provide contact information of providers.
    - Have filters to refine searches (e.g., filters for eligibility or requiring a vehicle that accommodates mobility needs).
    - Allow reservations to be made via the telephone or website.
    - A website that is mobile-friendly and accessible to adaptive technology makes the development of a mobile application easier.

- **1-Click Software | CS**
    - Provides information on all available transportation options, from public to private, and from fixed-route to demand response.
    - Includes Open Trip Planner. Requires a GTFS data stream. In beta testing for using GTFS-Flex data in the State of Vermont. Denver RTD also is working on developing a GTFS-Flex data stream for its Flex-Ride services. If GTFS-flex data is provided, a rider could identify the portions of a trip where fixed route and demand response services are available.
    - Includes a variety of filters to help users determine services that would meet their needs.
    - Includes program eligibility information for human service providers.

- o For agencies using Trapeze and Ride Pilot scheduling software, 1-Click|CS can enable a rider to directly request a ride.

Figure 6-2 on the following page describes characteristics of these software options.

Figure 6-2: Discovery Software Options

	Features	Ease of Use (More icons = more training needed)	Functionality (More icons = more features)	Cost (More icons = more costly)	Effort (More icons = more manual effort)
Website Example: **North West Colorado Council of Governments**	Would list all providers with information on services offered (hours and days of service, rider cost, programs served, service area).	👤	⚙️	$	🕐 🕐 Riders contact providers directly.
Mobile Application (App) Example: Rides - DRMAC app	Would list all providers with information on services offered (hours and days of service, rider cost, programs served, service area).	👤	⚙️	$	🕐 🕐 Riders contact providers directly.
1-Click|CS (Cambridge Systematics) https://www.camsys.com /tags/one-click	Robust Mobility Management software that acts as trip planner and information for multiple providers. Has ability for customers to directly request rides for agencies with Trapeze or RidePilot scheduling software.	👤 👤	⚙️ ⚙️ ⚙️	$ $ Open Source Software is free; would need development for Larimer County	🕐 Cambridge Systematics would develop the software to fit Larimer County (the effort would be largely theirs).
Trip planners These are a part of many apps and websites and are often viewed as a background feature.	Trip planners allow one to enter origin and destination and it will return travel maps, distance, and time by mode. Most only show fixed route transit.	👤	⚙️ ⚙️	$ $	🕐

Hard copy documents that list available providers, like the NFRMPO Rider's Guide, to transportation options in Northern Colorado, are also useful and serve as a foundation for and adjunct to the above software options. Additionally, the importance of having a staffed call center so that riders can speak with a live person to request information cannot be understated.

Demand Responsive Transit Scheduling Software

Software oriented to *providers* that assists in scheduling demand response trips. These programs may include:

- Customer databases, so information is entered only once.
    - Customer database includes basic information (e.g., name, address, phone number), emergency contact information, eligibility, funding source, and mobility information (e.g., wheelchair).
    - Security protocols are a part of these systems and web-hosting also meets HIPPA standards.
- Driver tracking databases including schedule availability (especially for volunteer drivers), licensing, and training, with advance notice of renewal dates.
- Fleet databases including license, registration, and inspection information, maintenance records, and advance notice of renewal dates.
- Security to protect information (customer, driver, etc.) and to comply with HIPPA.
- Ability to schedule client trips, including a notes field for drivers that allows for specific pick-up/drop-off information (e.g., south door of grocery store). Notes are entered when the trip is scheduled.
- Ability to schedule drivers on vehicle runs, assign buses and drivers, and print driver manifests.
- Ability to track and report one-way trips, miles driven, and hours operated.
- Advanced features such as:
    - An algorithm to improve productivity of schedules (route optimization).
    - Automatic vehicle location (AVL) tracking.
    - Tablets for drivers to use to show their schedule, accurate trip time reporting, and to receive/send schedule updates.
    - Ability to link trips to funding sources and bill those funding sources for service.
    - Ability for other agencies to schedule trips through a web portal/mobile application.
    - Ability for riders to schedule trips through a web portal/mobile application.

Figure 6-3 on the following page describes characteristics of these software options. This chart lists several specific software options, from "low-tech" to increasing levels of sophistication. The first column shows the option for which each of these programs might be considered Low, Medium and High.

Note that this chart includes products by name; those selected are ones already in use in the County or were researched during Project MILES. If one were to go to bid to purchase software, one would define only the functional characteristics required. There are many proprietary software options that would be equivalent to the Routematch or Trapeze options and include some type of coordination module that allows for other providers to use a portal to connect to a provider. There are also several programs similar to the Engraph Para Plan Lite system currently used by BATS.

Figure 6-3: Demand Responsive Transit Scheduling Software Options

Option		Features	Ease of Use (More icons = more training needed)	Functionality (More icons = more features)	Cost (More icons = more costly)	Effort (More icons = more manual effort)
Low	**Spreadsheet option** • Excel • Google Sheets	Basic spreadsheet	(1 person icon)	(gear icon)	$ Free or low cost for Microsoft Office	(3 clock icons) MM will maintain and update spreadsheet
	Access Database	Allows for more options than a simple spreadsheet, especially for rider profiles. Part of the Microsoft Office platform.	(1 person icon)	(gear icon)	$ Microsoft Office ($50-$70 annual license)	(3 clock icons) MM will maintain and update database
	Assisted Rides https://assistedrides.com/	Web-based volunteer driver management software. Ride scheduling, data management, etc. (Use for paid drivers too).	(2 person icons)	(gear icons)	$ About $2k per agency	(2 clock icons)
	Spedsta https://www.spedsta.com/	Dispatch scheduling software; web and mobile based.	(2 person icons)	(gear icons)	$ About $2k per agency	(2 clock icons)
Low - Medium	**RidePilot** (Cambridge Systematics, Full Path Consulting or others can provide) https://www.camsys.com/tags/one-click https://fullpath.io/about	An open source scheduling and dispatching system designed for small providers. Web-based. Provides customer, driver, and vehicle data- bases for operating and tracking demand-response services. AVL and tablets available.	(2 person icons)	(gear icons)	$ to $ $ Open source; for multiple systems. Needs hosting, set-up, and maintenance. $20,000- $25,000 initial $40,000-$45,000 annual Low-cost option may be available via Utah Transit Authority (UTA) for a cost of around $4,000 per agency per year.	(1.5 clock icons) A vendor would host, install for individual providers, and update as needed. Providers maintain system information.

		Features	Ease of Use (More icons = more training needed)	Functionality (More icons = more features)	Cost (More icons = more costly)	Effort (More icons = more manual effort)
	Engraph ParaPlan https://www.paraplan.software/	Paratransit and NEMT real time software solution; includes financial abilities.	👤👤	⚙⚙	$ $	🕐🕐
Medium.-High	**Routematch** https://www.routematch.com/	Demand response transit software with financial and route optimization abilities.	👤👤	⚙⚙⚙	$ $ $ About $150,000 for initial start up, then an annual licensing fee of $24,000.	🕐🕐 A cloud-based hosted system available for staff to utilize. Training and technical support are included.
	Trapeze- TripSpark https://www.trapezegroup.com/#	Demand response transit software with financial and route optimization abilities.	👤👤	⚙⚙⚙	$ $ $ About $150,000 for initial start up, then an annual licensing fee of $20,000 to 30,000.	🕐🕐

Proprietary versus Open Source Software

There are both proprietary software solutions and open source software solutions available. A **proprietary** system is developed and maintained by the vendor and is protected by copyrights. The agency purchases licenses (which may be based on the number of vehicles and/or dispatchers/schedulers using the system at the same time, or the annual trips provided) and the installation of the software. The agency then pays annual fees for maintenance and perhaps for data transfer, storage, or downloading of reports. An **open source** system is publicly available under open source licensing. An agency does not pay to purchase it, but generally would enter into a contract for installation (tailoring it for the agency) as well as ongoing maintenance and updates. It can be customized to the agency in ways that proprietary software often cannot. As with the proprietary software, there are routine needs for updating the software and general maintenance. Most software solutions (proprietary and open source) are now cloud-based but some may still be based on an agency's server.

There are advantages and disadvantages to each option. Generally, the more complex the software and activities it is undertaking, the more likely an agency would want a proprietary solution. With an open source solution there are not issues about data ownership, while with proprietary systems it is important to specify ownership rights and ability to download files both routinely and at such time as the agency needs a different software solution. The level of IT capacity at the hosting agency and/or the agency using the software is also an important consideration.

Price of Options: Trip Discovery Software

The discovery options are priced for the County as a whole and are oriented to consumers. These costs are in addition to the costs of scheduling software and they provide for different functionality. The basic options include a website, a mobile application, and 1-Click | CS software. The 1-Click | CS software includes Open Trip Planner.

These options begin with the Website and Mobile App, which would be used for the Low implementation option. Either the website alone or both a website and mobile app could be developed. 1-Click | CS software is included as an option under the Medium implementation alternative.

Some considerations are the number of services that would be included for the discovery option, the volume of calls or contacts that would be expected, and the price to develop and maintain each system.

Another consideration is how well the applications are integrated with other transit applications and data. This is something that can be expected to develop over time. At present, Transfort (including FLEX), COLT, Bustang and Estes Park provide website information; Transfort has a "Ride Transfort "App and an e-ticket app; Bustang also has an e-ticket "Just Ride Bustang" App. Private providers like zTrip have a website and an app. Uber and Lyft also primarily operate with their apps.

An important activity will be to brand the Mobility Management website (in addition to all marketing materials), making it the place to go to find out about all transportation options. This will require a specific effort to brand it, much as VanGo™ is a recognizable brand. It will also require ongoing activities to figure out how to make the website useful to travelers of all types.

The longer-term vision is to enable riders to directly schedule trips, but in the Low implementation option, choices are limited to calling or emailing the provider to put in a trip request. The 1-Click | CS option does allow for riders to click on the link and schedule a trip for agencies using Trapeze or Ride Pilot scheduling systems (through API's), although that would need to be implemented locally.

Order of magnitude costs for each of the discovery options are listed in Table 6-7.

Table 6-7: Discovery Software Options

Option	Initial Cost Estimate	Ongoing Maintenance (Annual)
Website	$5,000	$1,000
Travel Planner on Website	Included in 1-Click	CS	Included in 1-Click	CS
Mobile App	$5,000	$1,000
1-Click	CS	$25,000 - $35,000 Configuring and branding system, helping to load in services, trouble-shooting GTFS, training, etc.	$35,000 Annual hosting, maintenance, support

Note that the 1-Click | CS software would be most cost-effective for a larger geographic area. Additional counties could be added at a minimal cost. For example, adding Weld County would require the cost of adding the geography, adding providers, trouble-shooting, and minimal training. The system would already be set-up and branded. No additional ongoing costs would be incurred.

The 1-Click | CS software would provide a high level of trip discovery for riders, allowing them to identify specialized and fixed route options with a trip planning function. For providers with Trapeze or RidePilot software, this also would allow direct scheduling of rides (replacing the portal function for the proprietary systems). This 1-Click system would cost in the range of $25,000 - $35,000 for initial configuration, helping load in services, trouble-shooting GTFS, admin training, etc. The lower end of costs might be appropriate for just Larimer County and the higher end if Weld County is included. Amortizing the initial costs over five years would result in a $5,000 - $7,000 set-up cost annually. Additional costs would be required for web portal scheduling (the costs to configure Trapeze or to add the RidePilot scheduling option for some agencies). Note that this option would largely replace the costs of website and mobile app development/maintenance. It would also provide a trip planner.

Price of Options: Demand Responsive Transit Scheduling Software

The pricing for scheduling software varies for the Low and Medium-High implementation alternatives.

It is assumed that under the **Low Alternative**, providers would use their existing software or a program that makes sense for their operation. This means that RAFT and heart&SOUL are the only providers needing

software or continue with their Access/Excel spreadsheet options but would need to manually coordinate with the OCOCC.

The costs for individual software packages can range from around $2,000 annually to somewhere in the range of $30,000 - $50,000 for initial purchase and $5,000 - $10,000 for annual fees. There are significant differences in the functions included and the ease of use. At the high end, prices are affected by system characteristics (annual riders, number of vehicles, and number of user licenses) and by features. For example, will just basic scheduling and program management be purchased or will computer-aided dispatch and automatic vehicle location (AVL) be purchased? Will a notification system purchased to make automatic remainder calls to riders? The value of each system purchasing its own system is that the software can be tailored to each system's needs.

Providers must consider the cost of the software for scheduling trips and managing customer databases along with the staff time required with a more manual approach. For example, having software with a mobile application enables the BATS Transit Coordinator to drive as needed and schedule from his vehicle. It will be important to identify the system features that are needed to minimize staff time and the implementation protocols. Some features might result in no cost savings if a staff person is needed to provide coverage during certain hours and has the time for a manual approach to an activity.

It is estimated that SAINT annually spends just over $0.05 per ride for its scheduling solution. BATS pays around the same amount annually for software, but because they have fewer rides, the cost per ride is higher – around $0.30. The BATS program also has more features so those bring value as well. Figure 6-4 illustrates a range of costs per trip, from $0.10 to $1.00 that might be appropriate to spend for individual scheduling software solutions.

Figure 6-4: Range of Expenses for Varying Ridership Levels
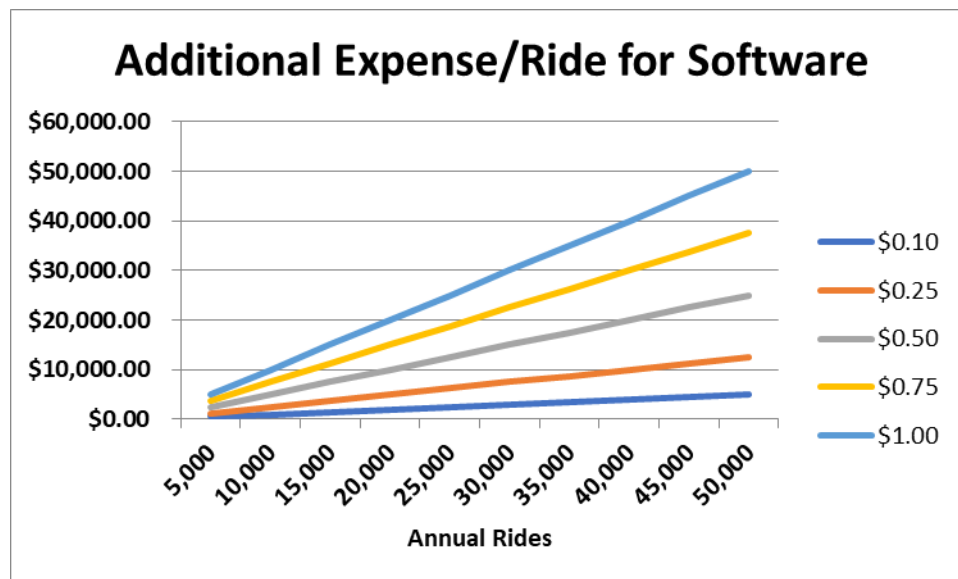
Annual ridership levels for RAFT equal 2,600, BATS equals 4,000-5,000, and heart&SOUL Paratransit equals 13,000. For these smaller providers, a solution that is under $10,000 annually would be an appropriate range. (One can amortize the initial cost over five years and add in the annual fees to get a single annual cost.) Even so, the high-end costs presented here ($1.00 per ride) would be a large percentage increase for

RAFT in their total funding. Some systems the size of SAINT (annual ridership of 31,000) do purchase more sophisticated software when it results in staff or other cost savings. Broomfield Easy Ride, with ridership of over 25,000 annually, found value in spending $12,000 - $15,000 annually or about $0.50 per ride because the program usage was increasing rapidly (and grant funding covered 75% of the costs).

The minimalist systems employed now (Spedsta, Engraph Paraplan Lite) are appropriate solutions for small providers. Two others were identified in Figure 6-3: Assisted Rides and Ride Pilot. Assisted Rides is similar to Spedsta and does well when scheduling volunteer drivers. Ride Pilot is an interesting open source program with fairly full functionality. In addition to scheduling, client database, and reporting functions, it manages drivers and vehicles. A CAD/AVL system can be used that allows for tablets in the vehicles. It lacks a scheduling algorithm (trips are assigned manually to vehicle runs) and does not have a notification module. It has in place an interface with 1-Click | CS software that allows scheduling directly through the 1-Click | CS application.

The **Medium and High alternatives**, include three basic choices:

- Transition to a single proprietary software program that provides a coordination module and allows smaller providers to schedule trips through web portals.

- Transition to a single proprietary software program that provides a coordination module and a single agency (the OCOCC) schedules all trips.

- Use 1-Click | CS software to connect the various providers. In order to have direct scheduling, the smaller providers would need to switch to Ride Pilot, or an API connection would need to be developed to allow direct trip requests. This might be feasible in the case of the Engraph Para Plan software, but there would be a cost associated with it.

Table 6.8 lists the characteristic of the systems that were used in estimating prices for proprietary software. Only the top four systems were included; it is noted some providers have not stated a clear interest in joint scheduling and/or have stated concerns that need to be addressed. For proprietary software, vendors were asked to estimate costs based on 3-4 user licenses, 30-32 vehicles, about 175-200 daily trips, tablets and a notification (IVR) module to remind riders of trips.

Table 6-8: Characteristics of Scheduling Systems

Existing Systems	Scheduling Program	Server or Web-Based	Peak Vehicles	Scheduling Stations	Avg. Daily Riders	GTFS	Tablets	Interactive Voice Response (IVR)[4]
BATS[1]	Engraph Paraplan Lite	Web	2	2	20	Yes	2	No
RAFT	Access Database	Server	8	2	10	No	8	No
SAINT	Spedsta	Web	12	4	120	No	N/A	No
heart&SOUL [2]	Paper & Pencil/Excel	Server	8	2	36	No	8	No
The systems below are not expected to change software or require reservation support through a One-Call/One-Click Center.								
Estes Park (Via)	Routematch	Server	2	N/A	20	Yes	2	Yes
Foothills Gateway	Internal software	Server	N/A	N/A	45	No	N/A	No
Transfort -DR	Trapeze				33	Yes	Yes	Yes
COLT DR	Trapeze (through Transfort)				23	Yes	Yes	Yes
zTrip[3]	MD Data-MTI				56		Yes	N/A

(1) BATS is pleased with its existing scheduling system but might use other One-Call/One-Click Center services.

(2) Private for-profit provider.

(3) Private for-profit provider. As taxi, has own software. As provider for Transfort and COLT, is assigned trips from Trapeze.

(4) Interactive Voice Response systems allow for automatic reminder calls to be made to riders with upcoming reservations.

TransitPlus

Prices are estimated in Table 6.9 for the single sophisticated software system, covering the four early adopter providers. It is assumed that Transfort, COLT, and Via (for Estes Park) would continue with the systems they have in place.

These systems provide more functionality, but also cost significantly more. Using Routematch through Via is estimated at an amortized cost of $54,340 annually or $13,585 for each of the four systems (total cost over 5 years divided by 5). A free-standing Routematch system would have an amortized cost of $48,800 annually or $12,200 per agency. The Trapeze system has amortized costs of $50,000 annually, or $12,500 per agency. Note that the basic system could significantly lower costs – for example, not purchasing the tablet programs would save about $45,000 off the initial cost and reduce ongoing costs as well.

Returning to the metric used in the previous section, for the estimated 51,000 annual trips, these solutions represent costs of about $1.00 per ride.

Table 6-9: Software Costs for Full Systems

Full Systems	Initial Cost / Year 1	Annual Cost Year 2 and beyond	5 Year Total
Routematch - Through Via			
Initial Training: 4 providers	$6,000		
Per Vehicle Cost: 30 vehicles	$65,540	$50,040	
Totals	**$71,540**	**$50,040**	**$271,700**
Routematch* - Free-standing	**$148,000**	**$24,000**	**$244,000**
Includes basic system for 30 vehicles, tablets, notifications, and web portals for agencies/riders			
Trapeze	**$150,000**	**$25,000**	**$250,000**
Includes basic system ($75,000), tablet program ($30,000), notifications ($15,000), and web portals for riders ($30,000)			

*Routematch also provided a general cost estimate for an individual agency deployment (not including the portals) at an initial cost of $60,000 with $12,000 in annual costs for an eight-vehicle system.

The other option that was identified for small systems was Ride Pilot. Ride Pilot is most appropriate for multiple service providers as the costs per agency go down with more providers that become part of the network. Utah Transit Authority (UTA) has Ride Pilot in place for 23 rural agencies. With full support for hosting, maintenance, troubleshooting, and routine changes (adding or deleting providers), their costs run about $3,000 per agency per year. Cost for just a limited number of systems would be significantly higher on a per system basis and results in costs that are on-par with the sophisticated scheduling systems.

Table 6-10 shows the costs of Ride Pilot. Two rough price quotations are provided, but both are conditional. One quote was for up to four initial agencies (it is easy and relatively low-cost to add others), with setup, geographies, and CAD/AVL for tablets. CAD/AVL might not be needed for the rural providers as the cell phone reception is spotty in areas and that level of functionality may not be needed by the smaller providers. The quotation received was for $20,000 - $25,000 for initial setup and $40,000 - $45,000 for annual hosting and mapping expenses. A significant amount of the ongoing expenses are related to data

TransitPlus

charges for the CAD/AVL systems so this should be considered a high estimate. For four agencies this would be in the range of $10,000 - $12,000 annually for each system. If the number of agencies participating doubled, the prices for each would drop to about $7,000 annually. Another way to reduce costs is to not use the CAD/AVL features.

The second quote is based on joining the existing UTA network. The TransitPlus team talked with the Mobility Coordinator at UTA about this possibility. He took this concept to his supervisors and UTA is willing to add limited outside agencies to their network as a pilot. The estimate for this is about $300 per month per agency, or $3,600 annually.

Joining the UTA network makes sense as long as only a limited number of agencies are interested. At such time as there were eight or more agencies interested, it would make sense to have a Colorado network of RidePilot. There would easily be two dozen agencies that would benefit from a Colorado Ride Pilot network for small rural Colorado transit providers. CDOT prefers to see a regional pilot for such a system. As such, piloting a project with UTA provides a low-cost way to test this.

Table 6-10: Software Costs for Ride Pilot

Full Systems	Initial Cost / Year 1	Annual Cost Year 2 and beyond	5 Year Total
Ride Pilot			
Through Cambridge Systematics	**$25,000**	**$40,000**	**$185,000**
Through Utah Transit Authority (UTA)	$3,600/agency	$3,600/agency	
	X 4 agencies	X 4 agencies	
UTA Totals	**$14,400**	**$18,000**	**$86,400**

Evaluation of Software Options

This section provided basic software options for trip discovery and trip scheduling functions providing a range of costs and providers to help in understanding the available choices. Since there are a wide variety of options providing different levels of functionality, effort required and costs, it is important to consider both the current and future needs of Larimer County for providers, riders, funders, advocates and human service agencies. Choosing an option that allows for future flexibility will ease the implementation and success of the OCOCC .

Conclusion

This chapter presents an array of detailed information on the Mobility Management Program, from functionality to hosting, as well as software options for trip discovery and scheduling options. The detail presented here will help to ground the choices, but the many choices suggests that a useful approach may be to identify top priorities to start with and a method for making decisions rather than locking into a single course of action immediately.

Chapter 7: Recommended Alternatives

The Mobility Manager and One-Call/One-Click Center program host, trip discovery software, and trip scheduling software options were presented at the September 19 LCMC meeting for discussion and review. Cost estimates were presented which helped stakeholders build on the information they learned from the Project Miles task force.

Evaluation Criteria

Stakeholders were reminded of the project vision: to develop a coordinated system that schedules rides across multiple providers with seamless and accessible options for users. Stakeholders were asked to consider multiple perspectives when considering the alternatives including riders, funders, providers and advocates.

Stakeholders were then given the following evaluation criteria to consider as they reviewed and selected alternatives:

- Logical sequence for building a foundation
- Support among funding agencies
- Support among transportation providers
- Ability to implement
- Flexibility to expand to reflect the long-term vision
- Value of investment in activity

Stakeholder Feedback

Twelve stakeholders provided feedback at the September 19 LCMC meeting, representing various agencies and interests. Figure 7-1 shows the breakdown of stakeholders.

Figure 7-1: LCMC Stakeholder Representation
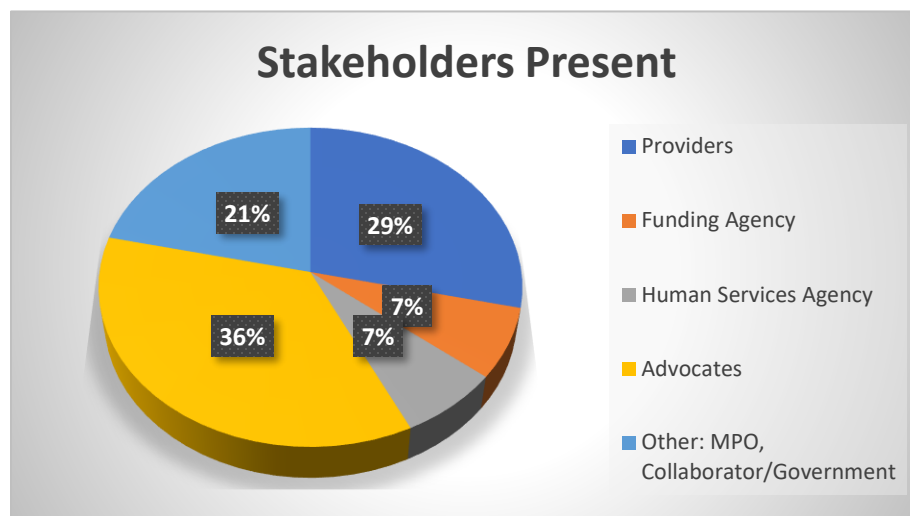
Hosting

Of the twelve responses, stakeholders unanimously agreed that the MPO should host the OCOCC in some capacity. All stakeholders want the Mobility Manager to be an employee of the North

> I think it makes sense to host the program at the agency that's done the planning, built support, etc.
>
> *-LCMC Stakeholder Comment*

Front Range Metropolitan Planning Organization (MPO). The stakeholders were pretty evenly divided on whether the MPO should also have full responsibility for the OCOCC or whether they should serve in an oversight capacity and subcontract the OCOCC to a third-party agency.

> MPO can bring other support like grants, IT, etc. Also has short-term funding ideas/solutions. Has ear of elected officials that could help advocate and fund. May not stay at the MPO long term but good place to start.
>
> *-LCMC Stakeholder Comment*

Trip Discovery Software

Stakeholders were split as to the phasing of trip discovery software. Some thought the OCOCC software should start with a low technology option (like spreadsheets and an updated website) and move to a more robust technology system as time and funding allow (mobile application second, and 1-Click | CS software or equivalent software third). Stakeholders were excited about the idea of developing a mobile application for riders and felt that was important to the success of the program. The 1-Click | CS software option received the most responses from single-selection respondents.

> (1-Click | CS software is the) best long-term sustainable option; less functional options will have greater long-term costs in time, fixes, less efficiency and delivery. And there would be less success in the initial years to build form and to secure longer-term funding.
>
> *-LCMC Stakeholder Comment*

Demand Responsive Technology Software (Scheduling Software)

Three main alternatives were presented (low cost option that could include spreadsheet scheduling or a lower cost/lower functionality scheduling system, open source, and proprietary). Within those alternatives, several cost estimates were provided to give stakeholders a more comprehensive idea of the associated costs. Overall, stakeholders liked the flexibility and lower cost of the open source software option (software like Ride Pilot).

> I think (open-source) will be most flexible and cost-effective long-term options for Larimer County and allows leadership for regional solutions.
>
> *-LCMC Stakeholder Comment*

TransitPlus Recommendations

Taking account the stakeholder feedback and past project experience, the TransitPlus team recommends the following alternatives in each category. Some implementation schedule options are also provided.

Recommendations by Category

Mobility Manager and Program Hosting

TransitPlus recommends that the NFRMPO host the Mobility Manager <u>and</u> the One-Call/One-Click Center. While the One-Call/One-Click Center could be hosted by a third party, the preference for open-source technology will make it much more difficult for a third party to operate the One-Call/One-Click Center as most of the third party options are already using a proprietary software system. The MPO provides an independent option with substantial knowledge of funding options and grant requirements, including FTA, CDOT, and FHWA requirements. Additionally, the MPO has been instrumental in the coordination efforts; hosting the LCMC meetings, facilitating discussions and building relationships with providers, funding and government agencies, elected officials, advocates, and other human service agencies. While we feel it is important for the NFRMPO to host the Mobility Manager and the One-Call/One-Click Center initially, this may change to a third party as the program grows and the program needs change over time.

Trip Discovery Software

Depending on funding availability, **we recommend 1-Click | CS trip discovery software or equivalent open source software.** 1-Click | CS provides One-Call/One-Click Center website development and hosting, and provides riders with interactive scheduling options that align with the Vision of this project. Additionally, 1-Click | CS provides a solution that is scalable to expand to Weld and/or Boulder counties and covers fixed route and demand responses services. Since 1-Click | CS already has API's for Trapeze and Ride Pilot, riders will be able to schedule rides with multiple providers currently serving Larimer County.

Demand Responsive Technology Software (Scheduling Software)

TransitPlus recommends open source software for trip scheduling software (like Ride Pilot or equivalent). An open source solution enables small providers to utilize technology in a cost-effective manner that will enhance their service and allow for easy coordination. Open source software provides the flexibility to expand the One-Call/One-Click Center efforts to include NEMT trips, other counties and other providers with ease. These expansion efforts will also help spread the cost, increasing the cost-effectiveness, through economies of scale allowing for a fiscally sound solution.

Implementation Scheduling Options

Stakeholders at the LCMC meeting asked for both an expedited timeline and a moderate phased approach to development. The availability of funding will be a key factor in the speed of development, determining when implementation of the trip discovery software and demand responsive technology software (scheduling software) occur.

Figure 7-2 illustrates the three basic options: an expedited timeline and two phased approaches timelines. In all cases, the procurements are scheduled sometime after the program begins. This assumes that the NFRMPO would initially fund the Mobility Manager but would wait for grant funding for software development. It is possible to wait for grant funding to hire the Mobility Manager; that could just extend the timeline. In the first two options, the development of the 1-Click |CS (or equivalent) and RidePilot (or equivalent) software systems are undertaken at the same time. The third option shows the development of the 1-Click |CS (or equivalent) software implementation first, followed by the scheduling software. This option also eliminates the mobile application and website development shown in the second option. The phased options go slower, include some additional steps, but also allow for more flexibility. For all options, the software procurements will be for a vendor to install, tailor, and maintain the software.

Figure 7-2: Expedited and Phased Implementation Schedules

Expedited Implementation Option 1
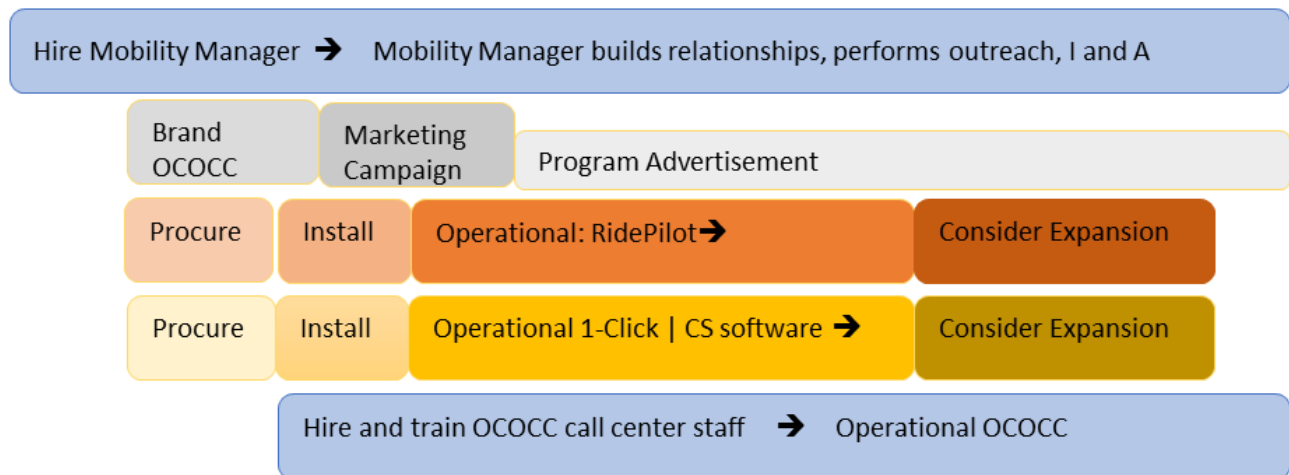
Phased Implementation Option 2
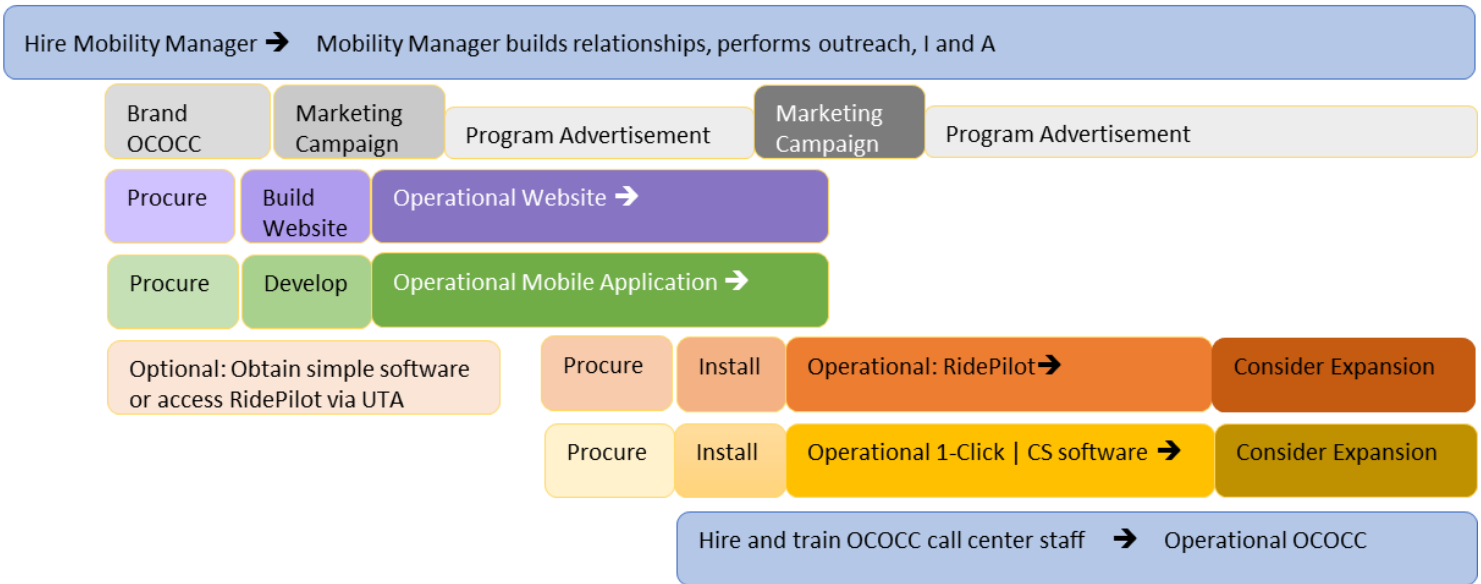
Phased Implementation Option 3
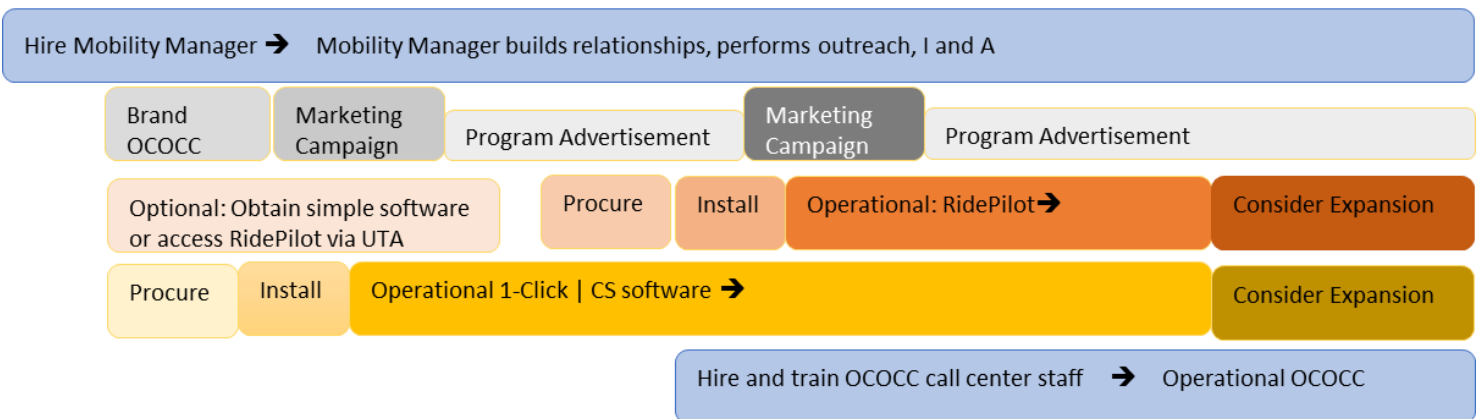
Provider Feedback

A meeting for transportation providers was held on October 10, 2019 to discuss their comments and concerns about the project. Via Mobility Services, RAFT, SAINT and heart&SOUL Paratransit participated. At that meeting, the providers expressed a strong preference for a phased implementation approach allowing time to build trust, establish the program requirements and standards which will set up the OCOCC on a path for success.

Conclusion

This chapter presented the recommendations of the LCMC members and TransitPlus for the host of the Mobility Manager and OCOCC, the trip discovery software, and the demand responsive technology software (scheduling software). Three implementation schedules were presented allowing for an expedited timeline and two phased approach timelines. Funding will likely dictate the timeline for implementation although the preference by providers for a phased implementation approach should be considered.

Part III: Business Plan

The next four chapters lay out a business plan for implementation. Chapter 8 covers implementation and financial options. Chapter 9 provides a communication plan. Chapter 10 identifies potential funding sources. The business plan concludes with Chapter 11 with identification of the implementation steps.

Chapter 8: Implementation and Financial Plan

There are many components to implement the One-Call/One-Click Center. The project will require a clear vision and dedicated commitment from the LCMC, host agency, and participating providers for success. This chapter explores some key facets of implementation: governance, vision and goals, and budget options.

Governance

As the host agency, the NFRMPO will provide a formal governance structure for the OCOCC. The NFRMPO serves as the transportation and air quality planning agency for the urbanized portions of Larimer and Weld counties. It is important to specify the roles and expectations among all participating parties to provide a structure that will guide and support the development of the OCOCC. This can be accomplished through Intergovernmental Agreements (IGAs) and memorandums of understanding (MOUs).

The NFRMPO does not cover all of Larimer County and crosses two of CDOT's planning regions. An IGA is needed between the NFRMPO and Larimer County, establishing the NFRMPO as the OCOCC host for the entire County. This IGA could identify the functions for which the NFRMPO will be responsible, the sub-committee structure that will allow for program oversight, the relationship of the Larimer County AAA, and how planning, programming, financial, and compliance responsibilities will be addressed. An additional IGA is needed between the NFRMPO the Upper Front Range Transportation Planning Region (TPR) to allow the NFRMPO to serve the areas of Larimer County covered by the Upper Front Range TPR.

MOUs will be needed between the NFRMPO and participating transportation providers. These MOUs will establish the roles and expectations of the NFRMPO as well as those of the providers. The MOU should include information about financial responsibilities, service area boundaries, business rule and protocols, customer service standards, and marketing information. The various sections help clarify the responsibilities of all parties involved. This is a program that is in the developmental stages, so the initial MOU will reflect only the initial agreements. Key decisions about the role of OCOCC staff and provider staff in scheduling trips will be reflected in successor MOUs. In the first years, the MOUs may be revised annually.

Operating protocols that provide for a "no wrong door" approach can be included in the MOUs. Both the OCOCC staff and providers have responsibilities in making sure callers get their needs met. It is common for aging individuals to have multiple needs (transportation, nutrition, medical equipment) so providing a means to connect callers to the resources they need will require agreement on how to handle such calls. Protocols are also needed for times when a provider receives a call for services that the provider cannot serve.

A NFRMPO subcommittee with a composition similar to the current LCMC may be the appropriate means for stakeholders to develop protocols and make recommendations on program direction. Such a subcommittee could also act as the forum for riders, advocates, human service agencies and others to provide feedback and oversight for the OCOCC. Decisions on the subcommittee structure and relevant NFRMPO policies that will be followed for the OCOCC will also be identified in the IGAs/MOUs.

One-Call/One-Click Center Vision and Goals

While the LCMC developed a vision and goals for developing the implantation plan, new goals will need to be developed for the OCOCC operation and mobility management functions. These goals will need to be measurable, quantifying the program outcomes of the OCOCC and are an important first step of implementation.

Measuring Progress and Performance

A key management activity is measuring progress towards meeting goals and the overall performance of transportation services in the County. This will help to make informed decisions about how best to use available resources and to illustrate the value of investments. Some key challenges in developing metrics are:

- The mobility management program will need to compile metrics using data from provider agencies so getting the data in a timely manner can be challenging. Additionally, the data gathering methods need to be consistent to ensure validity.

- Consider the service area to be covered. Will provider metrics cover all those operating in the County? Only those participating in the OCOCC?

- Some items are hard to measure or there is not a standard definition that is used by all agencies.

As metrics are developed, the following are some helpful guidelines:

- Keep it simple. Measure or collect only data that is useful.

- Be consistent, measuring core information over time.

- Use data already collected and reported for other purposes. Agencies receiving CDOT funding report key data for the National Transit Database (NTD) report (one-way trips, miles of service, operating expenses, etc.). The Area Agency on Aging requires similar data and other items, such as the number of unduplicated clients.

- The items tracked for management purposes will be more than those reported monthly or quarterly in a summary report.

- Consider the things the agency has control over and those that are indicators of trends.

Plan on capturing some information that is not currently collected. This might be done through annual surveys or special reports run once a year. Also, consider pre and post questions of riders to quantify the differences the work is making.

Vision and Goals

The proposed project goals that follow cover the mobility management program, including activities of the Mobility Manager, development of the technology options, and strengthening of local transportation options. They assume a Mobility Manager will be hired and that NFRMPO will host the program. While some initial focus is on the areas served by early adopters and rural Larimer County, the goals encompass the entire county and can be utilized for future expansion.

Proposed Vision

Vision: Establish a well-functioning and sustainable One-Call/One-Click Center service that:

- Makes it easier for people to find and schedule transportation, and

- Allows providers to share rides and other resources.

Proposed Goals and Measurable Outcomes

Table 8-1 proposes goals and measurable outcomes for those goals. It is expected that the goals will be finessed by the LCMC as the project moves forward. It is important for the Mobility Manager to track progress towards accomplishing the tasks and to measure outcomes. Such data is very useful to show project success, and areas for improvement; it allows the LCMC and the NFRMPO to make data driven decisions. Additionally this data is needed to make the case for additional grant funding.

The Mobility Manager will need to keep track of the goals, progress on completing tasks, and measurable outcomes. Some of the suggested data may come from regular reporting while others will come from ancillary data or annual surveys. An example of ancillary data might be population data showing the number of residents living in a community. If gathered by age, this can help stakeholders understand how transportation services are used or how they impact quality of life.

An annual provider or human service agency survey can address many questions, as there are a limited number of entities. To survey riders or potential riders, sampling will be needed. Decisions would be needed on who to survey (existing riders, all residents, human service clients, etc.) and what questions to ask. Typically such surveys are fairly short.

The LCMC members will also need to determine when the measurements should occur (monthly, quarterly, annually, etc.). Over time, as the usefulness or importance of measures is determined, they may be modified or deleted, or new measures added. The goals and measurable outcomes should be re-visited annually for that purpose.

Measuring Benefits

Measuring the benefits and value of the OCOCC will be one of the most challenging tasks and is addressed in Goal 4 in Table 8-1. The first task under Goal 4 is for the LCMC members to develop two to four objectives shared by the various OCOCC partners that show value. These may be non-traditional measures, may use data from different agencies, and may track trends.

Programs seeking to measure their social value often need to gather information from more than one source. For example, objectives that support multiple programs might be:

- Ability of rural residents to access medical services and
- Transport so rural residents can age in place without needing to drive.
- Number of missed medical appointments for older adults
- Number of specialized transportation trips from selected areas
- Level of volunteer support in the community

Larimer County Public Health and Environment is a member of the LCMC and has experience with community engagement and data gathering efforts. Tying the OCOCC to social determinants of health is a perfect opportunity to involve Larimer County Public Health and Environment. It would be beneficial to have data showing the impact of transportation availability on quality of life, in addition to provider service delivery.

Table 8-1: Goals and Measurable Outcomes

Goal 1: Make it easier for people to find out what services are available.	
Task	**Measurement**

Establish a website as a foundational resource for finding rides. The website will be accessible and:
 	
- Include all public transportation services in Larimer County (publicly and privately operated, demand response, fixed-route, and van-pool) with information on when and where services are available, what they cost, and how to ride and/or schedule a trip.
	- Number of webpage views
	- Survey riders on website:
	  - Ease of navigation
	  - Usefulness of information
	  - Accessibility

Develop a mobile application with information similar to website, if the website is not mobile friendly. *Note: if 1-Click | CS Software is utilized, this goal will likely be removed as their website is mobile friendly and they do not have a separate mobile app.	- Number of app downloads - Number of app views - Survey riders on mobile app: - Include items such as ease of navigation, usefulness of information, accessibility
Provide and distribute written material illustrating the county-wide services available.	- Number of brochures distributed

Establish protocols to assure there is "no wrong door", training transportation providers and human service agency staff in how to respond to key questions and provide a "warm transfer" when needed.	- Develop training manual for providers and call center employees.
	- Provide training to providers and agency staff
	  - Number of people trained
	  - Number of trainings provided

Provide a One-Call/One-Click Center for Larimer County residents to learn about service options.	- Number of calls taken

Goal 2: Market the mobility management program and the importance of transportation options.	
Task	**Measurement**
Brand the OCOCC including the mobility management program	• Acquire branded logo, and templates for letterhead, presentations, flyers.
Market the program to the general public and to groups that come in contact with people who might use the service (human service agencies, churches, programs for people with disabilities, older adults, etc.).	• Increase awareness to __% of the population within five years. • Number of events/presentations • Number of people attending • Number of brochures distributed
Market the benefits of having mobility options	• Number of events/presentations • Number of people attending • Number of brochures distributed
Market the value of and need for volunteer drivers	• Number of events/presentations • Number of people attending • Number of brochures distributed

Goal 3: Support the ability of existing providers to provide efficient and coordinated services.	
Task	**Measurement**
Provide travel planning for Larimer County residents, teaching them how to use multiple services to meet travel needs (including demand response, local fixed route, regional service options).	• Number of people trained • Number of sessions held • Number of Independent Travel Plans developed
Build a network of providers committed to coordination efforts in Larimer County.	• Number of active participants at coordination meetings

Goal 4: Develop a mobility management program that brings value to the County and is sustainable.	
Task	**Measurement**
Identify two to four shared community measures of social impact that the Mobility Manager and transportation providers can affect and ways to measure the impact of program activities on attaining them.	• To be defined by LCMC members
Increase the coordination efforts, human service agency involvement and provider involvement.	• Number of providers and human service agencies involved with the OCOCC • Number of multi-provider trips (e.g., number of trips requiring two or more providers) • Annual provider and human service agency satisfaction surveys
Measure the impact of the mobility management program on services available and use.	• Number of new riders • Number of unduplicated riders on demand response services (per capita) • Annual trips by area or population • Annual rider satisfaction surveys

Goal 5: Implement an OCOCC for Larimer County.	
Task	**Measurement**
Make a software program available to providers with functionality to manage clients, trips, drivers, and vehicles and provide a digital connection so information can be shared among providers and the OCOCC.	• Implementation of trip scheduling software for Larimer County

Establish an OCOCC allowing riders to register for services and schedule rides through the call center or the website/mobile application.	• Number of unduplicated clients served
	• Number of trips provided
	• Number of trips scheduled through:
	   o The call center
	   o The website
	   o The mobile app
	• Number of rural trips provided (either origin or destination)

For some of these there may be data sets that would identify trends. For others, questions might need to be asked on a survey. In selecting metrics to use, keys will be to find ones that describe a social value that will have impact and one for which data can be obtained. The availability of data, or the means to collect it by adding it to an existing client transition interview or to include a question on a routine survey, may determine the measures used.

Access to Services

The first two items are identified as there is a service gap in the rural areas of Larimer County.

The ability to access medical services enables residents to get care when needed, not putting off a problem until it gets worse. As with having insurance, this results in overall savings and better health. For Larimer County, the ability to age in place is largely about quality of life, sense of community, and safety[8]. Having the ability to get regular transportation for shopping, socializing, and other business needs creates stability and a sense of being a valued member of a community. Not needing to drive, once it is no longer safe to do so, results in safety benefits for everyone on the road. It also means that a person does not need to invest precious income on auto expenses and can use the money for other purposes. Since there is a noted service gap in the rural areas of Larimer County, measuring the access to services will be important.

Access to services would likely need to be measured through a combination of working with the Larimer County Office on Aging, Larimer County Public Health and Environment, or medical facilities to identify current measures and some type of survey. Transportation is often one of the two top priorities identified in service priorities for aging services, particularly in more rural areas. If the priority dropped to number three or four that would show progress.

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[8] In many rural areas, if people cannot continue to live independently, they will move away to live with a family member. This means that an area already losing population loses the retirement income of those residents and may well have another empty house. In Larimer County there is a demand for housing, so residents moving away could readily sell to another family.

Cost Efficiencies

While cost efficiencies may occur in the future, they are unlikely to occur in the near term. This is because the main way in which cost efficiencies are found is through filling the seats on vehicles traveling in the same direction. Where little service is available, there are not opportunities to improve productivity. In the near term, the financial goal of the project should be that implementation of the OCOCC should be revenue neutral for the NFRMPO. Chapter 10 includes detailed information about funding opportunities; these opportunities should be utilized to offset the capital and operating expenses of implementing an OCOCC. Match can be provided through those funding opportunities as well, leveraging current funding sources and volunteer driver time.

In the longer term, there are strategies available to reduce costs and strengthen the value of building a local transportation network. A key strategy, _using volunteer drivers_, is already in place but needs expansion in rural Larimer County. Ways to expand this include:

- Applying for Section 5310 and 5311 funding (see Chapter 10 for more information), matched by the value of volunteer driver time
    - If §5310 funds are received, services are limited to older adults or persons with disabilities. If §5311 funds are received, a change in service scope by rural transportation providers would be required to open their services to everyone (the general public). Both programs require a 50% match for operating expenses so the value of volunteer time is a key revenue source.
- Establishing a "friends and family" mileage reimbursement program
- Advertising in rural communities
- Providing software to manage the rural program and drivers
- Provide vehicles for volunteers to utilize to drive rural residents

Some of these strategies speak to (or require) managerial capacity that needs to be built. Consider the role of the mobility management program in achieving this growth.

Another strategy with which many communities have had success is _accessing Medicaid Non-Emergent Medical Transportation (NEMT) funding_. This funding, blended with other sources, is often a strategy used in establishing or maintaining mobility services in rural areas. At present, Larimer County uses brokerage services from the Denver Metro area. LCMC transportation providers have regularly provided negative feedback about the Denver Metro brokerage and are very supportive of Larimer County becoming their own NEMT broker. It would require significant capacity building to operate a regional Medicaid brokerage and could be a cost savings opportunity for Larimer County. The rules are in flux, so this would require investigation. Having a mobility management program and digital access among providers are important first steps. The "friends and family" mileage reimbursement NEMT program can be used without changing the brokerage system, but marketing this and building a cadre of drivers who would regularly participate would require effort. Marketing this program would be a good first step.

Provider Metrics

Most publicly funded providers already measure the number of trips provided, unduplicated clients served, and miles driven. Volunteer driver programs will also measure the number of volunteers, and volunteer hours donated. Private providers report a somewhat different set of metrics, with a key difference being an emphasis on miles rather than hours of service.

The providers involved with the OCOCC need to determine metrics that all providers will measure in a consistent manner. These will include services operation measurements (number of trips provided, miles traveled, etc.) in addition to financial information (cost per trip, deadhead miles (miles traveled without a passenger), fares/donations received, etc.), ridership (unduplicated clients served, number of older adults, number of people with disabilities, etc.), and asset management (number of vehicles, number of wheelchair spots, etc.).

The Mobility Manager will need to lead the efforts to establish shared metrics that are defined and consistent among all providers. The Mobility Manager will need to keep track of this data as part of the goals and measurable outcomes. This data is also used for gran applications. A list of possible provider metrics is provided in Appendix H.

Implementation Budget Options

The funding available will dictate the pace of the implementation of the OCOCC. Providers have expressed a desire for a phased approach to implementation as was noted in Chapter 7. Below are several budgets reflecting an expedited timeline and two phased timeline approaches.

Expedited Timeline

If funding is available to fully fund the project in the first year, it is anticipated that the OCOCC can be up and running within a year. Included in the implementation, listed in Table 8-2, are the hiring of the Mobility Manager, procurement of trip discovery software (1-Click | CS listed for costing purposes) and open-source scheduling software (Ride Pilot listed for costing purposes), marketing costs, and eventual hiring of the call center staff (two full-time employees). The staff line items include all associated fees (benefits, indirect costs, etc.) and reflect a 3% annual increase in salary.

Table 8-2: Expedited Timeline Budget (Option 1)

Expense	Year 1	Year 2	Year 3
Mobility Manager	$163,592	$168,500	$173,555
1-Click | CS trip discovery software	$35,000	$35,000	$35,000
Ride Pilot open source scheduling software	$25,000	$40,000	$40,000
Call center employees	$76,620 (two employees, half the year)	$157,837 (two employees)	$162,571 (two employees)
Marketing and outreach budget (See Chapter 9 for details)	$8,710	$3,510	$3,510
Total	$308,922	$404,8147	$414,636

Phased Approach Timeline

Another option would be to implement the OCOCC in phases. This approach would allow for time to make the case for increased grant funding, give providers time to develop protocols and ease into coordination. Two phased options are provided, showing three years of expenses for budgeting purposes.

Table 8-3 shows a phased approach in which Phase One (Years 1-2) would be include the hiring of the Mobility Manager, website and mobile application development. During this phase, the Mobility Manager would work to develop relationships with the providers, establishing customer service and call center protocols to establish trust and rapport which will aid providers in relinquishing scheduling tasks to the OCOCC. Phase Two (shown in Year 3) includes the procurement and implementation of trip discovery software and open-source scheduling software, operation of the OCOCC and a marketing campaign.

Table 8-4 is similar to the phased approach show in Table 8-3 but instead of developing a website and mobile application as part of Phase One, trip discovery software would be implemented as part of Phase One eliminating the need for website and mobile application development.

Table 8-3: Phased Approach Timeline Budget (Option 2)

Expense	Year 1	Year 2	Year 3
Mobility Manager	$163,592	$168,500	$173,555
Website development and annual maintenance	$5,000	$1,000	
Mobile App development and annual maintenance	$5,000	$1,000	
1-Click | CS trip discovery software			$35,000
Ride Pilot open source scheduling software			$25,000
Call center employees			$162,571 (two employees)
Marketing and outreach budget	$6,000 (Branding and printing)	$2,000 (Printing)	$4,710 (Magnets, "how to" video and printing)
Total	$179,592	$172,500	$400,836

Table 8-4: Phased Approach Timeline Budget (Option 3)

Expense	Year 1	Year 2	Year 3
Mobility Manager	$163,592	$168,500	$173,555
1-Click | CS trip discovery software	$35,000	$35,000	$35,000
Ride Pilot open source scheduling software			$25,000
Call center employees			$162,571 (two employees)
Marketing and outreach budget	$6,000 (Branding and printing)	$2,000 (Printing)	$4,710 (Magnets, "how to" video and printing)
Total	$204,592	$205,500	$400,836

Conclusion

Implementing an OCOCC requires tremendous efforts on the parts of the Mobility Manager, the host agency, the providers involved, and other LCMC members. This chapter has provided guidance on what will be needed for:

- Agreements to establish relationships, roles, and responsibilities for applicable parties.

- Developing a project vision, goals and measurable outcomes for the mobility management program and OCOCC. The Mobility Manager and providers will need to determine shared data standards and baseline metrics and begin tracking those metrics accordingly.

- Budgets for possible implementation timelines, recognizing that the availability of funding and final decisions on the functionality of the OCOCC.

Chapter 9 describes another key implementation activity, the marketing activities necessary for the implementation of an OCOCC. The OCOCC will need to be branded and marketed to the general public.

Chapter 9: Communications Plan

Branding and marketing are a key part of the initial activities for establishing a One-Call/One-Click Center. This chapter provides information on what initial activities might be included.

Branding

One of the first things the Mobility Manager will need to do is create a "branded look" to help the OCOCC and coordination efforts be easily identified. A very user-friendly and branded website will need to be developed early in the process enhancing the efforts of the NFRMPO Rider's Guide. The NFRMPO Rider's Guide is currently branded in the MPO styling and could benefit from having a consistent OCOCC /mobility coordination look. The website will need to be mobile and e-reader friendly, and can either accommodate font sizes or be constructed in a large enough font that those with visual impairments can easily read it. We recommend hiring a design firm to help create a branded look including a logo, various templates for presentations, business cards and advertising (flyers, tri-folds, postcards, etc.). Branding, logo and template creation is roughly $4,000.

Marketing Tools

Mobile Application (App)

Additionally, we recommend that the OCOCC invest in a mobile application that allows current and potential riders to research their transit options. The Denver Regional Mobility and Access Council (DRMAC) recently invested in a mobile application serving this purpose. DRMAC contracted out the development for roughly $5,000. It's very basic but aids riders with trip discovery information (see Figure 9-1 for screenshots of the app).

Figure 9-1: Sample Branded App Screens for Rides - DRMAC

| **Home page** | **Menu options** | **Help and Information** |

Options	Via	Uber	RTD
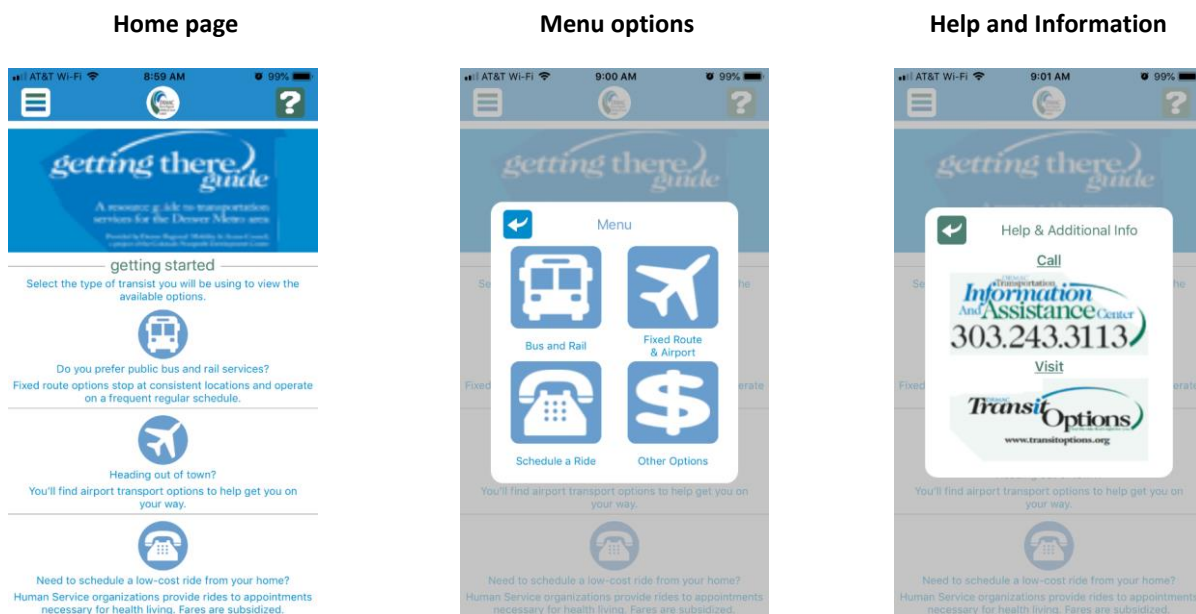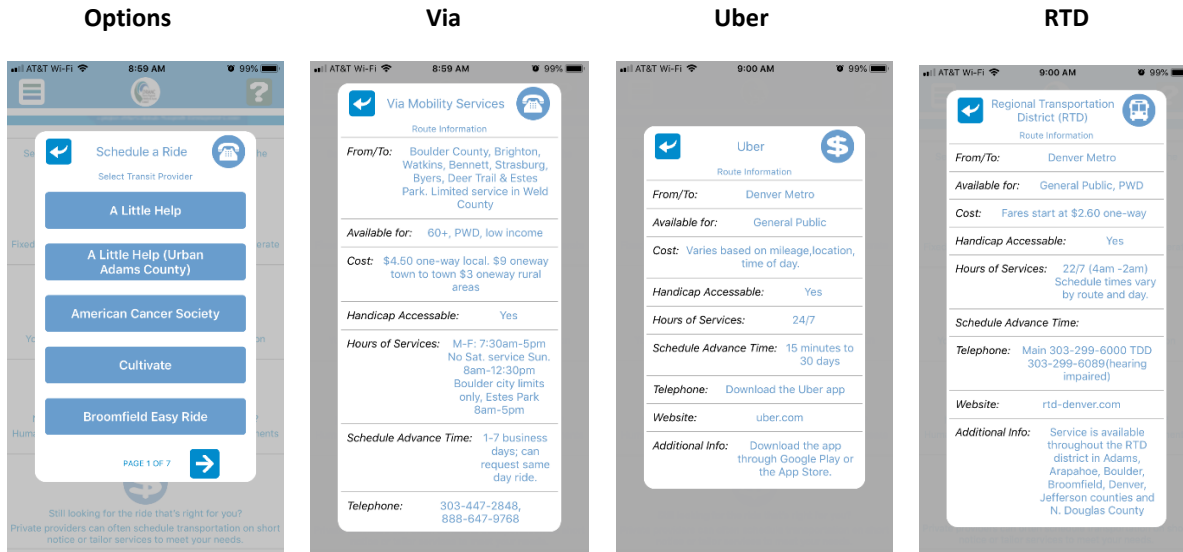
Print Media

Additionally, print media will be a very important component to any coordination effort. The Mobility Manager will need to create branded flyers for travel training opportunities, outreach events, rider's guide documents and, eventually, a universal rider application (these printing costs aren't included in the OCOCC operating estimates. The Mobility Manager will need an ample printing budget to allow them to offer marketing materials at all community/senior centers, churches, libraries, medical offices and hospitals, workforce centers, non-profits and more.

Sample printing costs are as follows:

	Black and White Copies (cost per copy)	Cost for 10,000 black and white copies	Colored copies (cost per copy)	Cost for 10,000 colored copies
NFRMPO	$0.009	$90	$0.079	$790
Via Mobility Services	$0.02	$200	$0.10	$1,000

"How to" Video

One very useful tool for riders and potential riders is a "how to" video. The video would instruct users how to use the OCOCC (showing both call in and web options). The video would also show riders how to use the various transportation services and what to expect. Videos can help dispel fear and make the idea of using public transit more accessible. A video complete with rider and call center interviews can be completed for about $1,200.

Magnets

We recommend distributing business card magnets with the OCOCC name, phone number and website on them. These are wonderful giveaways at outreach events and are hand for riders to put on their refrigerator,

easily accessible. The cost per magnet depends on the quantity, however 15,000 magnets can be ordered for $0.10/each (plus a $10 set up fee).

Outreach Events

The Mobility Manager will need to attend community outreach events throughout Larimer County to help encourage transit use, travel training, and to inform the public about the OCOCC. These events will include travel training presentations and resource fairs at community centers, independent living facilities, non-profits, faith based organizations, and more. Additionally, the Mobility Manager will need to attend large community events including city/county fairs and festivals to expand the outreach efforts to different demographics. Magnets and flyers will be distributed at these events. The Mobility Manager is encouraged to work with local media groups including local and regional newspapers, magazines and news channels to inform the public about the OCOCC as well.

Local News
Utilizing the local news outlets (newspaper, TV and magazine) and municipal news stations are excellent options to promote the One-Call/One-Click Center. Interviews with the Mobility Manager and a rider offer a great human interest story in addition to increasing awareness of the programs and services available.

Marketing Budget

Below is a budget outlining the marketing expenses. The mobile application and website development are not included as the need for them is determined by software system decisions. The cost for those is shown in the implementation budgets on p. 85-86. While the expenses shown in Table 9-1 below reflect the expedited timeline, the expenses can be phased at any time and are intended to give the scope of the budgeted expenses.

Table 9-1: Marketing Expenses

Expense	Year 1	Year 2	Year 3
Branding, logo and template creation	$4,000	0	0
Printing	$2,000	$2,000	$2,000
"How To" Video	$1,200	0	0
Magnets	$1,510	$1,510	$1,510
Total	$8,710	$ 3,510	$ 3,510

Maintaining a Shared Vision/Relationship Building

In addition to marketing outreach to the public, the Mobility Manager will need to work closely with LCMC members to ensure that they are all on the same page, committed to the same vision and goals. Right now there is a small gap between what the providers want and what the funders and advocates want. An investment of time in relationship-building will help get everyone on the same page. This will help the LCMC members to present a united front to their own organizations, increasing the buy-in from all parties involved.

Concurrently, the Mobility Manager will need to gather data from all of the providers showing usage and need. In addition to regular rider and stakeholder surveys, the Mobility Manager will also need to oversee the distribution and tabulation of several surveys in an effort to determine the un-met and under-met needs of older adults, individuals with disabilities and those with lower incomes in Larimer Counties. This data is key to showing the need.

The Mobility Manager will need to work with the NFRMPO and government employees to secure the support of elected officials. To do so, the Mobility Manager and LCMC members will need to offer regular, ongoing opportunities for elected officials to get involved, which could include:

- Invitations to LCMC meetings.
- Regular presentations on current efforts, with an emphasis on the need for additional coordination efforts and transit services to City Council members and County Commissioners. Each presentation should end with a funding request of financial support for the One-Call/One-Click Center.
- Applications to each agency for grant funding. For example, various cities offer neighborhood service types of grants. Those grant monies could be used to help fund the One-Call/One-Click Center, acting act as the match for federal and state funding opportunities.

The Mobility Manager will need to work on state-wide relationships as well. It is imperative that the Mobility Manager attend the Colorado Association of Transit Agencies (CASTA) conferences and the Colorado Department of Transportation (CDOT) monthly meetings/phone calls. Establishing the Larimer County efforts with both the state, other transit providers and Mobility Managers will lend gravitas to and awareness of Larimer County's OCOCC efforts and successes. The Mobility Manager will also need to establish strong relationships with other Mobility Managers which can be achieved, in part, through participation in the Colorado Mobility Action Coalition (CMAC), the members of which are primarily mobility managers from around the state who discuss issues and share tips and successes. Transit providers and transportation planners in the surrounding communities; specifically Boulder and Weld counties, will be part of the Mobility Manager's circle of influence as well.

Chapter 10: Funding Opportunities

Financing the capital and operating costs of the One-Call/One-Click Center can be burdensome and are a major barrier to realization. Leveraging available funding opportunities can make implementing the OCOCC a more cost-effective solution for Larimer County. Nationwide, successful OCOCCs utilize Federal, state and local funding opportunities. Larimer County should follow their lead and apply for the available funding options as described below.

Federal Transit Administration (FTA) Funding Options

Sections 5310 and 5311

The FTA has several types of funding available for transportation projects. Sections 5310 and 5311 are viable options for funding a OCOCC in Larimer County, future enhancements, and current services provided. Section 5310 is designed to enhance transportation that serves older adults, people with disabilities, and/or low income individuals. Section 5311 is for rural public transportation. Mobility Management projects are eligible for capital funding under the Sections 5310 and 5311 programs. Capital funding projects (including capital equipment and Mobility Management) are eligible for 80% of federal funding (20% local match), while operating expenses are eligible for 50% federal share (50% local match).

Funds within the Fort Collins Transportation Management Area (TMA) are handled by the City of Fort Collins/Transfort, which is the designated recipient. All other areas of Larimer County would apply through Colorado Department of Transportation (CDOT) for both §5310 and §5311 funding. CDOT typically offers a Consolidated Call for Capital Projects annually in the fall.

Access and Mobility Partnership Grants

The FTA has two programs supporting mobility management and coordination projects: the Human Services Coordination Research Program and the Innovative Coordinated Access and Mobility Pilot Program both of which are eligible for 80% federal share of funding (20% local match).

The Human Services Coordination Research Program provides grants to implement coordinated public transportation projects. These projects must utilize innovative solutions aimed to improve local coordination or access to coordinated transportation services.

The Innovative Coordinated Access and Mobility Pilot Program (also known as Rides to Wellness, and Transit and Health Access Initiative) funds innovative coordinated access and mobility projects for the transportation disadvantaged population. These projects must improve the coordination of transportation services and non-emergency medical transportation services. Eligible applicants are Section 5310 recipients and subrecipients.

Mobility on Demand (MOD) Sandbox Program

The Mobility on Demand (MOD) Sandbox Program funding opportunities are intermittently available. Typically these are for large urban areas so this funding option would be more applicable for when the Fort Collins TMA providers are involved in the One-Call/One-Click Center.

TransitPlus

MOD Sandbox programs conduct research on new service options in combination with available technologies that allow for greater individual mobility. Should a funding opportunity present itself, this could be an option for innovative enhancements to the One-Call/One-Click Center. One example of a MOD Sandbox funded project is the Vermont Agency of Transportation (VTrans) developing a trip planner that provides access to flexible mobility options. This trip planner, which includes fixed route transit as well as demand response services, will be able to be adapted for use in other areas.

Integrated Mobility Innovation (IMI) Demonstration Program

The FTA's Integrated Mobility Innovation (IMI) Demonstration program funds research in the three areas: Mobility on Demand (MOD) demonstration projects, Transit Automation (to explore the use of vehicle automation technologies in bus transit operations), and Mobility Payment Integration (MPI) research. This could be a funding option for potential enhancements and innovation in the future should the FTA decide to continue with this funding option.

Older American's Act Funding

The purpose of Title III of the Older Americans Act (OAA) is to encourage and assist state and local agencies to support community-based and in-home services for older adults (age 60 and older). Larimer County Office on Aging acts as the Area Agency on Aging (AAA) and receives OAA funding from the State Unit on Aging (SUA) to help fund supportive services for older adults. A portion of these funds are used to fund transportation services. In 2019, Larimer County allocated over $190,000 to small transportation providers serving older adults. While this funding pot is already allocated, it can be used as match for many of the available grants including FTA §5310 funds. Additionally, these funds may be leveraged to solve some of the transit deserts in Larimer County.

Other Funding Opportunities and Resources

The National Center for Mobility Management (NCMM) and National Aging and Disability Transportation Center (NADTC), funded by FTA Section 5314 funds, periodically provide grants assisting local communities with coordination projects and Mobility Management. The NADTC website provides information about previous NADTC grants and other funding opportunities. The NCMM website also includes information about grants.

State of Colorado Funding Options

Funding Advancement for Surface Transportation and Economic Recovery (FASTER)

In 2009, Colorado state legislation was enacted that provided funding for transportation. FASTER was passed as a means of providing for bridges, safety and transit projects. Funds came from increases in vehicle registration fees. Transit was allotted $15 million annually, $5 million of which is allocated to the local pool. Larimer County would be eligible to apply for local pool funding, although the Fort Collins TMA is not eligible as they are allocated $200,000 annually (although this allocation could be used for this project). FASTER funds require a 20% local match which cannot derived from federal funds.

Senate Bill 1 - Multimodal Options Fund (MMOF)

In 2018, Colorado legislation was passed to increase funding for transportation. A portion was allocated for the rail commission with the majority allocated to multimodal funds distributed through formulas based on population and transit ridership. Additionally the systems should benefit seniors, individuals with disabilities, and those living in rural areas. The NFRMPO was allocated almost $5.6 million in MMOF funding.

Local Funding

Municipal Support

While federal and state funding is available, match is needed for those funds. Local support is needed to provide the matching funds and to show the support from the local community. Several Larimer County towns and cities already allocate funding towards transit projects. Larimer towns and cities should be encouraged to contribute toward the implementation of an OCOCC and toward increasing transit options in their communities.

Sales Tax Revenue

The MPO receives some sales tax revenue from the TMA. The MPO could use some of these funds as match for the implantation of an OCOCC as well.

Provider Support

While most of the providers do not have the ability to contribute financially to the OCOCC implementation, they do have the ability to contribute in-kind staff and volunteer time which can be used as match for some grants. Providers should be encouraged to consider how they can contribute to the project, particularly how they can contribute to the grant match requirements.

Potential Cost Savings Model
Nationally and across Colorado, many counties have found tremendous cost savings by coordinating non-emergency medical transportation (NEMT) trips through the One-Call/One-Click Center. In the longer term, we recommend that Larimer County, and potentially Weld County, considering disbanding from the Denver brokerage and coordinate NEMT trips through the One-Call/One-Click Center.

Chapter 11: Implementation Actions

Chapters 8, 9, and 10 of this report provide detailed information about implementing the selected alternatives. They also identify the choices that will be made as part of the development of the One-Call/One-Click Center. This concluding chapter summarizes the implementation activities, with a focus on the first two phases, as described in Chapter 6. In Phase One the Mobility Manager is hired to build relationships, establish call center funding and protocols. In Phase Two the activities are undertaken to establish the OCOCC for early adopters.

The speed with which these activities are carried out will largely be determined by the availability of funding. Final decisions on functionality of the OCOCC will also impact the specific steps that are followed.

Following is a general listing of the implementation steps.

Steps for Implementation

- Create agreements with participating agencies as identified in the Chapter 8 Governance section.
- Hold regular meetings with the providers, other stakeholders, and the Mobility Manager. Early activities include:
  - Create goals and measurable outcomes.
  - Develop data standards, business protocols, and customer service standards.
  - Make decisions on desired functionality of OCOCC and phasing.
- Acquire funding.
  - Apply for grant funding, including Senate Bill 1 - Multimodal Options Funding and other potential funding opportunities identified in Chapter 10.
  - Secure matching funds. Establish a system to document the value of the volunteer time that is not presently used to match other grants.
  - Explore possibilities to use other funding sources, such as AAA funding, as match.
- Hire the Mobility Manager (this could happen prior to acquiring grant funding if the NFRMPO is able to fund this position). The Mobility Manager:
  - Works to build relationship with providers, funders, human service agencies, elected officials, riders, etc.
  - Begins to provide continuous outreach events and travel training to ensure long-term success of the program.
- Acquire trip discovery and demand responsive transit scheduling software – initiated after funding is awarded.
  - Mobility Manager will write a Request for Proposal (RFP) for the trip discovery software.
  - Mobility Manager will write a Request for Proposal (RFP) for scheduling software.

- o Once the RFPs are written, the host agency and Mobility Manager will complete the formal procurement process for both trip discovery and scheduling software, selecting vendors for both.
    - ▪ We recommend involving the providers in the procurement process evaluation and selection to ensure buy-in from all parties involved.
    - ▪ We recommend the Mobility Manager establish a forum for rider feedback. From this forum, a rider should be selected to be involved with the selection of software providers. Rider feedback on ease of use for riders will be helpful. Ideally, riders would be able to use the software options (either from home or in a focus group type setting) and provide feedback on each. This feedback should be considered by the selection committee.

- Acquire scheduling software. This activity can be done concurrently with or separately from acquiring trip discovery software. Final decisions on what to acquire are needed and will depend on the degree and type of digital connections desired. At this point, only RAFT and heart&SOUL need software to improve program management and scheduling; both have some options in place. Once decisions are made on what to acquire, follow a procurement process similar to that for trip discovery.

- Concurrently, the Mobility Manager will work with the providers and funders, as applicable, to develop data standards, business protocols, and customer service standards.
    - o Implementing common definitions, standards, and protocols is important even if no new software is acquired.
    - o Customer service standards are a good opportunity to involve riders and advocates to ensure the standards work for all involved parties.

- The Mobility Manager will work with the trip discovery software vendor and the stakeholders on a branding initiative and marketing campaign development.
    - o The group will need to establish a name, if desired, that is all encompassing, easy to remember and can expand to include other providers and/or regions.
    - o All information will need to be mobile and e-reader friendly, able to accommodate those with low-vision, and very easy to understand.
    - o The marketing campaign will need to include print materials as well as electronic materials.
    - o We recommend purchasing magnets with the OCOCC name and phone number for easy distribution and participant use.

- Once the scheduling software systems are selected, the Mobility Manager will work with the vendors to implement the products.
    - o The Mobility Manager will need to work with providers to import their existing client databases.
    - o The Mobility Manager will work with the vendors and the providers on mapping requirements and other trip standards utilizing the data standards and business protocols developed previously.

TransitPlus

- One-Call/One-Click Center goes live.
  - The Mobility Manager and host agency will need to hire the One-Call/One-Click Center staff about a month prior to the go-live date.
    - Once hired, the OCOCC staff will need to be trained to use the various systems and the daily procedures.
  - A few weeks before the OCOCC goes live, the Mobility Manager and host agency will execute a marketing campaign, along with the providers, letting riders and potential riders know about the OCOCC and how to use it.
  - Once the OCOCC goes live, the Mobility Manager will oversee the call center staff to ensure everything is running smoothly.
  - The Mobility Manager and providers will continue to meet to work through any issues and/or changes they need to make to the various protocols developed.
- Once the OCOCC is developed and other providers are willing to join, the Mobility Manager will work with those providers to expand the OCOCC to all Larimer County providers.

In the future, the OCOCC may be expanded to include other counties including Weld and/or Boulder County. Additionally, the OCOCC may want to become the NEMT broker for Larimer County, with the possible expansion to other counties as well.

Conclusion

This report and its appendices reflect the hard work and consensus building that has taken place over the course of this project and the studies upon which it built. While it allows for continued decision-making and on-going development, it also identifies important items to consider as final decisions are made. There are a variety of tools that will support the successful implementation of the OCOCC.

It was useful to understand the wide variety of transportation providers that exist in that Larimer County. Simply providing a framework for people to use in discovering the options available to them is very important and is reflected in the trip discovery needs.

It will take time for the OCOCC to mature, but once the basic structure is in place, it is anticipated that program development options will be fairly straightforward. Identifying baseline activities and having regular reporting and surveys of activities will allow for data-driven decisions and illustrate the value of the OCOCC over time.

Appendix A: Larimer County Mobility Committee (LCMC) members

MEMBER	Agency/Organization
Adam Laso	Berthoud (BATS)
Alex Gordon	North Front Range Metropolitan Planning Organization (NFRMPO)
Angela Woodall	Foothills Gateway
Anna Russo	Transfort
Annabelle Phillips	Transfort
Bill Hanlon	Citizen
Brian Wells	Rocky Mountain Transit
Bridie Whaley	City of Loveland Transit (COLT)
Brooke Bettolo	Larimer County Built Environment Program
Candice Folkers	City of Loveland Transit
Cari Brown	The Arc of Larimer County
Connie Nelson-Cleverley	SAINT
Darby Remley	Colorado Division of Vocational Rehabilitation
Greg Goettsch	Qualified Listeneres
Gregg Seebohm	Citizen
Jason Brabson	Heart&SOUL Paratransit
Jeff Bailey	City of Loveland Public Works
Jill Couch	Pro31 Safe Driver LLC
Jim Becker	Partnership for Age Friendly Communities (PAFC)
Joanne Vander Walle	Citizen
Jodi Lessman	City of Loveland Public Works
John Alvarez	Salud Clinic
John Teumer	Citizen
Kaley Zeisel	Transfort
Katie Guthrie	City of Loveland Engineering
Katy Mason	Larimer County Office on Aging
Liam Sawyer	Citizen
Lisa Bitzer	Via Mobility
Liz Young	Larimer County Built Environment Program
Megan Kaliczak	zTrip
Melina Dempsey	City of Fort Collins
'Mumma - CDHS, Garrett	Colorado Division of Vocational Rehabilitation
Ruth Fletcher-Carter	RAFT
Suzette Mallette	North Front Range Metropolitan Planning Organization (NFRMPO)
Tim McLemore	Elderhaus
Vera Pruznick	Citizen
*current as of 9/2019	

Appendix B:
Literature Review

Evaluation of Past Reports and Outreach Efforts

Larimer County, the Larimer County Mobility Committee (LCMC), the North Front Range Metropolitan Planning Organization (NFRMPO), and the Senior Transportation Workgroup have undertaken a well-developed and strategic approach to identifying and addressing unmet transportation needs of older adults, people with disabilities and other vulnerable populations through coordination, improved access, and increased efficiencies in service.

To determine transportation needs and their possible solutions, the collective organizations completed numerous data-gathering efforts that have resulted in several valuable reports, the results of which are summarized in this document. The 2019 Senior Transportation Implementation Plan is a next step, built on the foundation of these previous work, including: Project Miles (2019); the Larimer County Senior Transportation Needs Assessment (2017); and the Coordinated Public Transit/Human Services Transportation Plan (2017).

Project MILES: Moving Toward Innovative Mobility Solutions, January 2019

Project MILES (**M**obility **I**nclusiveness; **L**ocations **E**verywhere; **S**imple) is the follow-up to the 2017 Larimer County Needs Assessment report (summarized below) which focused on the barriers to mobility for older adults in unincorporated Larimer county. A key recommendation from the Needs Assessment was the development of a centralized call center service, often referred to as a One Call/One Click center. Project Miles considered the software component of this recommendation.

Larimer County is a large county (over 2,600 square miles) that includes urban and rural areas. Since a growing population of adults 60 years and older live in the rural/unincorporated areas, this study concentrated on particular regions including Berthoud, Estes Park, Red Feather Lakes, Wellington, and other parts of unincorporated Larimer County where service and access is limited. The thinking was that future mobility services could expand to the entire county.

The primary objective of this effort was to identify and evaluate software alternatives currently on the market and in use by regions with similar demographic and community profiles, and ultimately to conduct a virtual test pilot of the two top-ranked software systems from one of five stakeholder perspectives: rider/caregiver, provider, driver, dispatch, or system functions.

An Expert Panel evaluation team consisted of representatives from service providers and users, non-profit agencies, mobility planners, city and county planning, transportation service oversight, military veterans, people with visual, hearing, and/or mobility impairments, and their advocates.

Twelve possible options were presented to the Expert Panel. The criteria were identified as having the following desired capabilities:

- Easy-to-use rider interface;

- A ride aggregator that shows multiple provider options;
- System can be used to request rides;
- Schedules and coordinates rides;
- Tracks and coordinates in "real time";
- Manages billing and payment.

The goal was to identify and evaluate best-fit mobility management software systems (One Call/One Click) for use in suburban and rural Larimer County that provide as many of the desired capabilities as possible.

The Expert Panel reviewers were tasked with assessing the following criteria in reviewing each software system:

- Choice
  o Are riders offered all available choices with adequate information provided?
- Efficiency
  o How easy is it for riders/schedulers/ drivers/operators to book or schedule a ride?
- Accessibility
  o Ease of use (including for riders with limitations)
- Inter-operability / Integration with other systems

Based on the ranking system, a list of twelve contenders was narrowed to two finalists: Cambridge Systematics, a customizable, open source program, and Routematch, a proprietary scheduling software program. Each of these was run through a virtual pilot process and scored against:

1. How well does the software address riders' priorities (choice, efficiency, and cost)?
2. How well do features address agencies' unique needs, including rural access, client data management, reporting requirements, and compatibility/usability for providers?
3. How adaptable is the software to service/industry evolution?
4. How well priced is the product and their customer service?

Cambridge Systematics

Cambridge Systematics specialize in software development in the rapidly-changing transportation industry. They have developed software solutions for individual transportation providers that service entire regions and have experience working with communities on coordination projects similar to that of Larimer County.

Reviewers believe that Cambridge Systematics could offer a solution that provides:

- Transparency of all options available to riders,
- Is highly customizable to meet a variety of provider capacities,
- Appears adaptable as future needs are encountered,
- And avoids the possibility of investing in the "wrong" software as community needs change and the industry evolves.

Concerns were expressed "about how well the combined software programs would work together to meet the variety of functions required to meet all system needs, and a lack of ride scheduling functionality."

Routematch

Routematch offers proprietary software, hardware, and a wireless platform for a variety of transportation system types. Routematch offers customer support, training and education, implementation, consulting, and cloud services, as well as an online portal. Providers in numerous Colorado communities have invested in Routematch, including Via Mobility which serves Estes Park. Routematch also has experience working with coordination projects such as the proposed project in Larimer County.

"Reviewers noted that Routematch's vast experience and demonstrated success in communities was a strength and the software appeared to have the capacity to address functions considered essential from provider and system perspectives in a single, integrated system." While overall, the reviewers were "impressed with the software's capabilities, the rider interface was not as "rider-friendly" as reviewers would have liked to see."

Conclusion

While it was agreed that Larimer County would benefit from coordinated ride services, in the end, many questions remained unanswered including cost, funding, call center management, accessibility, connectivity and technical issues. Existing providers and ride services have various capacities and some providers are already invested in software systems, while others are reliant on simple methods (i.e. spreadsheets). All are providing valuable services in the community, and all capacities need to be considered.

Recommendations

The Expert Panel recommended the following "next steps":

- The community should implement a limited proof of concept project prior to investing in a mobility management software system.
- The NFRMPO should submit a response to the NADTC request for proposals (RFP) for implementation funding support.
- The Project MILES Expert Panel should merge with the Larimer County Mobility Committee (LCMC).

Larimer County Senior Transportation Needs Assessment, 2017

The Larimer County Senior Transportation Needs Assessment, which focused on the unincorporated areas of the county, was conducted to identify mobility barriers for older adults and recommendations to surmount them. Nearly 70,000 residents live in unincorporated areas of Larimer County, including a growing number of older adults (age 60 and over). By 2027, the older adult population in these regions is expected to increase by 71%, making up over 30% of the total population. These residents want to stay in their homes as they age (age in place) and the lack of transportation services in rural areas make that much more difficult as their ability to drive decreases.

The report included a:

- Review of previous studies and surveys conducted in the region.
  - o Growing Older in Fort Collins-Silver Tsunami as a Golden Opportunity (February 2012)
  - o Rethinking Transportation: Creating an Aging Friendly Community (March 2013)

- o Connecting Seniors to Our Community-A Community Conversation to Explore the Future Growth of Our Senior Population in Loveland and Larimer County (May 2013)
  - o The NFRMPO Coordinated Public Transit/Human Services Transportation Plan (December 2013)
  - o Partnership for Age Friendly Communities Workshop (February 2014)
  - o Community Assessment Survey for Older Adults (CASOA) Larimer County (2014)
  - o Livability for All in Fort Collins and Loveland, CO: An Age-Friendly Community Survey of Residents Age 50-Plus (AARP) (June 2016)
- List of existing fixed route, paratransit and volunteer driver program services in the area
  - o Fixed Route
    - Bustang
    - COLT (City of Loveland Transit)
    - Estes Park Shuttle
    - Transfort (City of Fort Collins)
  - o Paratransit
    - Berthoud Area Transportation Service (BATS)
    - COLT (City of Loveland Transit)
    - Dial-a-Ride (Transfort)
    - Dial-a-Taxi (Transfort)
    - Disabled American Veterans (DAV) Van Transportation
    - Heart & Soul
    - Rural Alternatives for Transportation (RAFT)
    - Veyo
    - Via Mobility Services
    - Wellington Senior Resource Center
  - o Volunteer Services
    - Rural Alternatives for Transportation (RAFT)
    - Senior Alternatives in Transportation (SAINT)
- List of existing programs that educate seniors on transportation options in the region (Senior Travel Training Program).
- A large portion of the report was dedicated to a peer review of existing services in communities with similar profiles and demographics.
  - o Marin County, California
  - o Centennial, Colorado
  - o Lone Tree, Colorado

Through a series of focus groups and mail-in surveys, the key issues and barriers to transportation were identified as follows:

- A large percentage of the target population expressed a desire to age in place, emphasizing the need to address transit needs as the aging population increases.
- Services are not offered that go to or from where users want to go.
- Evening and weekend travel is not currently available.
- Limited service hours.
- Lack of flexibility.
- Not enough drivers.

- Seniors are not fully aware of all transportation options.
- Marketing/information resources aren't available.
- People continue to drive because of habit and familiarity.
- Accessing fixed route transit is challenging.
- Door-through-door service is often unavailable for those in the greatest need.
- Lack of transportation to facilitate social activities.
- Reliance on single occupancy vehicle.
- Lack of coordinated shared-ride services.
- Lack of longer distance trips (e.g.; Estes Park to Fort Collins).

The Needs Assessment found that unincorporated Larimer County residents drive regularly, yet only three in ten said they would continue to live where they do if they couldn't drive. The survey also found that 78% of them would be somewhat or very likely to use a door-to-door transportation service if it was available (affordability being the most important factor). Additionally, the survey found that these residents are comfortable with computers; scheduling rides via phone or computer was acceptable to most.

Recommendations for addressing these gaps were grouped into two areas: service (physical provision of transportation) and programs (education, etc.). Based on cost, feasibility of implementation and effectiveness at meeting the need, the key outcomes identified a prioritized need for:

Service Recommendations

- Family and friend subsidy
- On-demand paid services
- Expansion of existing services
    - Service hours
    - Service area
    - Flexibility in booking rides
- Volunteer driver program
- Fixed route shuttle

Programmatic Recommendations

- Education: marketing
- Dispatch: call center
- Education: senior commission/transit ambassador
- Education: travel training
- Dispatch: online platform

2017 Coordinated Public Transit/Human Services Transportation Plan

Developed by the North Front Range Metropolitan Planning Organization (NFRMPO), this Coordination Plan has much the same purpose and tackled many of the same questions as the 2017 Larimer County plan reviewed above: to evaluate and identify client needs and existing gaps in transportation services. Where the previously-reviewed report focused on unincorporated areas, this one addressed itself to urbanized issues.
To gather both qualitative and quantitative data, NFRMPO staff attended a variety of meetings and events, and engaged in face-to-face interactions with those who most use, rely on, and need the services.

Showing a consistency of results as found in the previous study, four key areas for improvement and coordination were identified:
- Education;
- Inclusion;
- Improvements in transportation for the rural, suburban, and unincorporated communities; and
- Improvements in transportation within Fort Collins, Greeley, and Loveland.

A section in the report describes the existing transit service in the region, and its limitations in serving a growing target audience. Substantiating evidence of the need to address this "silver tsunami", current demographics and anticipated trends in aging populations were researched.

The combination of face-to-face discussion results, the limitations of current providers, and the demographic projections provided evidence of the need to develop a strategy for addressing these gaps and needs. The report recognizes the need to develop a stakeholder team to tackle these issues, including:

- Transit riders, clients, and funders;
- Transportation providers and purchasers, including transit agencies, non-profits, and human service agencies; and
- Community advocates.

The issues surrounding the development and sustainability of any transportation system were identified as:
- o Funding Challenges
- o Population Growth and Distribution
- o Awareness
- o Providers and Training
- o Larimer County Senior Transportation Needs Assessment

Performance measures - both qualitative and quantitative - are vital in applications for funding and, if not already in place, should be tracked for:

- Gaps in Service Filled
- Ridership numbers
- Physical improvements

Additional funding source opportunities, beyond traditional CDOT resources, were also deemed important and should be explored.

Conclusion

A review of the current literature and research for Larimer County shows a strategic approach that has delivered consistent results on the issues and the direction that should be taken for addressing much-needed service in the region. The decision to develop the 2019 Senior Transit Implementation Plan for Larimer County to develop a One-Call One-Click pilot program seems a logical, well-reasoned next step in raising the regions ability to tackle the transit issues it faces now and into the future.

Appendix C:
Mobility Manager Job Description

MOBILITY MANAGER JOB DESCRIPTION

Organization: <mark>The Agency</mark>

Location: <mark>Fort Collins, CO</mark>

Deadline: <mark>Open until filled</mark>

Salary: <mark>$58,000-$83,000</mark>

Description:

<mark>The Agency</mark> seeks a Mobility Manager to be responsible for improving business and community support for transit, paratransit, and commercial transportation service in the region. The Mobility Manager will build partnerships with and serve as a liaison to local officials, residents, transportation providers, planners, community stakeholders, and local officials.

Because of an attractive quality of life and increased economic opportunities, the region has experienced growth. With this growth comes the need for improved transportation options for older adults, individuals with disabilities, and low-income residents. This position is responsible for coordinating local mobility planning, public outreach, and implementation of mobility management projects in Larimer County.

Duties and Responsibilities:

- Develops and maintains relationships with business and community leaders to address the transportation challenges within Larimer County and the surrounding regions.
- Provide innovative approaches to transportation planning and public process methods.
- Stay informed about community issues impacting transportation and mobility projects.
- Administers a One-Call/One-Click Center:
    1. Trains and supervises the One-Call/One-Click Center employee(s).
    2. Oversees scheduling and dispatch for small transportation providers in Larimer County.
    3. Maintains a public-facing website.
- Leads community engagement activities, including the development of outreach materials, through various marketing platforms to inform (potential) riders of their transportation options (carpooling

and vanpooling, public transportation, etc. and any associated fees) to help them choose the most appropriate and most cost-effective option.

- Provides travel training.
- Identifies funding/cost-share opportunities, including in-kind donations and partnerships.
- Prepares gives technical presentations to internal and external groups.
- Writes grant proposals for future funding.
- Completes the scope of work and all applicable reporting requirements on existing grants.
- Collects, analyzes and maintains program data.

Qualifications:

- Bachelor's degree in transportation planning, communications, marketing, human services, or a related field, plus a minimum of two years of progressively responsible experience in program management or other relevant work experience.
- Must be goal oriented, persistent and a punctual self-starter.
- Must be able to work with limited supervision.
- Supervisory experience is preferred.
- Excellent verbal and written communication skills and strong organizational skills.
- Must be enthusiastic and foster genuine interest in assisting the public of the Larimer County region with their transportation needs.
- Excellent relationship-building skills including the ability to work well with all levels of internal staff, organizational boards and the general public.
- Comfortable making presentations.
- Must have excellent Microsoft Office (Word, Excel, Outlook, and PowerPoint) skills and the ability to operate standard office equipment (e.g., copier, fax, computer). Comfort level with ArcGIS or mapping software preferred.
- Must have a valid driver's license, with the ability to drive as needed.

Appendix D:
Planning a One-Call/One-Click Center

Planning a One-Call/One-Click Service			
Information Provided		**Rider Eligibility**	**Scheduling (from Rider's Perspective)**
Type	**Breadth**		
Categorizes/lists providers by type (air, bus, van, volunteer	Provides info on multiple types of transportation services (transit, carpool, vanpool)	Operator asks caller set of questions to determine ride eligibility for multiple agencies and programs.	Operator makes referrals to other providers when current providers cannot fulfill the trip request.
Categorizes/lists providers by geographic location/area served	Provides info on providers in the entire region, not just one jurisdiction	Operator asks caller set of questions to determine most appropriate provider.	Rider receives a call-back confirming ride with time of service, provider.
Categorizes/lists providers by population served	Provides info on demand-response services funded through multiple agencies (transit agency, Medicaid, DSS).		During the call, riders can request a ride on a single agency.
Gives info on eligibility for services			During the call, riders can request a ride on any one of multiple agencies.
Provides info on providers' costs			Service links rider with individual providers or program brokerage (i.e. Medicaid) to schedule the ride.
Identifies method of payment for providers (Medicaid, vouchers, etc.).			
Operator gives comparison costs of trips by different providers.			

Appendix E:
Detailed Calculations on Hosting Costs

Staffing Low Option

Option 1: NFRMPO hire a Mobility Manager: $163,592

Personnel: $92,950

Mobility Manager

Salary	$ 71,500
Benefits (30%)	$ 21,450
Sub-total	$ 92,950

Indirect Costs: $70,642*

		Personnel total	Indirect Costs	Total
2020 rate*	104.13%	$92,950	$96,789	$189,739
2021 expected rate	76%	$92,950	$70,642	$163,592

NFRMPO uses indirect costs to cover all remaining costs including facility rental, utilities, administrative fees, HR, finance, etc.

*The rate for 2020 is significantly higher to account for unreimbursed costs from previous years. This was a decision made by CDOT and will only be higher for one year. Historically the rate has been more like 72%, therefore we made the decision to use the 2021 expected rate for budgeting purposes.

Option 2: Via Mobility Services hires Mobility Manager, NFRMPO oversees the program: $154,901

Personnel: $100,901

Mobility Manager

Salary	$ 80,080
Benefits (26%)	$ 20,821
Sub-total	$ 100,901

Indirect Costs: $24,000

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $30,000

Option 3: Via Mobility Services hires Mobility Manager, (limited NFRMPO oversight): $134,901

Personnel: $100,901

Mobility Manager

Salary	$ 80,080
Benefits (26%)	$ 20,821
Sub-total	$ 100,901

Indirect Costs: $24,000

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $10,000

Staffing Medium Option

Option 1: NFRMPO hosts the One-Call/One-Click center $316,833

Personnel: $180,019

Mobility Manager

Salary	$ 71,500
Benefits (30%)	$ 21,450
Sub-total	$ 92,950

Call Center/Dispatch employees

Employee 1:

Salary	$ 33,488
Benefits (30%)	$ 10,046
Sub-total	$ 43,534

Employee 2:

Salary	$ 33,488
Benefits (30%)	$ 10,046
Sub-total	$ 43,534

Total	$ 180,019

Indirect Costs: $141,770

		Personnel total	Indirect Costs	Total
2020 rate*	104.13%	$180,019	$187,454	$367,473
2021 expected rate	76%	$180,019	$136,814	$316,833

NFRMPO uses indirect costs to cover all remaining costs including facility rental, utilities, administrative fees, HR, finance, etc.

*The rate for 2020 is significantly higher to account for unreimbursed costs from previous years. This was a decision made by CDOT and will only be higher for one year. Historically the rate has been more like 72%, therefore we made the decision to use the 2021 expected rate for budgeting purposes.

Option 2: Via Mobility Services hires Mobility Manager, NFRMPO oversees the overall program: $261,811

Personnel: $190,009

Mobility Manager

Salary	$ 80,080
Benefits (26%)	$ 20,821
Sub-total	$ 100,901

Call Center/Dispatch employees

Employee 1:

Salary	$ 35,360
Benefits (26%)	$ 9,194
Sub-total	$ 44,554

Employee 2:

Salary	$ 35,360
Benefits (26%)	$ 9,194
Sub-total	$ 44,554

Total	$ 190,009

Indirect Costs: $41,802

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $30,000

Option 3: Via Mobility Services hires Mobility Manager, (limited NFRMPO oversight): $241,811

Personnel: $190,009

Mobility Manager

Salary	$	80,080
Benefits (26%)	$	20,821
Sub-total	$	100,901

Call Center/Dispatch employees

Employee 1:

Salary	$	35,360
Benefits (26%)	$	9,194
Sub-total	$	44,554

Employee 2:

Salary	$	35,360
Benefits (26%)	$	9,194
Sub-total	$	44,554

Total	$	190,009

Indirect Costs: $41,802

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $10,000

Staffing High Option

Option 1: NFRMPO hosts the One-Call/One-Click center $498,008

Personnel: $282,959

Mobility Manager

Salary	$ 71,500
Benefits (30%)	$ 21,450
Sub-total	$ 92,950

Call Center/Dispatch employees

		Number of employees	Total
Salary	$ 33,488	4	$133,952
Benefits (30%)	$ 10,046	4	$40,185.60
Sub-total	$ 43,534		$174,138
	Total		$ 190,009

Indirect Costs: $141,770

		Personnel total	Indirect Costs	Total
2020 rate*	104.13%	$282,959	$294,645	$577,604
2021 expected rate	76%	$282,959	$215,049	$498,008

NFRMPO uses indirect costs to cover all remaining costs including facility rental, utilities, administrative fees, HR, finance, etc.

*The rate for 2020 is significantly higher to account for unreimbursed costs from previous years. This was a decision made by CDOT and will only be higher for one year. Historically the rate has been more like 72%, therefore we made the decision to use the 2021 expected rate for budgeting purposes.

Option 2: Via Mobility Services hires Mobility Manager, NFRMPO oversees the overall program: $370,523

Personnel: $279,117

Mobility Manager

Salary	$ 80,080
Benefits (26%)	$ 20,821
Sub-total	$ 100,901

Call Center/Dispatch employees

		Number of employees	Total
Salary	$ 35,360	4	$141,440
Benefits (30%)	$ 9,194	4	$ 36,776
Sub-total	$ 44,554		$174,138
	Total		$ 178,216

Indirect Costs: $61,406

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $30,000

Option 3: Via Mobility Services hires Mobility Manager, (limited NFRMPO oversight): $350,523

Personnel: $279,117

Mobility Manager

Salary	$ 80,080
Benefits (26%)	$ 20,821
Sub-total	$ 100,901

Call Center/Dispatch employees

		Number of employees	Total
Salary	$ 35,360	4	$141,440
Benefits (30%)	$ 9,194	4	$ 36,776
Sub-total	$ 44,554		$174,138
	Total		$ 178,216

Indirect Costs: $61,406

Via Mobility Services would charge a 22% fee, with a minimum monthly fee of $2,000, for indirect expenses including facility, administrative, management and overhead fees.

NFRMPO oversight: $10,000

Appendix F:
Feedback from LCMC Members

LCMC Member Feedback on One-Call/One-Click Center Hosting

o I have what I would describe as significant concerns about any option with a conflict of interest involved. Unless there are ways to eliminate the conflict of interest, I'm a fan of going with an option where conflicts of interest do not arise.

o I don't have any concern with MPO hosting.

o As we spoke with existing OCOC centers most, if not all, also managed Medicaid NEMT. If Larimer County or wider is supposed to have a one-call/one-click center it makes no sense that we say to Medicaid recipients," we can't do any of your non- emergency medical trips so call this other number" and lose out on the income source. As we met yesterday, it was apparent that local transportation providers care about their clients…they want to see them get rides to where they need to be—on time. Whereas the 8 county VEJO system is indifferent at best. The further from the client, the less the personal care. For the business plan, the county needs to know what income source is being let pass by which might be the meat and potatoes of funding. I believe 8 counties (including Larimer County) opt out of Medicaid transport and the remaining (60) do their own and reap the income. I think we are remiss to not address all older adults and adults living with disabilities in our service area including medicaid. It also might mean that the OCOC has financial capabilities required by providers and the smaller providers in our system can ride on the shirttails of the OCOC for income management and the larger providers may get the training for larger and smaller providers assuring that our drivers meet the criteria that Medicaid requires making us all eligible for giving rides and receiving appropriate funding.

o The PRO: MPO grant expertise has a proven track record>> yes
The CON: Concerns about the governance structure can be a pro or a con.
Though no agencies as contractors are named, I believe this process needs to consider the capability of the 211 number since a representative from United Way was present at the Weld/Larimer Commissioners discussion on transportation. Donnelly was present and may want to know whether or not we considered united way 211 number.

  o I just want to clarify people MENTIONED United Way but there was no representative. There's been pushback from multiple people about including them.

o *[regarding OCOC hosting... for all options, I think that the issue of service area covered is MOST critical.*

• ** any option that doesn't allow service for at least all of Larimer County is a dealbreaker. So if NFRMPO can't figure out how to extend beyond boundaries, they should be excluded. Solutions could include IGAs to expand the service area; NFRMPO becoming a COG, NFRMPO contracting for a wide service area while being very careful and appropriate about how they allocate/account for staffing and funding, or some other option.*

• ** while service to all Larimer is essential, I think a "regional " service is preferable. It's what consumers want. this may be something that starts in parts of Larimer, grows to all of Larimer as service options are created, and grows to regional as other communities join in. I think the plan would best if it clearly represented a regional vision.*

LCMC Member Feedback on Software System Options

o   I'm concerned that the Proprietary System is going to cost so much and be so inflexible that it would just never get off the ground. I could be wrong - that's just my concern.

o   I like the idea of a system that can expand and grow with us.

o   I've been wondering if we could start with an Excel Spreadsheet and then move to Open Source Software. My thought is that if an Excel Spreadsheet could help demonstrate the need maybe that could help us get funds for Open Source Software?

o   It seems like cost would be a main factor. Both will have pros/cons but after listening to the update from those who participated in the proof of concept it seems that route match was ok but there was definitely concepts that would have made it easier. Knowing an open source would be able to help with those ideas might make it more user friendly.

   As for the concept when (Via) would enter a trip into Route Match there were many phone calls/ emails to make sure everyone saw the trip. If (Via) thought it was a better fit for one vendor over another she would call them directly but from my understanding if RouteMatch had a notification for everyone it would have saved time and all the back and forth that happened. What I'm not sure of is if these where last minute trips or all trips.

o   Maybe I am crazy, but that seems like a very SLOW timeline. The way the transportation world is changing, I think we need to have a plan that can become fully implemented sooner than 10 years.

o   I encourage us to look at opensource in addition to routematch, when it comes to a platform for Larimer County. The State CASTA also has a plan for a statewide scheduling system..how will we be flexible enough to participate in a statewide system should it occur?

   o   Response from CASTA: "There is talk about that being one way the state could go. We have a speaker that is talking about how that looks in another state coming to the fall conference and (CDOT) has been talking a bit about this being a possible initiative but I'm not sure it's going anywhere."

o   I think things are well presented and represent the options. I do think there is an over-representation for the concerns of the ride providers, and an under representation of the concerns of riders. I've attached minutes from one of the Expert Panel meetings; you might want to incorporate the concerns and priorities ID'd by the panel into your document. (My concern is that the voice of the riders is getting lost in the process because your feedback is weighted heavily to system folks and ride providers.) I have a paper file with ALL of the comments (not just top 3) from riders in that earlier process, if you want it.

o   Also, I'd say that as a community member, taxpayer, and part of a household of two... I'd like us to work toward the most fully integrated system we can build. I realize that some things need to be incremental in order to help ride providers and consumers adjust to change. So I support "incremental change" as needed over the short term. But I feel that the plan needs to be visionary and offer a clear path to two right-hand columns of the chart in pp 1-3 of the document.

Appendix G:
Data Standards and Data Collection

Consumer/Client Intake Guidelines

Purpose: To properly enter all data into demand responsive transit technology systems to produce consistent reporting or gathering of data.

Frequency: As needed

Procedure: The following guidelines are to be followed when entering any information into demand responsive transit technology systems. Keep in mind not only is this information used for trips but mailings and statistics and DRCOG reporting. All entries must be professional and accurate.

All fields with * on intake form designate demographic data collected by the state and federal government to support the need for continued funding for this program. This data will be de-identified and used in aggregate form to complete statistical information. None of the data is sold to a third party and any personal information will only be used in an effort to better serve the client in providing him/her services.

General: Upper and lower case is be used, no periods

First Name: Proper and accurate with no "quotes", no (xx), using what the customer desires to be addressed as (use your discretion). To be most client friendly please ask the client how they wish to be addressed understanding mailings will use the same. Examples: Mary wants to be called Diamond =Diamond, Edward wants to be called Ed=Ed, George Bob wants to be called Bob=Bob, Bobby wants to be called Butch=Butch.

Official Name: When using a nickname or shortened name please use this field to put in the legal name.

Last Name: Spaces are allowed as per consumer's wishes, use hyphens, Use upper/lower as told by client, and apostrophe. Example: Van Gordon, Smith-Gordon, O'Brian.
- When searching in Routematch you will have to search both ways when it comes to spacing. Make sure to do this before creating duplicate record.

Address: Use address abbreviation guide, using address 2 line for apartment # or building # if needed. Please refrain from using the # symbol and just put the numeric or alpha information.

Data Standards Adopted from the Denver Regional Council of Governments "Ride Alliance" Project

Date of birth: Since AAA funded programs are specifically for the older adults age 60 or over, the date of birth needs to be filled in. In the client refuses please enter January 1 and the year which would make them the age they are stating. Then indicate in comments client would not provide DOB.

Language: Is that most understood or spoken even if many apply.

Ethnicity & Hispanic or Latino: please choose from categories in drop down screen for ethnicity and mark yes/no for other. In addition to ethnicity question you must also ask if the client is Hispanic or Latino. These are two different questions that need to be asked separately and a separate answer provided.

Elderly: In the Routematch systems, clients are considered elderly if they are 60+ (showing that they qualify for AAA funded trips).

Frail: If client is over age 75 <u>or</u> age 60-74 using a wheelchair, or needing assistance with two daily life functions (wheelchair, oxygen, cooking, walking as examples), they are considered frail in Routematch systems.

Disabled: Please use when client is in wheelchair, vision/hearing impaired, physical or mental disability or other qualifying disability

Low income: Under poverty level as stated on intake form

Data Standards Adopted from the Denver Regional Council of Governments "Ride Alliance" Project

Address Abbreviations

Purpose: To properly enter all data into Routematch to produce consistent reporting or gathering of data.

Frequency: As needed

Procedure: The following guidelines are to be followed when entering any information into Routematch.

Upper and lower case is be used

No periods

Abbreviations:

Apt = Apartment

Ave = Avenue

Bldg = Building

Blvd = Boulevard

Ctr = Center

Ct = Court

Dr = Drive

E = East

Hwy = Highway

MHP = Mobile Home Park

N = North

Pkwy = Parkway

S = South

Sp = Space

Ste = Suite

St = Street

Svc = Service

Th = Town Home

Wy = Way

W = West

Data Standards Adopted from the Denver Regional Council of Governments "Ride Alliance" Project

Standard Definitions

Mobility Requirements

Ambulatory

Ambulatory Lift

Arm Assist

D2D Ambulatory

Extended Leg W/C

Knee Walker

Scooter

Walker

Wheelchair

Service Needs*

Arm Assist

Cane

Crutches

Driver Alert

D2D = door to door

DTD = door through door

Electric Wheelchair

HIP = Hearing Impaired

IDD = Intellectually or developmentally disabled

MIP = Memory Impaired

NLA = never leave alone/no leave alone

Oxygen

Scooter

SD = Seizure Disorder Other

Service Animal

VIP = Visually impaired

Walker

Data Standards Adopted from the Denver Regional Council of Governments "Ride Alliance" Project

Wheelchair

Wheelchair, can transfer

Wide Wheelchair

*Gate codes and "arm assist" will be in notes

Trip Purpose*

Adult Day Program

Dialysis

Employment

Grocery

HR = Health Related (includes dentist, pharmacy, etc.)

Meal Program

Medical

Personal

Recreation

*There may be other codes that providers may use but those trips are not likely to be put in the trip exchange.

Medical Issue ID

HIP = Hearing Impaired

IDD = Intellectually or developmentally disabled

MIP = Dementia

PIP = Physically Impaired

SD = Seizure Disorder

SIP = Speech Impaired

VIP = Vision Impaired

Data Standards Adopted from the Denver Regional Council of Governments "Ride Alliance" Project

Appendix H:
Provider Metrics

The metrics are available on a spreadsheet embedded in this document. They are also shown below.

Baseline Data.xlsx

Vehicle Inventory

VEHICLE INVENTORY AND ASSET PLAN AS DATE														
UNIT	VIN	YEAR OF MANUFACTURE	MAKE	MODEL	LIFT OR RAMP	AMBULATORY SEATS	WHEELCHAIR POSITIONS	FUEL TYPE	CURRENT ODOMETER	ODOMETER 1/1/2020	ODOMETER 12/31/2020	TOTAL MILES 2020	PURCHASE DATE	SCHEDULED REPLACEMENT
1		2016	Ford	Windstar	None	7	0	G		185,589	199,569	13,980	4/16/2016	2021
2		2015	Ford	E-350	Lift	14 (13 if 2 w/c)	2	G		166,980	172,723	5,743	8/22/2015	2020
3		2018	Dodge	Caravan Minivan	Ramp	5	2	G		83,538	99,729	16,191	1/17/2018	2023
4														
5														
6														
7														
8														

Monthly Data

Month: DATE			Vehicle Number: XX					
	One-way Trips				**Fuel**		**Maintenance Expenses**	
Date			Comments				Comments	
1								
2								
3								
4								
5								
6			Saturday				Saturday	
7			Sunday				Sunday	
8								
9								
10								
11								
12								
13			Saturday				Saturday	
14			Sunday				Sunday	
15								
16								
17								
18								
19								
20			Saturday				Saturday	
21			Sunday				Sunday	
22								
23								
24								
25								
26								
27			Saturday				Saturday	
28			Sunday				Sunday	
29								
30								
31								
TOTAL	0	0			0	0	0	0

Transportation Tracking Information

YEAR: 20XX	TRANSPORTATION TRACKING SUMMARY												
ITEM	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	Total YTD
VEHICLES													
Number of Vehicles													
Total vehicle miles													
Total vehicle hours													
Deadhead miles													
Deadhead hours													
Vehicle accidents													
Accident Repair Costs													
VOLUNTEERS													
Number of volunteers													
Number of volunteer hours													
Number of volunteer trips													
ONE WAY TRIPS													
Senior Non Disabled													
Senior Disabled													
Non-Senior Disabled													
Non-Senior Caregiver													
TOTAL TRIPS													
TRIP PURPOSE													
Adult Day Program													
Dialysis													
Employment													
Grocery													
HR = Health Related (includes dentist, pharmacy, etc.)													
Meal Program													
Medical													
Personal													
Recreation													
Other													
TOTAL TRIPS													
No Shows													
Cancellations with 24 hours													
UNIQUE TRIPS													
Wheelchair													
Out of County													
Rural													
Medicaid													
CLIENTS													
UNDUPLICATED CLIENTS													
Assisted Transportation													
Medicaid													
Public Transportation													
REVENUE													
Fare Box													
Donations													
TOTAL REVENUE													
EXPENSES													
Admin Expense													
Operating Expense													
In Direct Cost Expense													
In Kind Expense													
TOTAL COST													
Cost per One Way Trip													
Cost per Vehicle Hour													
Cost per Vehicle Mile													