

Solano County Mobility Management Plan

March 6, 2014



Solano Transportation Authority

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March 6 2014

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Vacaville Checker Cab. Intercity Taxi Scrip

In addition we would like to thank the staff of all the transit operators in Solano County, the Senior Coalition of Solano County, and the many stakeholders for their contributions of time, information, and recommendations to this project.

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EXECUTIVE SUMMARY

The **Solano County Mobility Management Plan** is an implementation plan. It is specifically built upon previous work identifying and prioritizing implementable programs in the County that can have immediate impacts on transportation options. The Plan builds on existing structures, relationships and initiatives in Solano County and includes a strategy for the near term implementation of four recommended service elements:

1. One Stop Transportation Traveler Call Center
2. Countywide Travel Training Program
3. Countywide ADA Eligibility Program
4. Older Driver Safety Program

In addition, the Plan has a strategy for the longer term development of an administrative platform for the ongoing operation of the mobility management services. A time line implementation schedule, implementation and ongoing annual cost estimates, and a funding strategy are included.

Mobility Management Definition

It is important in framing a mobility management plan to establish the meaning of the “mobility management” concept as it is applied in this planning process. Mobility management is one part of a complex matrix of transportation services in any urban area. The “public transportation system” is made up of a number of elements that interact and often overlap. The major components of a public transportation system are:

1. Fixed route bus service for the general public
2. Paratransit bus service for the persons with disabilities in the community as described in the Americans with Disabilities Act (ADA), including subsidized taxi programs
3. Human service transportation (transportation services provided by human service agencies) serving many of the very specialized transportation needs of the larger community.

These three elements of the system have often operated largely independently of each other. Coordination among these three transportation service elements, and the multiple service providers, can substantially improve overall service delivery to the special needs population that is the target of this Plan —older adults, persons with disabilities, and persons with low incomes.

A Mobility Management program aims to optimize all transportation resources in a community, particularly those other than traditional fixed route systems. The role of a Mobility Management varies among communities, depending on the populations being served and the resources at hand. As defined by the National Resource Center for Human Transportation Coordination, Mobility Management emphasizes:

- Movement of people instead of vehicles
- Customer needs and the discrete travel needs of *individual* consumers

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- The entire trip, not just that portion of the trip on one mode or another
- Improvements to the effectiveness, efficiency, and quality of the travel services being delivered
- Design and promotion of transit-oriented development, livable communities, and energy efficient sustainable communities
- Improvements in the information available about those services.

Recommended Plan

The **Solano County Mobility Management Plan** identifies four key elements scheduled for near term implementation as well as a number of structural options for the long term delivery of Mobility Management services in Solano County.

The four key elements of the recommended **Solano County Mobility Management Plan** include:

- **One Stop Transportation Traveler Call Center (Chapter 4):**The One-Stop Transportation Call Center for Solano County is meant to be a resource for persons or agencies needing to find information on public, private, and human service transportation in the County.
- **Countywide Travel Training Program (Chapter 5):** Travel training is critical to mobility management efforts. Through travel training efforts, seniors and youth are provided with fixed route transit orientation, and persons with physical and cognitive disabilities can be given trip-specific training to allow them to move from less efficient demand response services to generic fixed route transit services for some or all of their travel needs.
- **Countywide ADA Eligibility Program (Chapter 6):**Solano County transit agencies have adopted a consistent countywide ADA service application form. Building on this, the ADA eligibility processes in Solano County would transition to an in-person process. By being more precise and accurate with eligibility, the provision of ADA paratransit to the population that is actually in need of the service is ensured. A centralized countywide ADA certification process would be a service administered through a Solano County Mobility Management program.
- **Older Driver Safety Program (Chapter 7):**Effective programs exist to help older drivers remain behind the wheels of their own vehicles. These range from online safety tutorials, “driver tests”, coaching on how to operate and maintain a vehicle, classroom driver safety workshops, and defensive driving programs delivered in the field. Regarding older driver safety programs, the Solano County Mobility Management program role would be to provide a one-stop information source that provides

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information, including schedules of classroom workshops and listings of online alternatives available.

These four elements mark the beginning of a mobility management program in the Solano County. They were identified as high priority projects in the **Solano Transportation Study for Seniors and Persons with Disabilities** completed in 2011. Their priority status was reaffirmed through the outreach process employed during this Plan preparation process (Chapter 2).

The objective of the **Solano County Mobility Management Plan** was to integrate implementation plans for these strategies into a coordinated countywide Mobility Management Plan. In addition to the specified program elements listed above, the project Scope also provided for the consulting team to suggest other mobility management options for the County.

This Mobility Management Plan identifies a number of options for the long term provision of a package of services in Solano County. These range from minimal restructuring and the addition of functions to existing organizations to the creation of a new organization dedicated to the provision of a wide range of mobility services. Core features of mobility management programs often include public transportation and human services transportation expertise, as well as financial, funding and grant writing expertise. Structural options are reviewed and detailed in Chapter 8.

As this is an implementation plan, it is meant to lead directly to the delivery of new services. A phased implementation of a platform through which the services can be provided is recommended.

In the near term, STA has made the decision to build in-house capability through the addition of staff to oversee the early functional pieces. The **One Stop Transportation Traveler Call Center** as well as the dissemination of **Older Driver Safety Program Information** would be integrated into STA's Solano Napa Commuter Information (SNCI) office. The **Countywide Travel Training** and **Countywide ADA Eligibility Program** would be delivered through contracted services administered by STA staff.

Timing and Costs

Table ES-1 displays the projected implementation time lines, and initial implementation costs for the four initial mobility management projects. Time lines range from implementing the ADA eligibility program by July 2013, to starting the other programs as late as September 2013 or January 2014. The urgency of the eligibility program is dictated by the needs of some transit agencies particularly SolTrans. The other programs can be initiated later depending upon available funding and organizational priorities. The call center and older driver program information are low cost programs and could be implemented soon with relatively little expense. They both build upon existing structural support from STA in the near term. Because this is in place, implementation could occur relatively quickly.

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Table ES-1 Function Implementation Time Line and Startup Cost Estimate

Functional Program	Implementation Time Frame	Low Estimate Annual	High Estimate Annual
One Stop Transportation Traveler Call Center	April - July 2014	\$130,205	\$191,393
Countywide Travel Training Program	April - July 2014	\$125,088	\$189,832
Countywide ADA Eligibility Program	July 2013	\$102,252	\$170,384
Older Driver Safety Program Information	April - July 2014	\$13,267	\$19,724
Total Annual Cost		\$370,812	\$571,333

Table ES-2 summarizes on-going annual operating cost estimates for each of the four initial programs. These estimates are based upon operating within the existing administrative framework in Solano County. The four functional programs each have an annual operating cost level ranging from \$13,267 per year to develop Older Driver Safety Program Information to \$189,832 per year to operate a countywide travel training program. Implementing all four program elements could cost up to \$571,333 per year at the high cost estimate level. Implementation of each of these elements can be done incrementally. Though they complement each other, none are dependent upon the others for successful operation.

Table ES-2 Long Term Operating Cost Projections

Functional Program	Implementation Time Frame	Five Year Cost Estimate (High Estimate)	Ten Year Cost Estimate (High Estimate)
One Stop Transportation Traveler Call Center	April - July 2014	\$1,004,813	\$2,009,627
Countywide Travel Training Program	April - July 2014	\$1,007,844	\$2,176,211
Countywide ADA Eligibility Program	July 2013	\$904,592	\$1,953,262
Older Driver Safety Program Information	April - July 2014	\$104,717	\$226,114
Total Multi Year Cost		\$3,021,966	\$6,364,914

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Funding

Throughout the Solano County planning process there has been reference to the availability of funds through STA to initiate certain of the functional components. In particular, funding is available to initiate some form of ADA eligibility process. Initial efforts will be carried out by STA. Typically, mobility management programs have been funded through such programs as JARC, New Freedom, and 5310. These federal funding programs require some level of local match depending upon the particular project being funded. With the passage of MAP-21¹, new rules will emerge for the allocation and use of these funds. However, there will continue to be some emphasis at the federal level on funding for mobility management. In the former versions of both JARC and New Freedom, mobility management was funded at an 80% federal level. For funding purposes, it was treated as a capital program.

While new federal rules are being developed, it is appropriate to assume that some level of funding will be possible through the newly defined federal programs. Where new funding tradeoffs have been introduced, such as rolling JARC into 5307 thus creating decision opportunities, it is important to consider the benefits of mobility management in allocation decisions. For example, the benefits of allocating some JARC funds to mobility management can be a cost effective use of funds that might otherwise simply be used to support higher cost traditional transit programs. The new law increases the necessity to make tradeoffs in these decisions.

Other funds are also used to support mobility management. Some jurisdictions have chosen to use local funds both to match federal programs as stated previously or have allocated funds to support programs exclusively. The recognition that some program elements can result in major cost savings has led agencies to allocate resources to mobility management even if it means diverting those funds from other transit programs. Programs such as ADA eligibility which will be introduced in Solano County or major agency trip programs diverting ADA riders from transit operators to human service agencies have received funding locally.

A long term perspective is necessary to develop the most effective sustainable funding mechanisms. In California there are examples of counties that have chosen to allocate local sales tax measure funds specifically to support mobility management in the form of a Consolidated Transportation Services Agency (CTSA). In both Sacramento and San Bernardino Counties, the local sales tax ordinance expenditure plans allocate a portion of the funds specifically to the designated CTSA. These funds then support the broad range of programs that CTSA's typically provide. The renewed interest in California in CTSA's as the vehicle for mobility management suggests that designated local funding through these means is the most obvious source of sustainable resources.

Solano County efforts to pass a local sales tax measure for transportation three times have not achieved a 2/3 supermajority. All three measures contained some percentage for seniors and

¹ MAP-21: Moving Ahead for Progress in the 21st Century. Federal highway authorization signed into law July 2012 providing surface transportation funding for FFY2013 and 2014.

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people with disabilities. In other communities where such efforts have been successful, negotiation of the fund distribution has been used to forge alliances that combine to support such a measure. In particular, mobilizing seniors and the disabled community can bring attention and energy to such a process. In return, this community has been included specifically in the expenditure plan for local measures to ensure a reward for the commitment of time and endorsements to the promotion of the tax plan. In both Sacramento and San Bernardino Counties the inclusion of these special populations in the plan and a reward for support contributed to the success of the tax measures.

In Solano County, the specific inclusion of the senior and disabled community in a tax planning process could help toward success and also result in the sustainable source of funding needed to not only maintain the early mobility management projects but also expand the program. Future programs such as agency trips and volunteer driver programs could be added to the mix to help round out the toolkit for serving a broad special needs population.

Finally, success with mobility management and its focus on low cost strategies could eventually result in the reallocation of existing funds to more cost effective service delivery options. Transit agencies in particular face specific legal obligations such as the provision of complementary ADA paratransit. Yet pursuit of creative low cost service delivery methods for ADA service could result in decisions to reallocate funds to low cost alternatives to achieve greater “bang for the buck.” Other areas have already used their mobility management programs to identify and pursue such options. Solano County could eventually pursue a similar course.

Chapter 1: INTRODUCTION

Chapter 1 provides a background context for the Solano County Mobility Management Plan, an outline of the following report format and an introduction to the “mobility management concept”.

In 2011, the Solano Transportation Authority (STA) commissioned the Solano Transportation Study for Seniors & People with Disabilities. This followed two countywide transportation Senior Summits. Together, the study and the Senior Summits set the stage for this project to prepare a Mobility Management Plan for Solano County. It included a major outreach effort to identify community needs and program function concepts. It engaged many community agencies in a dialogue regarding the future of mobility management concepts.

The short range strategies in that Study included the following:

- Develop a consistent countywide ADA paratransit eligibility process
- Develop a comprehensive program of transit training for seniors and people with disabilities.
- Establish a Mobility Management Program
- Identify and support sponsors for older driver safety and mobility workshops.

The mobility management planning process specifically calls for defining these programs as well as other options that are reasonable to implement. This Plan takes the next step in preparing for implementation of a mobility management program in Solano County. This Plan establishes a detailed framework for the creation of several mobility management functions in the county. These are derived partly from the priority list in the 2011 study and also from the findings of the research and community outreach component of the project. This planning effort is directed at specific program elements of a mobility management toolkit. The project called for the preparation of detailed implementation plans for the following specific functions:

- Inventory of transportation services and providers and a comprehensive strategy to partner among providers and Stakeholders.
- One-stop transportation traveler call center.
- Travel Training program options.
- Countywide ADA Eligibility Process.
- Older Driver Safety Program information system.

In addition to the specified program elements listed above, the project Scope also provided for the consulting team to suggest other mobility management options for the County. At least two examples of successful programs in other communities were to be identified. Based upon these other successful models, recommendations were sought for creating similar programs in Solano County.

The planning process involved a comprehensive engagement of the community through a series of personal interviews with stakeholders representing social service agencies, transit operators, other transportation providers, and community groups. An extensive series of meetings was held with community groups to gather input regarding options and to present

concepts for agency feedback. This outreach process (defined in Chapter 2) resulted in extensive feedback regarding program options and approaches to structure.

Mobility Management Plan Format

The Mobility Management Plan is formatted to follow the outline of the original study specification. Its chapters closely follow the outline established in the study design. The following is a brief description of each of the Chapters in this Mobility Management Plan:

Chapter 1: Introduction

Chapter 1 provides an introduction to the Plan, detailing its format and offering background information.

Chapter 2: Stakeholders

Chapter 2 summarizes the outreach process and identifies all stakeholders who participated in the planning process.

Chapter 3: Inventory of Services and Providers

Chapter 3 specifies the data gathered in the research process by agency contacted and researched. Detailed information regarding each is provided in a series of agency specific tables in Appendix 1.

Chapter 4: One-stop Transportation Traveler Call Center

Chapter 4 presents plans for the establishment of a one-stop call center in Solano County for transportation information including a service directory.

Chapter 5: Travel Training Program

Options for travel training in the county are reviewed and specific programs are recommended.

Chapter 6: Countywide ADA Eligibility Process

A plan is provided for the implementation of a countywide in-person ADA eligibility process to replace the existing paper application process. Details of program implementation including cost estimates are included.

Chapter 7: Older Driver Safety Program Information

Chapter 7 reviews Older Driver programs, identifies specific service delivery options and provides details of all relevant programs in Solano County.

Chapter 8: Countywide Mobility Management Organizational Structure Options

Other mobility management service delivery options are examined. Examples of programs in other communities are discussed in detail for their applicability to Solano County. Potential options for service delivery structure in Solano are presented along with specific implementation recommendations.

Chapter 9: Summary of Plan Costs and Timelines

The final chapter summarizes the costs to implement mobility management functions in the near term and over a 10 year planning horizon. It offers timelines for achieving the expectations of mobility management.

Introduction to the Mobility Management Concept

It is important in framing a mobility management plan to establish the meaning of the concept as it is applied in this planning process. Mobility management is one part of a complex matrix of transportation services in any urban area. The “public transportation system” is made up of a number of elements that interact and often overlap. The major components of a public transportation system are: fixed route bus service for the general public, paratransit bus and subsidized taxi service for individuals with disabilities in the community as described in the Americans with Disabilities Act (ADA), and mobility management/human service transportation (transportation services provided by public and non-profit human service agencies) serving many of the specialized transportation needs of the larger community. These three elements of the system have often operated largely independently of each other.

In a coordinated transportation system, the three elements of public transportation work in a much more integrated fashion to serve certain targeted populations, specifically individuals with disabilities, the elderly, and persons of low income. This can result in service and cost efficiencies that yield benefits for the individual riders, for public agencies that invest in transportation services, and for the provider agencies whether they are the large public operators or much smaller human service transportation providers.

There are five (5) transit operators based in Solano County providing some form of public transit service.

Fixed Route Transit: SolTrans primarily serves Vallejo and Benicia with local and intercity fixed routes services in addition to other services. Fairfield and Suisun Transit (FAST) primarily serves Fairfield and Suisun City with local and intercity fixed route and other services. Vacaville City Coach operates a local fixed route.

Deviated Fixed Route Transit: Rio Vista Delta Breeze operates a deviated fixed-route service within and beyond the city limits

General Public Dial-A-Ride: Dixon Readi-Ride operates general public dial-a-ride locally and limited intercity service. SolTrans operates a local general public dial-a-ride service within Benicia.

The transit operators also provide a variety of ADA paratransit services and subsidized taxi programs.

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ADA Paratransit: ADA paratransit is another element of the transit system in Solano County and is provided by federal law as complementary to the fixed route operations. This service is available to ADA eligible individuals. It is available to individuals with disabilities who are not able to use fixed route for some or all of their travel needs. ADA paratransit is a major provider of service to individuals with disabilities for demand trips such as medical and other appointments, to shopping and recreation destinations, as well as recurring trips to dialysis, and to some specialized day programs for the disabled.

ADA Intercity Taxi Program: All Solano transit operators participate in the ADA intercity taxi program. ADA eligible riders, who are ambulatory, may use this to travel between cities in Solano County. Eighty-five percent of the fare is subsidized by the riders' jurisdiction of residence including the County of Solano for unincorporated area residents.

Local Subsidized Taxi Programs: FAST, SolTrans, and Vacaville City Coach all offer subsidized local taxi service up to 50% for qualified riders. Eligibility requirements vary slightly but all have an age eligibility criteria ranging from 60 - 65 years old. Some are available for ADA eligible riders and/or Medicare cardholders.

In addition to the locally based transit operators, there are several public transit operators from other counties that provide services in Solano. These include bus services such as the Napa VINE and Yolobus, ferry service (San Francisco Ferry) and train service (Capitol Corridor).

Mobility Management adds additional elements to the transportation mix. A variety of transportation services beyond the public transit operators, often directed more at specific individual travel needs that cannot be met by the traditional public services, are offered by other public, private and non-profit organizations. Throughout Solano County, there are many organizations that provide transportation services to individuals who are low-income have a disability or who are elderly and need specialized day programs. Other elements may include specialized shuttles, volunteer driver programs, taxis, rail, private transit, ridesharing, vanpool, incentives/subsidies, bicycling/pedestrian services, and other targeted programs provided through the human service community. All of these types of programs fit the broad definition of mobility management.

Most of the agencies who serve individuals with developmental disabilities receive the majority of their transportation service from a network of providers that are funded through the North Bay Regional Center. Regional Centers are nonprofit corporations created by the State of California to provide services for the developmentally disabled population. Most, if not all, of the individuals served by these programs are eligible for ADA paratransit service. The fact that they are transported by services paid for through the Regional Center means that these eligible individuals are not being carried by the public operators and are not consuming transportation funds. This is an excellent example of the role of the human service community as an element of the public transportation mix

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Coordination among these transportation service elements can substantially improve overall service delivery to the special needs population that is the target of this Plan—older adults, persons with disabilities, and persons with low incomes. When these elements are “actively coordinated” by taking specific actions to integrate the various services, efficiencies can immediately result. The quantitative and qualitative impacts of these are captured in this Plan.

Though “mobility management” has at times been defined narrowly to focus on one-stop call centers, this Plan takes a broad view of the concept. The broad view is a mix of strategies that make up a management toolkit directed at the often hard to serve travel needs of the target populations. The broad view of mobility management is at the heart of this plan. The fact is that no one strategy can serve all of the needs of the special needs groups targeted by this Plan. The Plan instead consists of a variety of programs each meeting some aspect of the overall demand. This Plan includes strategies that exceed immediately available funding. It sets forth a list with recommended priorities. It also suggests approaches to funding intended to create a viable and sustainable mobility management program.

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Chapter 2: STAKEHOLDERS

The mobility management planning process for Solano County included a major outreach effort. The intent of the outreach process was to gather technical data both for analytical purposes and for inclusion in some form of directory of services for potential use in a one-stop call transportation center. The outreach process included interviews by members of the consulting team with the transit operators and principal human service agencies in the county. It also included research, typically on-line, regarding services provided by private transportation companies serving the county.

The outreach process was also used to gather feedback regarding mobility management concepts. This was accomplished both in the interviews with agencies and also through a series of meetings and presentations to community advisory groups. All of the input received through this process was assembled in a data system used by the consultants and available to STA staff throughout the planning process.

Below are listed all of the agencies that were contacted or researched in the planning process as well as a listing of the presentations made to community groups.

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Solano County Stakeholder Interviews

Agency	Representative(s)
Area Agency on Aging	Leanne Martinsen, Harriet Dietz, Anne Payne
Fairfield Suisun Community Action Council	Ruth Matz
Connections for Life	Edith Thomas
County of Solano Health & Social Services	Gina Merrell
Dixon Redit-Ride City Of Dixon	Janet Koster
Faith in Action	Father Fuentes, Louis Souza-Fuentes
Fairfield Senior Center, Volunteer Driver Program	Jane Kibbey
FAST (Fairfield and Suisun Transit) City of Fairfield	Wayne Lewis, Deborah Whitbeck, Lori Tagorda
First Five Solano Children and Families Commission	Christina Arrosuto
Independent Living Resources for Solano and Contra Costa Counties	Susan Rotchy, Alicia Roundtree, KyrreHelmerson
Milestones Adult Development Center	Terri Rowland, Taramishia Leonard
North Bay Regional Center	Emily Davidson, Michi Gates, Laura Ceppoi, Letty Leon
PACE Solano	Gloria Standafer
Rio Vista Delta Breeze	David Mellili, John Andoh
Solano Napa Commuter Information (SNCI)	Judy Leaks
Solano County Department of Resource Management	Matt Tuggle
Solano County Transit (SolTrans)	Mona Babauta, Philip Kamhi
Vacaville City Coach City of Vacaville	Brian McLean, Shannon Nelson

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Community Presentations

Presentation	Date
Solano Senior and People with Disabilities Transportation Advisory Committee	2012: August, October 2013: March, May, July, October 2014: March
SolanoExpress Intercity Transit Consortium	2012: August, September, November 2013: February, March, April, June, August, September, November, December 2014: January, February, March
Solano Senior Coalition	September 7, 2012 December 7, 2012
Paratransit Coordinating Council	2012: September 2013: January, March, May, July, November 2014: January, March
Solano Transportation Authority – Board of Directors	2012: October, December 2013: May, June, July, September, October, December 2014: January, February

Other Transportation Providers Research

Agency
Solano County 211
511
AA Medical Transport
AmeriCare Alliance
Dungarvin
Helping Hands Resource Center
Med X Press
Murphy's Medical Transportation, Inc.
Northbay Transit Group
Stan's Chaperone Service
Sully's Non-Emergency Transport
Youth and Family Services, Inc.

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Chapter 3: INVENTORY OF SERVICES AND PROVIDERS

Chapter 3 provides a listing of transportation services available to the general population seniors, and persons with disabilities in Solano County. Detailed information by provider including the type of service(s) provided, eligibility, current fare structure if applicable, hours of service and service area, and contact information. The information was collected primarily from interviews conducted by the consulting team with service providers and human service agencies. Some interviews were followed up with email contact to obtain operating statistics etc. In certain cases, information was also gathered from organizations' websites.

Data gathered regarding services and agencies will be available in both print and electronic form to the Solano Transportation Authority at the conclusion of the project for use in directory format at a call center or on a website posting transportation services in the county.

Detailed information is organized in tables by provider in Appendix 1. Provider groupings are broken out by public transit agencies, social service agencies and private operators. Once formally integrated into a call center database and website, a process will need to be established and the resources to the ongoing updating of service details. The ongoing updating can be accomplished through call center outreach to the various transportation service providers.

Public transit operators based in Solano in the inventory are:

- Dixon Read-Ride
- Vacaville City Coach
- Fairfield and Suisun Transit (FAST)
- Rio Vista Delta Breeze
- County of Solano Intercity Taxi Scrip Program
- Solano County Transit (SolTrans)

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4: ONE-STOP TRANSPORTATION TRAVELER CALL CENTER

Introduction

This chapter of the Solano County Mobility Management Plan focuses on a comprehensive one-stop transportation traveler call center for Solano County. The chapter will provide an overview of the existing call centers in the county and provide recommendations for developing a comprehensive one-stop transportation call center for the community including an implementation plan and call center policies and procedures.

One-stop transportation call centers are a common mobility management tool. Often the call center is one of the first elements of a mobility management program as they are seen as a method to disseminate information to callers efficiently and provide a mechanism to coordinate transportation resources including public transit and human service transportation services. As with most functions of a mobility management center, a one-stop transportation call center is focused on seniors, persons with disabilities, and persons with low-income.

One-stop call centers as part of an overall mobility management umbrella are generally personalized to assist callers with questions that are specific to their needs. Callers may need detailed trip information on how to use public transit, how to transfer between transit systems, where to catch the bus, fare information, accessible transit features and amenities, and eligibility information when appropriate. Some callers may have more specialized transportation needs such as information on volunteer driver programs, senior shuttles, private transportation providers, or other services. Call center staff need to be fluent in all aspects of the transportation matrix and have the resources to refer the caller to the appropriate provider when necessary.

Callers to this type of call center usually prefer to talk with a “live person” and not incur long wait times or phone trees. Additionally, callers do not want to make numerous calls to various transportation providers – thus the reason for housing all transportation information in a central location. Finally, one-stop transportation call centers can be a wonderful community resource but many call centers have fallen by the wayside due to lack of use. It is important to fold a specialized one-stop call center of this nature into another program to ensure efficiency of staffing and work load.

There are currently a number of call centers in Solano County that provide transportation information, but not one that focuses specifically on local transportation services including the information on human service transportation options in a central location. During stakeholder interviews and outreach to local advisory committees, the One-Stop Transportation Call Center concept was well received, but caution was given to ensure that current services are not being duplicated and that the program is geared to the needs of the local residents.

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Existing Conditions

The following section explores the four existing call centers in Solano County which include Solano County 211, Area Agency on Aging (AAoA), and Solano Napa Commuter Information (SNCI) as well as the Solano transit operators' information lines. The section will look at the parameters of the services and the infrastructure of each program.

211 Bay Area

Solano County 211 is operated by the United Way of the Bay Area. The United Way of the Bay Area also operates 211 in the counties of Marin, Napa, San Francisco, and San Mateo. A range of other agencies operate 211 call centers in the surrounding counties of Alameda, Contra Costa, Mendocino, Monterey, Santa Clara and Sonoma.

- 211 is an easy to remember, toll-free phone number that connects callers with local community services, such as food, shelter, counseling, employment assistance, and child care. It is also a free, time-saving tool for social workers, clergy, doctors, legislators and other community service providers. Many 211 calls come from human-service professionals who call to get information to help their clients
- 211 is a referral service to assist callers with their needs. Callers are asked a series of questions or an "assessment" to help staff determine the services for which the caller is eligible. The assessment includes; zip code, age, household size, income level, and insurance coverage
- Once the 211 worker establishes what the caller's needs are they search the 211 database for existing services that may help the individual. The caller is then referred to the appropriate agency for services
- Phone lines are manned 24/7

511 SF Bay

511 SF Bay serves the entire nine county Bay Area region and is operated by the Metropolitan Transportation Commission (MTC). 511 provides transportation information via state-of-the-art speech recognition system. Callers simply say "Traffic," "Public Transportation," "Freeway Aid", "Clipper", or "more choices" to get started. Once the caller completes all their choices they are routed directly to an agency or receive the automated information. Solano County transit operators and SNCI may be reached through the 511 system.

Area Agency on Aging (AAoA)-Senior Information and Assistance

The mission of national AAoA is to provide a community-based system of care and support for older persons (age 60 and over) and their caregivers. The local chapter of the AAoA serves this mission through a wide array of services provided by its staff and through a network of nonprofit

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partners. These services are provided without charge to clients in both Napa and Solano counties.

The Direct Services Program includes Information and Assistance (I&A) services to seniors and their families with information on services available through AAoA and other agencies. The AAoA Call center is staffed by AAoA I&A staff from 8:30-4:30 Monday-Friday.

Solano Napa Commuter Information (SNCI)

SNCI is housed under STA. SNCI offers free services and information for alternative transportation in Solano and Napa counties and surrounding areas. Information and services for carpool, vanpool, bus, ferry, rail, bicycling, and more are delivered to the general public and primarily through employers.

SNCI has multiple programs including those highlighted below. SNCI currently offers mobility management type services for several, but not all, transportation programs:

- **General Public Service and Outreach:** This service is provided via the internet, telephone and community events. During 2011-12 SNCI responded to an estimated 3,004 information calls, 1,274 carpool/vanpool match lists were processed, 276 internet requests, and over 40,000 pieces of transit and transportation information were distributed. SNCI supplied 132 display racks throughout Napa and Solano counties providing a variety of transportation brochures. Finally, SNCI staff participated in 48 community events in Napa and Solano Counties.
- **Trip Planning:** SNCI's call-in and other client communications include providing personalized, multi-modal guidance to the individual or group. This may include carpool, vanpool, public or private transit, bicycling, walking and/or other means of travel. Trips are handled personally and comprehensively, not simply by mode.
- **Employer Programs:** A database of nearly 500 local employers are maintained and kept current. The database is used to promote SNCI services and programs including an annual Employer Commute Challenge. Presentations to 27 employers and 19 employer events were staffed in FY 2011-12.
- **Solano Emergency Ride Home Program (ERH):** The program is designed to encourage the use of commute alternatives such as carpooling, vanpooling, public transit, walking or bicycling, by providing a free ride home to program participants in cases of emergency. In FY 2011-12, 214 employees signed up for Solano's ERH program bringing the total number of registrants to 395 a 120% increase.

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- **Vanpool Program:**In FY 2011-12, SNCI supported 242 vanpools - one of the largest programs in the Bay Area. These 242 vanpools averaged 2,420 van riders; 4,840 trips per day; 1,161,600 trips annually. There are also vanpool incentive programs that are designed to support the formation of the new vanpools and keep active vanpools on the road.
- **Bicycle Program:** SNCI coordinates the annual region-wide Bike to Work Week activities in Solano and Napa counties. Additionally there is a bicycle incentive program which provides 60% of the cost of a new bicycle, up to \$100 for commuting to work.
- **Information and Referral for Seniors and People with Disabilities:**Maintain, update and print countywide brochure with information about transportation services for Seniors and People with Disabilities.

SNCI has 3.5 full-time equivalents that staff the phone from 8:00 am - 5:00 pm Monday – Friday.

Solano Transit Operators' Call Information Services

The five transit operators in the county each have a distinct phone number where the public can call to receive detailed information about their transit service. From transit dispatchers callers are able to receive schedule, fare, bus stop, special services, temporary service modifications, and much more information about each system. Local dispatchers are the most knowledgeable about highly detailed information concerning their own system. They handle many calls every day and come to know many of their riders. Dispatch service hours vary to mirror their days and hours of service.

Most transit operators provide information on intercity transit services that are operated by others in their service area. Some, such as Vacaville City Coach, provide information on non-profit services and more. These services are usually provided by contracted transit operations staff, except for Dixon Redit-Ride which is staffed with City of Dixon Redit-Ride employees.

All Solano transit operators produce and print schedules and other information to inform the public and promote their service. They also maintain information on their agency websites.

Call Center Experiences in Other Communities

One-Stop Shop Call Centers have been quite popular since 2005 under the Safe, Accountable, Flexible, Efficient Transportation Act "A Legacy for Users (SAFETEA-LU) legislation. This legislation tied federal funding to coordination efforts and started a new funding program under the Federal Transit Administration (FTA) Section 5317 – New Freedom (NF) Program. The goal of the NF program is to provide new public transportation services to overcome existing barriers facing Americans with disabilities seeking integration into the workforce and full participation into

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society. One-Stop Shop Transportation Call Centers were identified as an eligible program for funding under the NF program.

Since 2005 many call centers have been started with mixed reviews. Following are examples of the experiences of two programs in Northern California:

San Joaquin County used a NF grant for the San Joaquin Regional Transit District to start a One-Stop-Shop Call Center in 2008. The focus of the call center was to augment the customer service line that transit riders used for route and schedule information and to fill the gaps for trip planning services for persons with disabilities, seniors, and low-income residents.

The program design was such that a caller could have all of their transportation questions answered in a central location without having to make additional calls. This program used a paper method for housing data and had existing call-center staff expand their duties to handle the One-Stop-Shop calls. The program contained an outreach component and was heavily promoted through education, and marketing materials including the transit agencies website.

Although there was a good deal of emphasis on promoting the program the call volume was low throughout the program. A dedicated 800 number was set-up to house the calls which never exceeded more than 40 calls per week. The program was funded for two years and at the end of the grant period, it was decided that the program should be discontinued due to low usage

Monterey County-Monterey Salinas Transit (MST) Bus Stop and Mobility Management Center: MST is currently using a different approach for their call center. MST received a NF grant which was used to help fund the establishment of the 211 for Monterey County. 211 of Monterey County works with MST to provide information on MST's transportation programs for seniors and persons with disabilities. If a caller requires specialized transportation information they are referred to the MST offices.

This call center was set-up to be an efficient means of handling mobility management calls in the area. MST works closely with 211 to update information as necessary. However, there are instances where 211 staff will refer a call to MST for specialized information.

This program is operating well and meeting the needs of the community and MST. In 2010 MST won the California Association for Coordinated Transportation (Cal ACT) Outstanding Coordination Award for the MST Bus Stop and Mobility Management Center.

General Call Center Models

Call center models can vary widely in implementation and approach. One approach to a call center is a referral service. In this case, a caller will be asked question(s) by the call taker and

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referred to the appropriate agency. Due to the broad nature of information that is being provided, these services generally require that a second call may be required to answer the caller's questions. For instance, 211 callers can be referred to a number of community services, such as food, shelter, counseling, employment assistance, and child care.

A second approach is one that is highly personalized providing detailed information and assistance to a caller. This call center model generally has the expectation of providing all information at the time of the call or a one-stop call center. Local examples of a one-stop call center include AAoA or SNCI.

The One-Stop Transportation Call Center for Solano County is envisioned to be a resource for persons needing information on public, private, and human service transportation in the county. This information could include detailed transit route and schedule information for multiple operators, special services eligibility information, fares, programs such as the ADA intercity and local subsidized taxi programs as well as information on private, volunteer, and other non-profit transportation providers. Referrals to other agencies may be given, but would not be the norm.

Call Center Information Management

A key element in the development of a call center is the information being supplied to the caller. Factors to consider when developing a call center include:

- What platform will be used for the call center information- database/paper?
- How will the information be used?
- How/when is the information updated?

There are several ways that the information for the call center can be housed; larger call centers such as some 211 programs use database software customized for their program. The database can handle large volumes of records that can be queried based on the caller's needs. For instance, the 211 program in Contra Costa County has over 1,500 records in their database and uses an IRIS software package. Additionally, large 211 programs generally have personnel who are responsible for updating information in the database on a regular basis. This is also the case in Contra Costa County where there is a dedicated staff person responsible for periodically updating the database to ensure accuracy of information provided to callers. Using a database system that is created internally could suffice for a smaller call center program.

Some small call centers simply use a paper system (with electronic storage) that call center staff refer to when providing assistance to callers. Using this type of system is obviously less expensive than using a customized software package and would be more appropriate for a smaller program. Using this technique to house data is perfectly acceptable; however, it is still critical that the information that goes to a caller is updated regularly, consistent among all call center staff, and any other entities sharing the information.

Initially, a simple paper system could be used to house data. This format would be a quick and simple method to establish the call center and begin operations. After an initial trial period of

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approximately six months, enhancements to this system could be considered and implemented as necessary. These enhancements may include a more formal type of data management system and software package. This implementation strategy is cautious but ensures that phasing is done to relate the investment to the need for the service.

Assigning the task of updating information is an important function of all call centers no matter the method of housing information. Staff assigned the duty of updating information should work with community stakeholders to obtain regular notices of service changes to their transportation systems. This process can be as simple as an agreement between agencies to exchange information when system changes are made and being proactive in systematically checking with transportation and human agencies.

Table 4.1 details pros and cons of both the database model and paper model for housing call center information.

Table 4.1: Call Center Information Platforms Pros & Cons

Model	Pros	Cons
Database	Information <ul style="list-style-type: none"> • Is housed in a central location • Is consistent • Can be easily updated • Easier to share internally and externally • Can be queried quickly and easily 	<ul style="list-style-type: none"> • Software package can be costly • Requires start-up time for software installation and staff-training
Paper	<ul style="list-style-type: none"> • Inexpensive means of housing data • Start-up and staff training is minimized 	<ul style="list-style-type: none"> • Consistent information is not guaranteed • Information cannot be queried and may take longer to retrieve • Updates cannot be completed simultaneously

Elements for One-stop Transportation Traveler Call Center for Solano County

Personalized Transportation Information

One-stop call centers as part of an overall mobility management umbrella are generally highly personalized to assist callers with questions that are specific to their needs. Callers may need detailed step-by-step trip information on how to use public transit and other transportation services. suchas volunteer driver programs, senior shuttles, private transportation providers, or other services.

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Knowing basic information about what potential callers may ask is important to understanding what information the call center should be prepared to answer. The call center should be a fluid program that constantly evolves to meet the needs of the target population. Call purpose should be tracked to understand what the needs of the community may be. These needs may change as situations and services in the county change. In order for the call center to be effective, it must be able to adapt to these requests as they arise. A Mobility Management Call Center may be expected to receive and be able to handle a wide variety of questions such as those listed below:

- Informationparatransit services including how to qualify and where to get an apply , fares, service area and hours
- Transit information for all public services within the county, which could include basic transit route, schedule, and fare information, where to buy bus passes, service area and hours
- Other Transportation Options such as ferry, BART, Capitol Corridor, medical shuttles, inter-county travel, ground transport to multiple airports, vanpool, carpool
- General information on bus, train, ferry accessibility features
- Human service transportation including transportation services that are open to the general public, volunteer driver programs and their eligibility criteria, hours of operation and service area
- Private transportation providers and their service area, hours of operation, eligibility criteria and fares

Knowing that callers may be seniors, persons with disabilities, and people with low-income will be helpful for call center staff to have a basic understanding of resources that assist these populations. For instance, a senior may call to find out how to get to the senior center to participate in congregate meals. It would be helpful for call center staff to have a basic understanding of where meals site are, eligibility and cost, or at a minimum where to refer the caller for more information.

Call Center Protocols and Procedures

The target audience for the call center are seniors, persons with disabilities, and persons with low-income which makes customer service standards critical. Call center staff will need to be customer service oriented and willing to go the extra mile.

Callers may need information repeated to them more than once. There may be times that call center staff will have to mail out information, brochures, or fliers, to ensure that the caller has the information they need or instances in which staff must do research to answer a caller's questions. All of these scenarios should be considered when establishing the call center protocols and procedures. Included in operating protocols should be arranged for accessible formats for materials and access to other support services to prepare materials for persons with disabilities. Further, arrangements should be made for translator services for individuals who are not English speaking. There are various methods for providing this in the absence of

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bilingual staff. However, if the need for translation services is substantial, then emphasis in hiring should be on bilingual staff.

Sensitivity Training

An employee sensitivity training program should be established to inform call center personnel regarding communication with special needs populations. Following are recommendations for call center protocols and procedures:

- Listen closely to caller's inquiry
- Follow-up questions may be necessary
- Speak slowly and clearly
- Repeat information if necessary
- Do not rush the caller
- Whenever possible provide answers or make referrals to all inquiries from the caller. If a callback is necessary schedule a time to call back
- Try to answer all of the callers' questions. Do not frustrate a caller by referring them to another agency when the information is readily available
- Provide written literature via, mail, e-mail, or fax as appropriate
- Inquiries outside staff's scope or understanding should be referred to the project manager for consideration and appropriate action

Outreach and Education Component

An outreach and education component is an important program element for several reasons:

- Provides an opportunity to educate agencies and residents of the call center, particularly those who expressed interest in the service during previous study efforts
- Creates a mechanism for "word of mouth" advertising
- Assists with overall call volume

Designated staff would lead and conduct the outreach efforts. Outreach can be accomplished in a number of ways:

- Agency staff meetings-work with local public/private/and non-profit agencies to schedule in-service sessions at local agency staff meetings and solicit ideas for reaching individuals in need of service
- Events – participate in local transportation events
- Outreach to senior homes, mobile home parks, and day programs
- Outreach to Older Driver Safety Programs
- On-line presence and links with partner agencies
- Materials can be created to assist with marketing the call center. The cost for marketing materials can vary greatly depending on the program's budget.
- Following are some ideas for marketing materials:
 - Brochures or fliers
 - Video on-line and/or with group presentations

Chapter 4 Summary and Recommendations

The following summary provides a series of Solano County Mobility Management One-stop Transportation Call Center recommendations, an overview of key features for the provision of this service, and a cost summary for the service's implementation.

For the most efficient use of time, the functions of a mobility management call center should be added to an existing call center with the staff cross trained to handle the mobility management calls. In addition, there should be a staff person assigned to program oversight, outreach, and reporting.

Of the four existing call centers and the five transit operators based in Solano County, the Solano Napa Commuter Information (SNCI) center is best suited to house the recommended Solano County Mobility Management One-stop Transportation Call Center as a pilot program. SNCI has a well-established role in the provision of a wide variety of information on transportation alternatives, trip planning, and customer service follow-up. Economies of scale can also be facilitated through the integration of the expanded mobility management information service into this existing call center structure.

Even with the implementation of a Mobility Management Call Center, all other call centers and transit operator information lines have important roles and would be expected to continue delivering their services. As is currently the case, calls would be transferred between agencies when a caller's needs exceed the originating agency's expertise but the goal would be to maximize staff knowledge and minimize inconvenience to the caller. The Mobility Management Center would be responsible for gathering, organizing, and keeping up-to-date a wide range of transportation information. This information should be made available not only to staff internally, but also to the public through a website and to partner agencies.

Recommendations for Solano Mobility Management One-stop Transportation Call Center

A One-Stop Mobility Management Transportation Call Center would initially be developed as a pilot project. The Mobility Management Call Center would be designed to complement, and not duplicate, similar services delivered by the transit operators and other agencies. The pilot program will be evaluated, and its continuance will be dependent upon factors such as funding, cost-effectiveness, and value to the community.

Recommendation 4.1: Integrate Mobility Management One-stop Transportation Call Center into existing Solano Napa Commuter Information (SNCI) unit. The Mobility Management One-Stop Call Center will refer individuals to public, non-profit, and private transportation services that meet their personalized needs. The Mobility Management Call Center is not intended to replace existing transit operator call centers.

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Recommendation 4.2: Assign Mobility Management One-stop Transportation Call Center outreach and reporting responsibilities to STA's Transit Mobility Coordinator who will work closely with stakeholders to complement, and not duplicate, existing services.

Recommendation 4.3: SNCI Call Center will assume responsibility to maintain an updated transportation services database as established in Appendix 1 of the Solano County Mobility Management Plan Report. Keeping the Call Center data management system updated and current is critical to the success of the service. This will be closely coordinated, and shared, with transit operators and other providers of transportation.

Recommendation 4.4: Develop a Mobility Management website to house information on seniors, people with disabilities, and low-income mobility options. Regularly exchange information updates with transit operators.

Recommendation 4.5: Combine Mature Driver Program information presented in Chapter 7 with the call center function. These include:

- Call center staff assist callers with questions on mature driver programs
- Call center staff regularly update mature driver program information in all formats (phone, print, web-based) and be a resource to mobility options other than driving
- Call center staff include mature driver program information in outreach efforts

One-stop Transportation CallCenter Key Features

The Mobility Management One-stop Transportation Call Center key features should reflect a customer focused service to assist seniors, people with disabilities and low-income residents with their mobility needs.

Key features of the service should include:

- Minimal call transfers to other agencies. Call Center staff should be highly knowledgeable about a wide range of transportation services and provide information to callers for the caller's convenience.
- Refer callers to other agencies' transportation services – Callers should be referred to other agencies' services that best meet the caller's transportation needs.
- Call center management should participate in local committee meetings to ensure an open dialogue with these agencies and to remain current on agencies' programs and to share information with other agencies including the transit operators.
- The Mobility Management Call Center should complement, not supplant, other Call Centers and transit operator information lines.
- On-going tracking, analysis and reporting of Call Center activity should be conducted and shared with stakeholders. Reports should include the following:
 - Number of calls per month
 - Average call length and type

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- Did the call result in a referral to another agency; if so, which agency and for what purpose
- Number of outreaches and attendees
- Outreach and education to partner agencies and residents is one of the key elements to the call center's success. An average number of four outreaches a month should be considered as a goal for the program. If the program is housed with other mobility management functions outreach efforts for all programs can be done at the same time.

STA's Transit Mobility Coordinator and SNCI call center staff would need to work closely with the stakeholder partners listed in Chapter 2 to remain current on transportation challenges associated with their clients. The list below provides examples of addition agencies that should be considered for on-going outreach efforts. The list should be refined as the program grows and becomes established in Solano County:

- Community Action Councils
- County of Solano Health & Social Services
- Family Resource Centers
- Hospitals and medical facilities including Veteran's clinics
- Private transportation providers
- Schools and school districts
- Senior Centers
- Senior Communities/Housing
- Solano Colleges (SCC, Cal Maritime, Touro, vocational, etc.)
- Transit Operators providing service into Solano
- United Way of the Bay Area 211

The importance of keeping the call center data management system updated and current is critical to the success of the program (Recommendation 4.4). The program manager, as part of their oversight responsibilities, should update the data management system appropriately. They will determine whether the information should be modified and that changes are made in a consistent manner.

The information presented in Chapter 3 of the plan will serve as the initial basis for inclusion in future website. Websites can be designed with different levels of interactivity. Searchable databases can be included on websites to guide users and partner agencies to specific service options. The cost of creating such capability and maintaining such functionality may, or may not, be justified. Some other communities have chosen to discontinue such services based on very minimal activity levels. In some cases, interaction with a live person at a call center can be more effective than technology based options. The tracking and analysis of calls and website activity will assist in understanding what elements are most used by callers and valued by the public and partners

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One-stop Transportation Call Center Implementation Plan and Costs

The integration of the Mobility Management One-stop Call Center into the SNCI will require the cross training of existing SNCI staff and the assignment of outreach and reporting to be shared between STA's Transit Mobility Coordinator and SNCI staff.

Cost projections for the call center appear on Table 4.2. These include two full-time call center staff or time equivalent and the Transit Mobility Coordinator with 10-15% of their time allocated to the call center function. Additional training such as sensitivity training can be done working with local stakeholders such as Independent Living Resources for Solano and Contra Costa Counties (ILR) as in-kind or for a nominal fee and are included in the projections below.

Table 4.2 Call Center Cost Projections

Cost Element	Cost Range	Low Estimate Annual	High Estimate Annual
Call Center Staff Allocated to Call Center Program	\$18-20 hourly plus 40% fringe	\$107,224	\$139,908
Transit Mobility Coordinator at 10-15% Allocated to Call Center Program	\$48,096-53,028 annual plus 40% fringe	\$6,733	\$11,135
Training (Staff Orientation & Sensitivity)	\$250 - \$500 annual cost	\$250	\$500
Marketing Materials (Brochures, cards, advertising, promo items, etc)	\$10,000 - \$30,000	\$10,000	\$30,000
Start-up supplies & equipment		\$6,000	\$10,000
Website Development	\$35,000 (one time cost) – not included in annual cost		
Total Annual Costs		\$130,205	\$191,393

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Chapter 5: TRAVEL TRAINING PROGRAMS

Introduction

Travel training programs have been around for over 30 years, but received rejuvenated interest in 2005 when the federal government working to strengthen its coordination requirements for human service transportation activities enacted the coordination provisions in the Safe, Accountable, Flexible, Efficient Transportation Act “A Legacy for Users (SAFETEA-LU) legislation. This legislation tied federal funding to coordination efforts including travel training programs. With these changes in funding, travel training programs have expanded around the country and have proven an effective method to provide enhanced mobility options for transit riders that are capable of using fixed route transit but need travel training in order to navigate local transit services.

This chapter discusses travel training programs and options for a Countywide travel training program for Solano County. The Solano Transportation Study for Seniors & People with Disabilities identified travel training as a recommended short-term strategy for transportation improvements. Additionally, during stakeholder interviews and committee meetings with the Innovative Paradigms consulting team, a countywide travel training was called out as a program that would assist with transportation challenges faced by residents.

Travel Training and the Transportation Matrix

Understanding the transportation matrix in Solano County is important to understanding how travel training fits in to mobility management efforts. There are three components to the transportation service structure:

- 1. Fixed Route Transit:** Fixed route transit is a service available to the general public. Fixed route transit operates on set routes and schedules. Riders must be able to get to and from bus stops and have the ability to make a transfer when necessary. The intention is for fixed route to be mass transit or used by the majority of riders in the area.
- 2. ADA Paratransit and Taxi Services:** ADA Paratransit service is mandated by law and mirrors the hours and service of the fixed route. The service is generally a curb-to-curb service, reservations, and eligibility are required. The cost of riding ADA Paratransit is also higher than fixed route. ADA Paratransit is meant to act as a “safety net” for those individuals that are unable to access fixed route transit due to a disability.

Subsidized taxi programs offered by the transit operators are a component of their paratransit services and provide another level of flexibility and mobility to many senior and ADA riders. All operators participate in an intercity taxi program for ambulatory ADA eligible riders. In addition, in communities with fixed route transit the operators offer a local subsidized taxi program for seniors and for most areas for ADA eligible riders as well.

3. Coordinated Human Service Transportation: Coordinated human service transportation is highly personalized and often directed at human service agency clients. These services usually support fixed route and ADA Paratransit and are generally flexible and creative methods of service delivery. The services operated by PACE Solano and Milestones Adult Development Center are examples of human service programs. These services are operated by local nonprofit agencies for clients of North Bay Regional Center. Their customers are persons with disabilities who would in most cases qualify to ride local ADA paratransit.

Travel training programs involve all three components of the transportation matrix; as part of a mobility management program it coordinates the personalized aspect of human service transportation with fixed route and ADA Paratransit services. Travel training programs teach individuals how to ride fixed route transit services. In some cases, this is in lieu of the more expensive ADA Paratransit system and provides passengers more flexibility. Travel training programs may vary but the overall concept is to teach an individual how to use fixed route transit either one-on-one or in a group setting. These programs help seniors, persons with disabilities, and people with low-income learn to be more independent and increase their mobility options. There is a continuum of service in regards to travel training. The training will depend on the trainee's condition and can range from several hours to several days depending on the individual's needs. Following are some examples of how travel training can benefit trainees:

- Seniors who are reducing their driving can learn to take public transit to maintain freedom and independence
- Students can learn to use public transit to access school or work sites
- Veterans or low-income residents may need a simple overview of the public transit system
- Persons with visual, audio, physical, or other mobility challenges can utilize travel training to acquire transit skills that make it possible for them to use the local system
- Persons with cognitive disabilities can use specialized one-on-one travel training over a longer period of time to learn to use public transit safely and independently

A rider using fixed route transit will usually experience much more freedom and independence than they would using a Paratransit service. On fixed-route, reservations are not required and riders can travel on the spur of the moment. For transit operators, the savings from shifting a rider from ADA Paratransit service to fixed route transit can be substantial. The cost of an ADA Paratransit trip is generally much higher than a fixed route trip.

Background

What is Travel Training?

The definition of travel training developed by the Association of Travel Instruction (ATI) states that travel training is “the professional activity of teaching individuals with disabilities and seniors how to access their environment and community and use public transportation independently”.

There are several levels of travel training that in combination make up a complete program. The levels are indicative of the complexity of the training process which is driven by the capabilities of the trainee. There are three general levels of travel training that cover a continuum of complexity. At the most challenging end of the continuum is the trainee who requires very intense one on one training by an experienced professional. This level of training need is typically directed at individuals such as people with cognitive disabilities who can be trained to use the fixed route transit system but require very special training techniques in order to accomplish this task. A mid-level trainee would be someone such as an individual with a physical disability who requires some significant training in the use of on-board equipment on the bus, access familiarization with bus stops, use of special route planning tools such as Google Transit, etc. This training level typically requires a trained professional similar in credentials to that of the most demanding level. At the other end of the training spectrum is transit orientation or familiarization. This service is typically provided to individuals who have full cognitive ability and simply need some orientation to the use of the transit system. Seniors often fit this category. They may need minimal familiarization with the system in order to overcome fear of riding the bus independently. Learning how the routes operate, how fares are paid, how transfers are made, and other details may be all that is necessary to develop a successful bus riding experience. Each of these three levels of travel instruction is discussed in greater detail below.

1. Travel Training or Mobility Training: One-on-one intensive instruction to teach a participant bus riding skills. The trainer will work with a client usually for several days to instruct them on how to use the transit system to get to their destination. The trainer will model the instruction, gradually pulling back, with the training concluding with the trainer shadowing the trainee during a transit trip.

Participants in this type of training are usually people with cognitive disabilities that can use the transit system but need individual instruction to do so safely and independently.

2. Bus Familiarization: This type of training is less intensive and generally can be done in several hours. Typical bus familiarization training would be for a person or group to learn how to read transit schedules and/or take a single trip to a major destination such as a mall.

This is also common for individuals with physical disabilities who need instruction on the use of the special equipment on standard transit buses such as wheelchair lifts, kneeling features, audio stop announcements both internal and external, farebox usage, etc. Bus

familiarization is sometimes done in the field in active transit service. In other cases, this training may be conducted at the transit facility using out-of-service transit coaches.

3. Transit Ambassador/Bus Buddy Program: Transit ambassador or bus buddy programs can take several forms. The program usually matches a trainee with a trainer. Typically the trainee and trainer will have something in common - perhaps both are seniors going to a congregate meal site.

The trainer may teach the trainee how to use the transit system from point of origin to destination and may do so once or continue to ride with the person as an escort.

Transit ambassador and Bus Buddy programs often use volunteers to teach transit riding skills. This approach to an ambassador program is cost effective and affords dedicated volunteers an opportunity use their talents in a direct customer service manner. Options to this approach include using transit agency staff which can divert them from their primary tasks but also result in trainers with the greatest knowledge of the system. Yet another approach is to contract for this service. While some national firms are qualified to provide this service, some local human service agencies may also be prepared to assume this responsibility. For example, this could be coupled with other volunteer programs where the infrastructure is in place to manage volunteer assignments. Some combination of these options may also be possible. The use of volunteers under the direction of a contract management firm or human service agency could effectively provide the service while keeping it off of the task list for the transit operators.

Travel Training Programs in Solano County

Currently, Solano County has several travel training programs operated by a social service agency and transit providers. Each of the services varies in the administration of the travel training program.

Independent Living Resources (ILR) of Solano and Contra Costa Counties: ILR has an informal travel training program for clients of their agency. ILR is dedicated to helping people with any type of disability live normal independent lives. Through education, empowerment, and advocacy, ILR strives to fully incorporate those with disabilities into the community. ILR staff will provide travel training to clients on an as needed basis.

The training is meant to assist clients in navigating the transit systems in Solano County and is highly individualized based on the client's needs. Training may consist of assisting a consumer over the phone or in person on how to ride the transit system, scheduling trips, and education on which service the client should use. In addition, ILR staff will ride transit systems with a client to assist in overall transit riding skills and trip navigation.

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North Bay Regional Center

North Bay Regional Center North Bay Regional Center (NBRC) for Solano, Sonoma, and Napa Counties provides a wide array of service for persons with developmental disabilities. The Regional Center funds many day programs for persons with developmental disabilities.

NBRC contracts with R & D Transportation Services, a transportation broker, for transportation of their consumers to day programs. R & D's function is to coordinate trips with other transportation vendors that provide rides to Regional Center clients. Approximately 90% of the NBRC consumers use services brokered through R & D Transportation. Other regional center consumers are transported by family or friends, a very small percentage use public transit to access day programs. Included in R & D's list of services to the Regional Center is travel training for consumers that are deemed able to use fixed route transit. To date, little if any travel training has been provided by R & D Transportation.

Connections 4 Life

Connections for Life provides supported living services for adults with disabilities in Solano County and is funded in part through NBRC. The program serves approximately 70 adults with 20 children under the age of 18. Connections for Life offers custom support to clients so they can live on their own; each client has an individualized instruction plan tailored to fit their needs. The broad spectrum of service is designed to enhance quality of life for persons with disabilities and include self-advocacy, informed choice, and accessing resources in the community. Connections for Life support services include limited travel training specific to the needs identified in the clients individualized program plan.

City Coach/City of Vacaville: City Coach offers a fully developed and comprehensive Travel Training Program to enhance the public's ability to use local fixed route as well as regional transit service; the program has been in operational practice since January 2011. Trained volunteer Transit Ambassadors provide field orientation and coaching to Travel Training Program participants. Participants include not only new riders, but also PCAs (Personal Care Attendant) to familiarize them with using fixed-route service for the cognitively disabled passenger they're assisting. City Coach staff manage two part-time volunteer Transit Ambassadors who conduct one-on-one training as well as assist with other outreach activities. The program incorporates an instruction video (English and Spanish accessible) focusing on the key skills necessary to navigate both local and regional bus lines along with a companion workbook. While available to the general public, the Travel Training Program is also available to City Coach Special Services registrants and applicants. The City of Vacaville program which was awarded the 2012 STA Project of the Year award can serve as a model for ambassador travel training type programs for operation by the other operators in the county. Vacaville staff will continue to manage the City Coach Transit Ambassador Travel Training program and have offered their experience

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in the setup, implementation, marketing and management of the program to their transit partners throughout the county.

Fairfield and Suisun Transit/FAST: FAST has two in-house staff that are transit travel trainers. However, staff work load has made the program difficult to continue and/or expand.

Rio Vista Delta Breeze – Rio Vista Delta Breeze did provide a free travel aide assistance program on the system for passengers that need assistance when traveling to Lodi, Antioch, Suisun City and Fairfield on Delta Breeze and SCT/LINK. Travel aides were volunteers who would escort riders on bus trips providing transit-use orientation and door-through-door assistance if required. With staff turnover, this service is not provided at this time.

Although there are several programs in the county, most of the programs focus on their clients or riders. Due to staffing limitations, there are no travel training programs available for the cities of Vallejo, Benicia, and Dixon. The county lacks a comprehensive travel training program that is available to all qualified residents, that crosses transit service areas, provides orientation on intercity regional commute services, and fills the needs of specialized one-on-one trainings for persons with cognitive disabilities. Feedback from consultant interviews with local stakeholders, and outreach at committee meetings has shown that agencies feel that regional travel training and ambassador programs for the county would be of benefit. Discussions with these groups suggest that although there are currently existing programs in the county, the structure of a new program could assist with expanded mobility for county residents without duplication of existing services. Vacaville City Coach has offered to assist their colleagues by offering input based on their experience and to generally assist start-up Travel Training programs.

Solano County Travel Training Program Elements

As outlined earlier in this chapter, Solano County already has several travel training programs each operating either inside a local jurisdiction or through a social service agency for their consumers. There is not a single entity that provides a comprehensive approach to travel training for county residents. A countywide travel training program can build and enhance the foundation that has already been established by other local models.

This section will identify four suggested elements of a comprehensive county wide travel training program. The components may be done concurrently or phased in gradually; elements of the program can be operated by a single entity or multiple entities.

- Individual Self Training
- Group Training
- Bus Familiarization/Transit Ambassador
- One-on-One (Intensive) Travel Training

1. Individual Self Training

Travel Training programs often include support materials. In some cases, these materials may be sufficient in and of themselves in offering the enhanced information an individual needs to become comfortable riding fixed-route services. Some examples include Riders Guides, Training Videos and in-depth information made available on websites. All transit operators produce schedules which are a wealth of information. Schedules can sometimes be overwhelming for a new rider. A Riders Guide introduces the basics of riding specifically tailored for new riders.

For new riders comfortable with information provided electronically, training videos can be helpful. Videos can share special features on a bus such as low-floors, lifts, and ramps and show them in use. Narrated videos can be a friendly way to explain more comprehensively than a short written material is able to cover. A video can be posted on-line for broad viewing or distributed for individual use.

Along with posting training videos, other information may be posted on-line for self-training. This could include more detailed information about transit services, but also about connecting public transit as well as private and non-profit services.

2. Group/Classroom

The second tier or phase to the program would be a group/classroom and one-on-one travel training components.

Group/Classroom Training: Generally group or classroom instruction is provided for individuals that do not have any physical or cognitive disabilities, but simply need a bit of “familiarization” training that can be done either in a classroom setting or a one-time excursion to a common transit destination. Commonly this type of training is provided to seniors, people with low-income, and veterans.

Group training is done with approximately three-five trainees to learn to use the local transit system from a common location to a common destination. For example, a group of seniors may learn to take the bus from their senior apartment to the local mall. Generally the training will be a one-time event that helps to familiarize the trainee with the bus system(s). After the initial training the senior can then use transit for other trips independently.

Usually classroom training provides an overview of the local transit system(s). An example of classroom training is “Welfare to Work” classes. Often residents that participate in these programs are provided transit passes and may not have taken the public transit system before or have limited English proficiency. Agencies that provide transit passes to their clients appreciate this service to ensure their clients use the transit passes appropriately. The classroom training in this case is a PowerPoint with “exercises” to teach participants how to navigate the transit system (agencies generally

provide interpreters when necessary). These types of trainings have been highly effective in other areas teaching large groups how to utilize public transit.

City Coach has conducted this training many times in Vacaville's Leisure Town (an age-restricted neighborhood) and other areas of town. They also have a video that the Transit Ambassador uses designed with 'stop points' where the instructor may pause the video and have a question/answer period with trainees.

3. Transit Ambassador Program

A travel ambassador program is one that can be fairly simple to implement. Typical components include:

- Volunteers or Transit Ambassadors
- Bus passes provided to Transit Ambassadors
- Agency or program manager for oversight and outreach

The following section details the components of a transit ambassador program and concepts that need to be considered prior to program implementation.

Transit Ambassador Volunteers: Volunteer programs are a wonderful resource but there are a few factors to consider when putting the program in place. The primary consideration is whether the agency that is housing the program has a protocol for volunteers. These protocols should be reviewed and vetted by management staff to ensure that housing a transit ambassador volunteer program is a viable option.

Following are some examples of questions that should be addressed if there is not currently an agency volunteer program in place:

- Do volunteers sign a contract and/or hold-harmless agreement?
- Does the agency have to acquire additional liability coverage?
- Does the agency require volunteers to go through orientation?
- Is a background check required?
- Is the volunteer reimbursed for any of their expenses such as mileage?
- How are complaints about volunteers handled?

In the case of Solano County, a successful Transit Ambassador Program will need to either have a pool of volunteers in each of the transit jurisdictions, and/or volunteers that attend a common destination such as a place of worship or senior center.

To achieve success, such a program would need to have dedicated transit ambassadors available in each operator's jurisdiction because it is unlikely that a volunteer will want to travel out of their jurisdiction to conduct training. For example, volunteers are unlikely to travel from Vacaville to teach someone in Vallejo how to ride the bus. Ambassadors will need to be available to train riders on regional intercity services as well as their local system; which may require a separate group of volunteers. Demand for ambassador

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services is difficult to estimate. The demand will be affected by the extent of outreach, transit operator support for the process, and eligible population for training.

Training Transit Ambassadors: Training the transit ambassadors will vary depending on the experience that the volunteer has riding transit in Solano County. In many situations the transit ambassador will be someone that has taken the bus system for quite some time and simply wants to help others gain increased independence. Then there are volunteers that have never ridden a bus and will need extensive training on bus riding skills, trip planning, transit fares, and transferring between transit systems. Following is a list of components that can be used to train a volunteer transit ambassador:

- Assessment of the volunteer's transit skill and abilities
- Review bus riding skills
 - Planning a trip – Review printed material as well as any web-based applications
 - Transit fare structure
 - Identifying landmarks
 - Bus features including wheelchair lifts/ramps
 - Transferring between transit systems
- Riding local bus routes
- Review of transit ambassador paperwork, if required
 - Destination(s)
 - Hours spent with trainee
 - Was the training successful/unsuccessful

There are several options to consider for training of the transit ambassadors:

- Transit staff could train transit ambassadors in their jurisdiction including Vacaville City Coach, FAST, Rio Vista Delta Breeze, Dixon Read-Ride and SolTrans.
- Mobility Management program staff could train transit ambassadors for the region. Transit ambassadors could be recruited and screened locally by transit agency staff and trained by Mobility Management staff or trained locally by transit staff (service policies and operations) with team assistance from Mobility Management staff (best practice techniques for providing effective orientation and assistance – targeted to different market segments).
- A lead trainer or lead volunteer could be identified as the transit service expert and serve as the trainer for other volunteers.

Transit Ambassador Program Bus Passes/Transit Badge: It is suggested that volunteer transit ambassadors be furnished with complimentary bus passes or a badge that allows the volunteer to ride the local transit systems as part of the program's design. Each Vacaville City Coach Transit Ambassador has a Photo ID Badge and distinctive Transit Ambassador Polo shirt.

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There are a few options as to how bus passes can be administered:

- First the Solano County transit operators can agree that volunteers participating in the transit ambassador program receive a bus pass from the operator. Ambassador would be issued a pass each month during their participation in the program.
- A second option is to have the volunteers issued a badge that identifies them as a transit ambassador and work with the transit agencies to ensure that bus drivers understand that the badge allows the transit ambassadors to ride free. If this option is selected, there should be some mechanism for retrieving the badge if a volunteer were to resign from the program.
- A third option is that bus passes could be purchased for the transit ambassadors as needed.
- Finally a hybrid of these options could be employed. There may be local transit systems that do not wish to participate in the program, others may choose issuing a monthly pass or using a badge as identification.

There may be periods in which the volunteer is not assigned a rider(s) and consideration as to whether the volunteer would receive a pass during this time should be reviewed. However, the recommendation would be to allow the volunteer to receive complimentary bus passes as long as they participate in the program. Using this method will also cut down on administrative time to track and issue bus passes to volunteers.

The last consideration in regards to bus passes is whether or not the trainee receives a complimentary bus pass during training and/or after training. Many programs offer riders a monthly bus pass for a period of time generally between 1-6 months after training is completed to provide an incentive to keep riding the bus. Providing a bus pass for trainees can be a consideration on a countywide basis or explored on a case-by-case basis amongst the transit operators. The most successful programs do offer some level of bus pass to trainees as an incentive to join the training program. Others do expand upon this with passes for trainees for incentive purposes. Any transit agency reluctance to offer some trainee pass option is typically based upon the notion that revenue is being lost. However, since the concept is to bring new riders into the fixed route system(s), trainees are using excess capacity on the system without incurring any additional operating cost. They are also expected to be revenue paying customers at some point after the free pass program expires for them. Transit agencies benefit from such an arrangement. Cost savings can also result if the training moves passengers from paratransit to fixed route service. Cost savings in the paratransit program can easily offset the more immediate loss of fixed route revenue through the provision of passes to trainees.

Management and Oversight of the Transit Ambassador Program: Management and oversight of the Transit Ambassador Program will be critical for the program's success. It is estimated that oversight of the transit ambassador will be equivalent to 10% of a full-time staff person's time for a countywide program, but significantly less if the program is operated by multiple agencies.

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Management oversight for the Transit Ambassador Program will include:

- Outreach and education to recruit riders and volunteers
- Training the volunteers
- Matching riders with volunteers
- On-going follow-up with volunteers and transit agencies
- Monthly reporting

One of the primary functions of oversight will be to recruit volunteers. Generally volunteer programs have no trouble finding customers that need the service, but can spend considerable time recruiting volunteers. Volunteers can be recruited in a number of ways including: participation in local events, outreach to senior centers, senior housing, and mobile home parks and participation at local committee meetings to educate agencies on the program.

The individual providing oversight of the program will need to have continuous communication with volunteers, riders, and transit operators to ensure trainings are going smoothly, answer questions and provide input when necessary.

One simple way to maintain contact with volunteers is to have them send in status reports on a weekly/bi-weekly/or monthly basis. These reports should not be cumbersome but provide enough information for management staff to stay current with the program's progress and success. Additionally the program manager could schedule periodic phone calls with volunteers to "touch bases".

Reporting is the final element of the transit ambassador program oversight. Tracking the successes and failures of the program from its inception will allow for modifications to be made that should assist with overall program success.

Following are suggested performance indicators that can be tracked:

- Number of transit ambassadors
- Location of transit ambassadors
- Number of successful trainings by transit ambassador/location
- Number of unsuccessful trainings by transit ambassador/location
- Number of hours spent with trainee
- Which transit system trainee was trained to use
- Did the trainee use a Paratransitor other services prior to the training
- What was the cost avoidance for the transit agency as a result of the training
- Number of group trainings
- Number of outreaches and attendees

4. One-on-One Intensive Travel Training Program: One-on-One Travel Training has multiple components that comprise the complete travel training instruction. Training a person with a

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cognitive disability or a person using a mobility aid can take several days of intensive training that culminates in the ability for the individuals to ride public transit safely and independently.

Assessment: The pre-training assessment has several purposes to determine a base line skill level prior to beginning training. The assessment includes:

- Determine the trainee's ability to successfully complete training through an assessment conducted by trained travel trainers; this is often conducted in the individual's home in advance of initiating the training process
- Obtain information on which to base the training
- Establish a relationship between the trainer and the trainee
- Explain the training program to the trainee and his/her support system

Trip Planning: In this portion of the training the trainer researches the potential routes and schedules the trainee may take to get to their final destination and decides upon the route that is most appropriate for the trainee. The route should be planned in advance completely, from door-to-door/origin to destination; the trainer actually completes the entire trip prior to working with the trainee.

Trip planning can be accomplished in various ways depending on the transit tools available in the area including:

- Transit Schedules/Bus Books
- Customer Service Call Centers (SNCI)
- Google Transit/Web based Scheduling Software
- Transit Apps for Smart Phones

Path of Travel: The path of travel is evaluated from home to the bus stop, between transfer locations, and between the bus stop and the final destination. The path of travel is completed after the assessment at which point the trainer should understand the trainee's mobility capabilities. Determining the safety and accessibility of the path of travel requires careful review. If concerns are identified that cannot be reasonably solved, the travel trainer will need to determine if there is an alternative route that can be used.

Route and Scout: Route and scout is completed without the trainee prior to training, establishing the path of travel on both ends of the trip to be sure that the route is accessible and will meet the trainee's needs. Any adjustments to the route are made prior to training. During the route and scout the trainer identifies landmarks to show to the trainee to help them remember where to de-board the vehicle.

Modeling: This method is effective for initial instruction of each task. The trainer demonstrates the task, while the trainee observes.

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Role Playing: This method is effective in street crossing behavior, and riding on the bus. To use this method, the trainer requires the trainee to exhibit the necessary behavior for a given situation.

Shadowing: This process is engaged after the trainee has acquired a skill(s). The process included the trainer following the trainee to ensure that the skill has been learned.

Fading: This is the process of making the trainee less dependent on the trainer each time a task is given. When using each training technique, less information should be provided during subsequent training sessions so that the trainee may rely on the knowledge and experience they have received through the training process and apply that experience.

Bus Riding Skills: During the course of the training the trainer will work with the trainee on bus riding skills. The trainer looks for competency in all skills prior to completion of the training program. Criteria includes:

- Street crossing skill- can the trainee cross the street safely and independently
- Does trainee have items needed to ride the bus (bus pass, identification, etc.)?
- Does trainee understand bus protocol?
- Can trainee identify a landmark for pulling cord and deboarding the vehicle?
- Does trainee understand how to react in case of an emergency?
- Does the trainee know who to ask for help?
- Can the trainee plan their own route using bus schedules, information call centers, and/or web-based technologies?

Establishing Number of Monthly Trainings

The number of trainees trained each month will be dependent upon the type of training that is being done. Factors that should be considered include:

- Length of route(s)
- Frequency of route(s)
- Number of transfer(s)
- Functional ability of trainee
 - Does the trainee have a cognitive disability?
 - Does the trainee use a mobility aid?
 - Does the trainee need to rest after a period of time?
- Other determining factors:
 - Impact of functional disabilities that limit bus stop access
 - Language barriers
 - Adult/child combination travel needs
 - Multiple destination travel requirements

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The trainer's schedule is contingent on the needs of the trainee. One-on-one mobility trainers should expect to work non-traditional work hours. For example, if they are teaching a person with a cognitive disability how to get to a day program that starts at 8:30 a.m. the trainer may need to start their work day at 7:00 a.m. The trainer then would need to train the trainee how to get home after program that may end at 3:00 p.m. Given this scenario the trainers would need to schedule an activity such as an outreach or work with a person (such as a senior) that could be flexible on training times in between the first trainee's trips. These types of factors should be considered when establishing the parameters of the overall travel training program.

Experience indicates that a one travel trainer providing one-on-one training can train between 4-6 people who have the most complex travel training needs (e.g. developmentally disabled individuals) per month. This number will fluctuate depending on the program, whether the trainer is assigned any other duties, and the complexity of the transit system(s) in the community.

Travel Training Referrals

Many intensive travel training programs work to a large extent with persons with developmental disabilities. Often times these individuals are clients of social service agencies such as a Regional Centers or an Independent Living Center. These agencies work with clients to find resources to assist with their client's individual needs. Travel training programs are heavily utilized by these types of agencies to assist in increasing a person's mobility and independence. As such, these agencies will "refer" their clients to the program.

As outlined earlier in this Chapter, Solano County has several existing travel training programs. There may be situations where the agencies that currently provide travel training resources refer their clients to the countywide travel training program. Referrals of this nature would most commonly occur when a trainee requires instruction on a countywide trip transferring between transit agencies or training of an individual with a developmental disability that would require highly specialized training lasting multiple days.

Utilizing a short form or "referral" that the individual's service coordinator fills and returns to the travel training program is a helpful tool in managing the program. The referral form can include contact information for the individual, the care provider, day program, and service coordinator, a basic description of the trainee, their disability, the destination for the training being requested, and any supplemental information that assists with the assessment. (See Appendix 2 for a Sample Travel Training Referral Form.)

Utilizing a referral system for a travel training program can assist with organizing a queue of trainees and provide a mechanism of standardized communication between the travel training agency and community stakeholders.

One-on-One Travel Training Program Bus Passes

One component of the travel training program as with the transit ambassador program that should be addressed is furnishing bus passes or badges for the trainers and trainees. Whatever the method it is recommended that there be a mechanism in place for trainers to ride the public

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transit systems. Most transit agencies are not adverse to this allowance as the service boosts transit ridership and will contribute to shifting riders from the expensive ADA paratransit system to the less expensive fixed route service. Prior to the program commencing this point will need to be clarified between the agency operating the travel training program and the transit operators.

Another factor to consider is whether trainees that have successfully completed the travel training program are provided with complimentary bus passes for some period of time. Many transit agencies use this as an incentive to assist with the transition from paratransit service to fixed route.

Depending on the trainee there are cases where the individual will be provided a bus pass by a social service agency. For example, North Bay Regional Center (NBRC) provides bus passes to their consumers on an as needed basis.

Training One-on-One Travel Trainers

It is apparent that a one-on-one travel training program has multiple components that comprise the overall training process. Thoroughly training the one-on-one travel trainer will take some time but there are a number of resources and ways that the training can be accomplished.

First there are firms that specialize in operating travel training programs and can be considered as a long-term solution to this part of the mobility management matrix for the county. Some firms offer an overview of the travel training process through workshops that last several days.

Easter Seals Project Action offers a couple of free resources to assist with the implementation of a travel training program:

- The “Introduction to Travel Training Course” is a three day workshop offered in cities throughout the United States several times a year. The training initiative increases the skill, knowledge, and abilities of travel training professionals.
- The “Fundamentals of Travel Training Administration” is an online course pertinent to launching, operating, and maintaining a travel training program.

Both resources are available through the Project Action website - <http://www.projectaction.org>. In addition to the conceptual training it is important for the travel trainers to become familiar with the transit systems in the county. This includes riding all of the systems, making transfers, and understanding individual system’s fares, policies and bus riding rules. This process can take weeks to accomplish depending on the number of routes and services that the trainer is expected to use.

Training of the travel training staff will vary, but allowing 2-4 weeks for the trainer to become familiar with all components of the program and the transit systems is common.

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Program Outreach and Marketing

A successful travel training program will have on-going outreach and marketing elements. City Coach has found their Travel Training program advertising very successful and offered sharing it with others. This piece of the overall program is important for several reasons:

- Provides an opportunity to educate agencies and residents of the travel training program
- Provides a mechanism for transit riders to be referred to the program
- Provides a mechanism to maintain a queue of trainees
- Provides a mechanism to share other transit options available to county residents

Outreach can be accomplished in a number of ways:

- Agency staff meetings- trainers work with local public/private/and non-profit agencies to schedule in-service sessions at local agency staff meetings
- Events – trainers participate in local transportation events
- Outreach to senior housing and centers, mobile home parks, and day programs

A number of materials can be created to assist with marketing the travel training program. The cost for marketing materials can vary greatly depending on the program's budget. Following are some ideas for marketing materials:

- Brochures or fliers
- Transit advertising at bus shelters, on vehicle
- Power point presentations – Power point presentations are a low cost method that can be used for basic transit training. The power points can be delivered at an outreach event and can be helpful especially when used to educate residents without disabilities on local transit and bus riding skills
- Video – An instructional video that reviews the various transit systems and bus riding skills can be produced at a relatively low cost, by local colleges, high schools, or public access agencies or can be professionally done, but will be more costly.

The outreach and marketing component of the travel training program can be assigned to staff in several ways depending on the structure of the program:

- The program manager can be responsible for outreach and marketing of the program, leaving the trainers to concentrate on training
- One trainer can be assigned to provide outreach and marketing for the program
- Outreach and marketing can be divided between all program staff

The method in which the outreach and marketing component of the program can vary dependent on the number of staff assigned to the project. However, allowing all program staff to participate in outreach efforts should help ensure a robust program and act as a mechanism to assist with time management when travel training referrals are light.

Management and Oversight of the One-on-One Travel Training Program

Management and oversight of the travel training program the size in which Solano County is projected to be does not require a full-time staff person, but does require an individual that can handle some of the higher level tasks associated with the position. It is estimated that the management staff person would need to expect to spend 45-55% of their time for oversight of the overall travel training program. This oversight of the program can be incorporated with other tasks associated with mobility management efforts.

Management oversight for the central Travel Training program will include:

- Work with interested transit operators to assist with start-up of their Travel Training programs including development of localized materials
- Manage Travel Training contractor(s)
- Outreach and education to inform stakeholders of the travel training programs and solicit referrals
- Assigning trainers to trainees
- Monthly reporting
- On-going follow-up with stakeholders

Assigning trainers to trainees and monitoring the progress is an essential component of the management of the program. As individuals are referred to the program the manager should work closely with the trainers to assign the referrals. There are situations where trainees will need to be trained immediately as they may be starting a new job or program, in this instance the program manager will need to prioritize the referrals in the queue. The program manager will also want to consider the trainers schedule when assigning a trainee to assist with overall flow of the program and the trainer's time management.

Tracking the program's performance from its inception will allow for modifications to be made that should assist with the overall program success.

Following are suggested performance indicators that can be tracked:

- Number of trainings (successful and unsuccessful)
- Number of hours spent with trainee
- Which transit system trainee was trained to use
- Did the trainee use a paratransit service prior to the training
- What was the cost avoidance for the transit agency as a result of the training
- Number of group trainings, outreaches, attendees
- Target population category (seniors, people with disabilities, low-income, other)

Finally, the program manager should have active communication with stakeholders including transit operators, and social service agencies that refer individuals to the travel training program. The program manager should plan to be active in local transportation advisory committees to remain current on local priorities.

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These committees include:

- Seniors and People with Disabilities Transportation Advisory Committee
- Solano Senior Coalition
- Paratransit Coordinating Council
- SolanoExpressTransit Consortium

Chapter 5 Summary and Recommendations

As mentioned earlier in this chapter there are several travel training programs in Solano County, most programs focus on their clients or riders. There are also areas in the county that do not have an existing program and there is not a comprehensive travel training program available to the general public.

Consultant interviews and meetings with local transportation committees suggest that a Countywide travel training and transit ambassador program would be supported by local stakeholders. Several committees and transit operators expressed interest in a countywide Travel Training program that could include Travel Training at the local level.

The most efficient approach for Solano County would be for a Mobility Management center to include one-on-one travel training and the transit ambassador program as one its services. The mobility coordinator could prepare an RFP for these functions and circulate it to qualified organizations for proposals. The RFP could be written for travel training as a separate function of the Mobility Management Center or included with the ADA Eligibility process.

The existing agencies with travel training programs should be included in the development of the countywide program. Vacaville City Coach intends to manage and maintain their existing Travel Training program. SolTrans and FAST are interested in developing their own Travel Training programs with support and resources secured by the STA for the programs' start-up. The balance of the transit operators would like a centralized program to serve their areas. A central Travel Training program would also backstop the City Coach, SolTrans and FAST Travel Training programs that would focus on local and some intercity transit training. Longer fixed route Travel Training (such as inter-county) as well as more intensive training such as for people with cognitive disabilities could be referred to a centralized program. In efforts to not duplicate services already provided, a centralized program could be explored to contract with non-profits for some Travel Training programs.

Working with current providers early on in the process will help to ensure that the countywide travel training program truly enhances existing services and fills gaps in the county efficiently.

Recommendations for Travel Training Programs

A countywide Travel Training program will initially be developed as a pilot project. Travel Training will be designed to complement, and not duplicate, existing Travel Training services delivered by the transit operators and other agencies. The Travel Training program may include existing Travel Training programs and/or expand upon those services. The Travel Training pilot

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program will be evaluated, and its continuance will be dependent upon factors such as funding, cost-effectiveness, and value to the community.

Recommendation 5.1: Vacaville City Coach's existing, successful Travel Training program to be continued and managed in its current state. As offered, their experience and expertise should be utilized when establishing a countywide Travel Training program.

Recommendation 5.2: In collaboration with transit operators and human service agencies, STA to provide assistance in developing travel training programs countywide. The travel training programs will provide one-on-one and/or group instruction on how to navigate the transit system. The new travel training programs will not replace existing travel training programs and will complement existing services.

Recommendation 5.3: In collaboration with transit operators and human service agencies, STA to provide assistance in developing a transit ambassador programs to provide transit orientation for seniors, persons with disabilities, and members of low-income households.

Recommendation 5.4: In collaboration with transit operators and human service agencies, STA to support the development of group and self-training materials which shall include, but not be limited to, a travel training guide and a travel training video for group training and the Mobility Management website.

Recommendation 5.5: STA to explore options to develop partnerships with an agency(ies) that provide transit training to expand services versus duplicating services.

Recommendation 5.6: STA to contract to contract with an agency(ies) or private contract to assist in developing countywide ambassador and transit training where needed.

Recommendation 5.7: In collaboration with transit operators and human service agencies, STA to develop a system for providing referrals to travel training programs that are tailored for people with physical and/or cognitive disabilities.

Recommendation 5.8: In collaboration with transit operators and human service agencies, STA to develop and conduct an outreach and marketing program for the travel training and transit ambassador programs.

Program Projections and Costs

Solano County is similar to Stanislaus County in several aspects. Both Counties are comprised of rural and urban areas. The Counties have somewhat similar populations. They also have the same number of transit operating agencies. Details are summarized below.

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Table 5.1: Solano County and Stanislaus County Comparison

	Solano County	Stanislaus County
2011 Population Estimate	416,471	518,522
Transit Operators	5	5

Stanislaus County has had a functioning travel training program for approximately two years. This program provides training on all systems and includes intensive training for individuals who are developmentally disabled. It does not currently include an ambassador component.

Projections for the program size can be made using the Stanislaus model as basis for comparison. In the case of Stanislaus there are 1.5 full-time equivalents (FTE) for the program. One staff person is dedicated 100% to training and the second staff person provides support functions for other agency programs. Additionally, there is a manager in Stanislaus that provides supervision, oversight, and monitors reporting for the travel training program.

An option for a larger overall travel training program which includes a Transit Ambassador component would be for there to be two FTEs dedicated to the travel training program, one to train full-time, the other (lead) trainer could function as a travel trainer and assist with the program manager with the Transit Ambassador program and conduct outreach activities.

A comprehensive travel training program that includes a transit ambassador and one-on-one travel training component is presented below. These costs include the salaries of two full-time travel trainers, a program manager at 45-55% of their time, and project start-up, equipment and office space (if needed). These projections could be modified if the components of the program were incorporated into an existing agency structure.

Table 5.2: Cost Projections of Comprehensive Travel Training Program

Cost Element	Cost Range	Low Estimate Annual	High Estimate Annual
2 Travel Trainers	\$12-17 hourly plus 40% fringe	\$69,888	\$99,008
Program Manager at 45-55% Allocated to Travel Training*	\$48,096-53,028 annual plus 40% fringe	\$30,300	\$40,832
Equipment, Start-up, Office space	\$25,000 - \$50,000 annual	\$25,000	\$50,000
Total Annual Costs		\$125,188	\$189,832

*Projections include management oversight on Transit Ambassador and One-on-one Travel Training Programs and outreach.

Travel Training Program Implementation Plan

Regardless of which model is selected for the travel training program the implementation plan would remain consistent. Travel training programs are relatively easy to start once a structure has been identified and put in place.

Following are the elements and estimated time frames to implement a travel training program:

- Establish agency for program oversight/*RFP if needed*: 2- 5 months
- *Secure office space – if appropriate*: 1- 2 months
- Hire and train staff: 2-3 months
- Program roll-out and outreach: 2-3 months
- Training, outreach, and reporting: On-going

Travel Training Program Policies and Procedures

The following section covers the Solano Countywide Travel Training Program Policies and Procedures. The section includes guidelines to assist with successful implementation and on-going operations of the program:

- Establish partnerships with community agencies to assist with referrals for the travel training program. The following list provides examples of agencies that should be contacted during the implementation phase of the program and should be considered for on-going outreach efforts. The list should be refined as the program grows and becomes established in Solano County:
 - Area Agency on Aging
 - Community Action Councils
 - Connections for Life
 - County of Solano Health & Social Services
 - Department of Rehabilitation
 - Faith in Action
 - Independent Living Resources for Solano and Contra Costa Counties
 - Milestones Adult Development Center
 - North Bay Regional Center
 - PACE Solano
 - Senior Communities/Housing
 - Solano Community College
 - Solano county senior centers
 - Solano county transit agencies
- Establish a process through which agency partners can refer trainees into the centralized and local travel training programs. Generally there should be a written form that can be adopted for use amongst all agency partners. The “referral” form may be submitted to the travel training program through e-mail, fax, mail or on-line.
- Establish a process to assign referrals to trainers.

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- Establish a process of communication between agency partners and the travel training programs during the training process. Some agencies may want to be contacted throughout training; others may not.
- Schedule regular outreach to the agencies listed above. Commit to have 6-8 sessions a month.
- Program manager/lead trainer participate in local committee meetings working with seniors, persons with disabilities and low-income.
- On-going reporting monthly, quarter, and annual wrap-up. Plan to present findings at appropriate board meetings. Reports should include the following:
 - Referral source of trainees
 - One-on-one Training:
 - Number of trainings (successful and unsuccessful)
 - Number of hours spent with trainee and which transit system trainee was trained to use
 - Other performance indicators listed earlier in this chapter
 - Transit Ambassador Program:
 - Number and location of transit ambassadors
 - Number of trainings (successful and unsuccessful) by transit ambassador
 - Which transit system trainee was trained to use?
 - Did the trainee use a paratransit service prior to the training?
 - What was the cost avoidance for the transit agency as a result of the training?
 - Number of group trainings
 - Number of outreaches and attendees
- On-going efforts should be made to explore options for program funding including grants from the Federal Transit Administration (FTA), and Caltrans. In some communities travel training operations have been supplemented by the Department of Rehabilitation, the Regional Center, or Area Agency on Aging. Generally this type of agreement is done on a case by case basis and is implemented after a “base line” of training has been established.

Chapter 6: COUNTYWIDE ADA ELIGIBILITY PROCESS

Introduction to Federal ADA Guidelines

The primary goal of the Americans with Disabilities Act (ADA) is to ensure access to mainline, fixed route transportation services. Since transit systems must be accessible to individuals with disabilities, a variety of accommodations have been made to allow more people to use public transit. Amenities like low floor buses, ramps, stop announcements, and curb cuts are designed to increase the accessibility of transit systems. However, the ADA recognizes that some individuals with disabilities are not able to use fixed route services even if these services are fully accessible. Complementary paratransit service is required by the ADA to serve those persons whose needs cannot be met by fixed route systems.²

All public entities that operate non-commuter fixed route transportation services for the general public are required to provide complementary paratransit service. Since under the ADA, paratransit services are designed as a "safety net" for those persons whose disabilities prevent use of the regular system, service complementary to that provided on fixed route must be offered. Federal regulations dictate the minimum standards for paratransit service delivery. Operators are minimally required to provide complementary service according to these standards. Some operators choose to exceed the minimum requirements. The days and hours of paratransit must be the same as fixed route and the service must be provided to origins and destinations within three-quarters of a mile of a bus route or within a three-quarter mile radius from train stations. Because fixed route riders can, for example, use the bus to get from home to work then to an appointment then to home all in one day, paratransit customers have the right to schedule numerous legs of a trip or trips to multiple destinations in the same day.³ While the regulations provide detailed guidelines that define who is to be considered ADA paratransit eligible and what trips are to be considered eligible, there are not specific regulations or guidance that tell transit authorities how to implement an eligibility process.

What the law clearly requires is that:

- Each operator of complementary paratransit service must have a process for determining ADA eligibility.
- The process cannot impose unreasonable burdens, including the use of fees, on applicants.
- The process must strictly limit ADA paratransit eligibility to individuals who meet the regulatory criteria.
- Upon request, all information about the process, materials necessary to apply for eligibility, and notices and determinations concerning eligibility must be available in accessible formats.

² American with Disabilities Act, Section 223

³ 49 CFR Part 37, Sections 37.121 and 37.131

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- Determinations must be made within 21 days of the receipt of complete applications. Otherwise, presumptive service must be given to the applicant until and unless the application is denied.
- Notification of the eligibility determination must be in writing. If the determination is that the individual is ineligible, conditionally eligible, or temporarily eligible, the determination must state the reasons in detail.
- Each eligible individual must be provided with documentation stating that he or she is “ADA Paratransit Eligible.” This must include the name of the eligible individual, the name of the transit provider, the telephone number of the paratransit coordinator, an expiration date for eligibility, and any conditions or limitations on the individual’s eligibility including the use of a personal care attendant.
- Recertification of the ADA eligibility can be required at reasonable intervals; MTC has established a three (3) year period for recertification for all Bay Area transit operators
- An appeal process for individuals who are denied eligibility must be established.
- As part of the application process, individuals may be required to indicate whether or not they travel with a personal care attendant.

As recently as June 2012, the Federal Transit Administration (FTA) reaffirmed its positions regarding the eligibility process in a Letter of Finding involving the City and County of Honolulu:

Under 49 CFR 37.125, the process for determining ADA paratransit eligibility will be established by the local entity. Appendix D to this section of the regulations, which provides interpretive guidance on the regulation, further states:

The [eligibility determination] process may include functional criteria related to the substantive eligibility criteria of 37.123 and, where appropriate, functional evaluation or testing of applicants. The substantive eligibility process is not aimed at making a medical or diagnostic determination. *While evaluation by a physician (or professionals in rehabilitation or other relevant fields) may be used as part of the process, a diagnosis of disability is not dispositive.* What is needed is a determination of whether, as a practical matter, the individual can use fixed route transit in his or her own circumstances. That is a transportation decision primarily, not a medical decision.

The primary goal of the paratransit application process is to ensure that only people meeting the regulatory criteria, strictly applied, are regarded as ADA paratransit eligible. The eligibility process should clearly distinguish between those persons who are provided service on other grounds from those who are ADA eligible.⁴

⁴ Federal Transit Administration (FTA) Letter of Finding, June 2012, HA Complaint No. 12-0105

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While the FTA will not dictate the exact process to be used to determine ADA eligibility, it will scrutinize closely the results of that process. Thus, whatever the method implemented by an agency, the determination must be one based on the applicant's functional ability to use fixed route transit, not solely on a medical diagnosis provided by the applicant's health care provider. The eligibility process must consider the applicant's most limiting condition in light of system-wide accessibility. Information gathered during the eligibility application process must ensure accurate and defensible decisions.

Existing ADA Eligibility Process in Solano County (Update to this program is provided in Chapter 9)

Operator Level

The transit providers in Solano County all use the ADA eligibility process. In some cases, it results from the federal requirement for operating complementary paratransit service for qualified individuals with disabilities. Complementary paratransit service is required to be provided where fixed route service is operated. The intent of the regulation is to afford qualified riders with disabilities the “same” opportunity to use public transit that non-disabled persons enjoy. Thus, complementary paratransit is required to mirror the fixed route system. This means that paratransit service must be provided within ¾ mile of all fixed routes and it must mirror the hours of operation and days of the week of the system. Other criteria include that the fare on ADA paratransit may be no more than double that of the fixed route service, there can be no pattern of denials of trips, and subscription trips may not occupy more than 50% of available service in a given time period if there is unmet need for demand service to medical appointments, grocery shopping or other more spontaneous trip purposes.

In Solano County, all jurisdictions had an ADA paratransit eligibility process. The transit operators worked together in 2012 to revamp a paper application process resulting in a uniform application being used throughout the county. With the uniform application format, each operator made its own eligibility determinations. In some cases, this was done through in-house staff. In other cases, the operating contractor performs this function.

Each operator uses the ADA eligibility system for some purpose. In the cases of FAST, Vacaville City Coach, and SolTrans, a process is required because complementary paratransit is required. Each of these systems consists of substantial fixed route services. All of these operators also participate in the Intercity Taxi program for ambulatory ADA eligible individuals. Rio Vista Delta Breeze uses the ADA eligibility process to establish eligibility for route deviation priorities. It is also used to qualify individuals for countywide intercity taxi program for ambulatory ADA individuals. Dixon Read-Ride uses the ADA process to determine eligibility for persons to use its general public dial-a-ride beyond the City limits to access medical facilities in Davis and Vacaville as well as to qualify for the ADA intercity taxi program. Although general public dial-a-ride services do not require complementary paratransit service, Dixon Read-Ride uses ADA eligibility to screen riders for using its ADA-plus service to these medical facilities. Similarly, Solano County manages an intercity taxi service for eligible individuals

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throughout the unincorporated portions of the county. The ADA eligibility process is used to determine who may use this service. Eligibility may be applied for by interested individuals to the city nearest to their location.

Each of the operators currently used an application process that is based upon a paper form that was completed and submitted by the applicant. The application form included a series of questions to be completed by the applicant and a form to be completed and signed by a medical professional to verify the individual's disability. The paper form was similar between operators. The significant difference in the forms was the local identifying information and slight procedural differences. The form was available through various sources including each City's website, via mail, email, if requested by phone, or can be picked up at each City's office. A copy of the ADA eligibility questionnaire is attached as Appendix 2.

Operators applied somewhat different processing rules to the submission and review of the applications. In the case of the City of Vacaville, an applicant was required to complete the form and deliver it in person to the Public Works counter in City Hall. At the time of delivery, a photo of the applicant was taken and an ID card prepared for issuance at the time to the applicant. SolTrans allows for the form to be submitted by mail to its operating base at 1850 Broadway, Vallejo. The other transit operators also received applications by mail or accepted hand deliveries.

All operators reserved the right to return incomplete applications to the applicant for further information. There is a 21 day maximum review period for a completed application. If a determination regarding eligibility was not made within the 21 day period, the applicant must be given presumptive eligibility until the determination is final. The 21 day period begins when a completed application is received by the operator. Thus if an incomplete application is submitted and subsequently returned to the applicant, the 21 day review period does not begin until the fully completed application is returned to the transit operator.

The eligibility process was completed on the basis of the paper application. No in-person contact typically occurred with the applicant. Limited in-person assessments have been performed in Rio Vista when deemed necessary. In the City of Vacaville, which currently requires an individual to deliver the application, the contact with staff at the Public Works counter was not meant to constitute an in-person assessment.

Professional verification of the disability was required in all cases. The application package included a separate form for completion by a licensed professional ("doctor, therapist, social worker, etc.") indicating how the person's disability "prevents" them from riding fixed route transit.

Regional Level

All transit operators in the nine county San Francisco Bay Area region participate in the Regional Eligibility Database (RED). The RED system allows any operator to approve eligibility within their jurisdiction and then enter the individual's eligibility into the RED system. Anyone

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registered in the system is deemed eligible for ADA paratransit service operated by any transit provider in the Bay Area. The RED system is overseen by the Metropolitan Transportation Commission in Oakland. Its database is hosted on a computer server managed by Central Contra Costa County Transit Authority (CCCTA) in Concord. Typically, transit operators enter client eligibility data into their own scheduling software, if they use a computer scheduling system, and also enter eligibility data into the RED system. This allows a local operator to search its own system database for eligibility information if they are scheduling a trip for a local resident. If the individual who is scheduling a trip is outside of the jurisdiction where a ride is being requested, the operator can then use the RED system to verify eligibility. In most cases, such a search requires looking at separate databases. Some operators have constructed interfaces between their own scheduling systems and the RED system allowing them to be synced automatically for such a search.

ADA Eligibility Activity

The volume of eligibility applications processed and nature of the determinations is important to analyze for a number of reasons. Among the most important is national experience suggesting that the introduction of an in-person process typically results in a decline in the number of applications submitted. This applies both with new applications and re-certifications. In both categories, experience suggests that individuals “opt out” of the application process voluntarily as a likely indicator of the expectation of denial of eligibility. Some communities have experienced declines in applications of as much as 15% or more with the introduction of an in-person process. Even if an actual decline in the number of applications is not realized, the growth rate of applications is often reduced as a result.

The other major reason for analyzing current eligibility data is to prepare estimates for both the cost and logistics of a shift to an in-person process. There is a cost to conducting an in-person process. This is in the form of wages for qualified assessors, expense of facilities, and support costs for administration of the program. The logistics of staffing levels, lead time for appointments, facility size, and other factors are determined from the volume of activity. These factors are applied in the determination of program costs.

The volume of eligibility applications varies by operator. The larger the community served by the operator, the higher the number of applications. In order to establish parameters for consideration of an in-person eligibility process, current volumes of activity are important to review. The table below presents the level of eligibility activity by operator in Solano County in FY 2012. This is the most recent full year for which data is available.

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Table 6.1: ADA Eligibility Applications by Provider

Operator	New Application	Recertification	Unconditional	Conditional	Ineligible	Appeals
Vacaville City Coach	207	53 ¹	198	9	1	0
Fairfield and Suisun Transit (FAST)	350 – 375 ²	included	270	2	8	0
SolTrans	405	included	401	4	0	0
Dixon Redit-Ride	5	17	22	0	4	0
Rio Vista Delta Breeze	6	2	8	0	0	0

- ¹New applications are distributed through eligibility categories. Information provided by the City did not specify category for recertifications.
- ² Difference between number of applications and total of all categories includes temporary, incomplete, or withdrawn applications.

Residents of Solano County living in the rural areas are eligible for the County of Solano Intercity Taxi Scrip Program once they are registered with their local ADA paratransit service. There are approximately 18 ADA registrants identified for the Intercity Taxi service. These individuals are included with local ADA paratransit registration files and included in the local recertification process.

Approximately 1,050 applications for ADA eligibility are processed per year at the present time among all operators. This volume of activity would allow for the establishment of an efficient in-person eligibility process. An efficient process would include a staffing plan that would be realistic relative to dedication of qualified individuals to the process. Outside vendors in particular may have limited interest in the business if there is not sufficient volume to allow efficient assignment of staff. The fact that the volume is spread among the major operators would suggest that an evaluation system that is conducted in each jurisdiction would be the most customer-friendly. A system that operates in different jurisdictions on different days of the week may be the most efficient manner for carrying out the process.

A review of the most recent statistics revealed other issues that could be addressed with an in-person process. In particular, few conditional determinations resulted from the then current approach. The obvious reason for this is that it is difficult to obtain critical insights regarding an individual's travel ability through a paper application process. This is more accurately accomplished through an in-person interview and the use of other functional tests that are part of the process. Thus introducing an in-person process would likely increase the number of conditional determinations greatly.

Further, there are few ineligible determinations resulting from the current system. This could be the result of various factors. The paper process typically provides limited information upon which to make such an important determination as ineligible. Thus there is likely a tendency to

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err in favor of eligibility. The low number of ineligible determinations may also result from an incomplete understanding of ADA guidelines. Restructuring the process would provide an opportunity to address compliance interpretations.

The current volume of applications in each of the jurisdictions is relatively low. However, in combination they constitute a large enough pool of applications around which to construct an efficient assessment process. With 260 applications per year, Vacaville's volume is lower than SolTrans and FAST but sufficient to be included in an efficient countywide process. Both Dixon and Rio Vista process small numbers of ADA paratransit applications each year.

Fairfield receives approximately 360 applications per year though again scattered throughout that time frame. This includes both new applications and recertifications. The City's current high unconditional eligibility number lends support to the introduction of an in-person process. The introduction of an in-person process would likely result in more accurate determinations. One outcome of this that can be predicted is an increase in the number of conditional determinations.

SolTrans receives the largest number of ADA paratransit applications among operators in the county. At approximately 400 applications per year, SolTrans processes a significant volume. The combination of the other jurisdictions, Vacaville, FAST, Dixon, Rio Vista, and the County, would provide sufficient volume for an efficient rotation system between the jurisdictions.

Eligibility Assessment Options

The FTA does not prescribe a particular eligibility process. A number of models are used across the US. Whatever process is selected by a local transit operator must simply meet the established FTA criteria outlined above. In addition to the paper application process currently used by Solano County transit operators, three other types of eligibility procedures are commonly used by transit operators in other communities. The three principal alternative approaches are: telephone interviews/assessments; web-based assessments; in-person eligibility assessments.

ADA eligibility experts debate the accuracy of the various assessment models. Some communities strongly endorse the telephone and web-based options. Outreach in Santa Clara County relies primarily on telephone interviews for eligibility determinations. The interviews are usually conducted by high level professionals, such as occupational therapists, who engage in a comprehensive conversation over the telephone with the applicant. In the few cases where a determination cannot be made over the telephone, the applicant is referred for an in-person assessment. While telephone and web-based options are less expensive than an in-person process, the lack of personal contact, observation and functional testing makes refined eligibility determinations, like conditional eligibility, difficult to implement. Eligibility outcomes with telephone interviews are relatively similar to those of in-person assessments, though the ability to apply eligibility conditions is arguably more challenging.

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Web-based assessments have been pioneered by a firm based in California. This model has been applied in nine paratransit programs, ranging from those in smaller communities such as Victor Valley and Butte County, CA (population in the 200,000 range) to larger systems such as Richmond, Virginia and North San Diego County (population in the 600,000 to 800,000 range). The premise of the web-based model is that most applicants are found unconditionally eligible.

The web-based model requires applicants to create an on-line account, complete the application, and then submit a healthcare form completed and signed by a professional who is familiar with their abilities. This information is then reviewed by the professional on the firm's evaluation team who has specific expertise in the disability that is the basis for the person's application. The firm's evaluation team includes medical doctors, physical and occupational therapists, registered nurses, and social workers. Eligibility outcomes are relatively similar to those from in-person assessments in terms of the breakdown of eligibility categories, but not in terms of level of detail. On average, about 56% of the 36,000 applications that have been reviewed by this firm to date have been determined fully eligible, 38% conditional (includes 11% temporary), and 6% ineligible. In the small number of cases when a determination cannot be made online, the firm sets up in-person functional assessments locally. Appeals have remained below 1% of the total number of certifications.

Web-based models cost \$45 to \$70 per application. Despite the appealing low cost, some shortcomings have been cited by paratransit eligibility experts including: the model relies too heavily on applicants' ability to use technology (although these are often completed by caseworkers and other professionals, and exceptions are available for those who cannot use the web); there is limited ability to have a discussion with the applicant about the full range of mobility options afforded by in-person assessments; and the inability to observe applicants ambulate in-person places a significant limit on the evaluator's ability to establish reliable and informative eligibility conditions.

An in-person assessment process will produce the greatest accuracy among eligibility processes. The ability to personally observe applicants, discuss their functional limitations, and perform structured functional evaluations will provide a comprehensive and much more accurate method of determining eligibility compared to the other determination processes. Although an in-person process is typically more expensive to perform than either telephone or web-based assessments, many operators have found it useful and cost-effective. Most of the major transit operators in the US have already introduced in-person assessments, with Massachusetts Bay Transportation Authority (MBTA) in Boston most recently implementing an in-person process in December 2012.

The in-person assessment eligibility process has been successfully implemented by several Bay Area transit operators. Santa Rosa CityBus in Sonoma County implemented an in-person assessment process and has experienced up to a 30% decrease in completed applications each month. Furthermore, ridership on paratransit has decreased since implementation of the in-person process. SamTrans in San Mateo County implemented an in-person process in 2004 and attributes the new process to the decline in total number of ADA eligible registrants, from

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about 7,500 registrants in 2004 to less than 7,000 (MTC Transit Sustainability Report: Draft Paratransit Final Report, 2011). This data is consistent with national experience that has found a 15-25% decrease in the volume of applications once an in-person process is introduced.

An additional benefit of in-person assessments is the ability to discuss alternative transportation options or travel training with applicants who may be able to use fixed route transit. Another element of this Mobility Management Plan is the implementation of a countywide travel training program that could be paired with the in-person assessments to provide ADA applicants with a wider range of transportation options.

The in-person model is recommended for Solano County to conduct a more comprehensive and accurate determination process. In addition, the in-person model will provide a valuable opportunity to introduce travel training to applicants and lead to more mobility options for people with disabilities. This alternative will require an initial investment in the more elaborate process but is expected to be more cost effective in the long run as the application volume decreases and applicants are directed to fixed route and other transportation services.

In-Person Eligibility Assessment Process

Overview of In-Person Eligibility

An in-person ADA eligibility process typically consists of a number of steps in order to more precisely evaluate an applicant's bus riding ability, mobility to access a bus stop, and to come to a definitive decision as to functional capability. The shift from a paper process to an in-person approach is based upon the Federal Transit Administration (FTA) focus on a functional model of eligibility versus a medical model. With a paper process, the emphasis is typically on the *diagnosis* of a disability of the applicant. The Solano County Application for ADA Paratransit Services that has been used by all operators in the county relies on a combination of self-assessment by the applicant and medical verification by a professional. Though the application asks questions concerning how an individual's condition prevents them from using transit, emphasis is placed on the professional verification of the disability.

Steps common to an in-person eligibility process include:

1. In-person interview of the applicant during which details of condition can be established by a trained interviewer.
2. Various transit skill functional tests that help the interviewer verify certain abilities relating specifically to transit riding.
3. Selected use of professional verification if the interviewer needs further information to establish details of conditions that are not readily apparent to the interviewer.

An in-person process usually takes between 30 and 90 minutes to complete depending upon the nature of the individual's disability and the resulting need for various functional tests. In order to render consistent and accurate determinations, the interview and any skills tests are conducted in a uniform and "scientific" manner. Interviewers are typically trained to a high level of proficiency in evaluating information provided by the applicant and in interpreting information

gathered during functional tests or from medical professionals. Thorough documentation of each assessment is then compiled. This becomes the basis for reviewing any case that is appealed by the applicant.

Technical Considerations Regarding In-Person Eligibility

There are various technical steps or considerations that should be taken into account in creating an in-person process. The key issues are outlined below.

Role of Paper Applications

Some transit agencies conduct an in-person process using a combination of paper application and in-person interview. This is often done in cases where there is a perceived commitment to a paper application. This may result from community involvement in the development of an application form or from the perceived value of the form to the interviewer. The form typically includes necessary details such as name, address, phone number, birth date, and other identifying information. There can be value in having an applicant verify this information prior to arriving for the interview.

The alternative to using both paper and an in-person process is to rely entirely on the interview for information gathering. This approach eliminates the paper application and instead uses a series of questions by the interviewer, often similar to those on a paper form, to gather all necessary information. During the initial in-take process, which is typically done on the telephone, callers are provided with information regarding ADA eligibility requirements as well as the eligibility process itself. Applicants, family members and caregivers have the opportunity to ask questions about their specific situation, which may lead some individuals to realize they do not qualify for ADA paratransit service and they self-screen out of the process. If the decision is made to apply for paratransit service, basic applicant information is collected and an appointment is scheduled.

Role of Functional Assessments

There are various functional tests that can be used during the in-person process to validate conditions identified during the interview. Among the most common of the tests are the Tinetti Gait and Balance Test, a transit skills test, and the FACTS (Functional Assessment of Cognitive Transit Skills) test. The Tinetti test is a long established assessment tool used by both health care professionals and transit skill evaluators to document an individual's ability to remain stable under various circumstances and their ability to walk without danger of falling. Such a test is important in establishing whether someone would be able to safely get to a bus stop, to board a bus, and to remain balanced on a moving bus. A transit skills test evaluates an applicant's endurance, their ability to walk or propel various distances over different types of terrain and up and down inclines. The ability to navigate independently is also observed. The FACTS test is designed to evaluate the cognitive skills of an applicant with developmental disabilities to determine the ability to independently navigate the public transit system.

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The structure of the entire assessment process, built around a simulated transit trip and focusing on the individual's transit skills and helps the applicant become readily engaged. It is also designed to optimize community acceptance of the assessment procedure. The connection between the assessment tasks and the skills needed for a real transit trip are readily apparent.

Role of Professional Verification

The role of professional verification also varies among transit operators. If a paper application continues to be used as a step in the process, professional verification is often though not always included. The Solano County Application specifically required verification at the time of submission. If professional verification was not provided, the application was deemed incomplete and returned to the applicant. FTA regulations require that a determination be made within 21 days of submission of a completed application. The 21 day clock did not start in Solano County until professional verification among other information is provided. If an application was returned to the applicant, the clock does not start on the 21 days until it is returned and determined to be complete. In some cases, operators may grant eligibility on an emergency basis for such situations as hospital discharges for injuries, kidney dialysis, beginning chemotherapy, etc. This can be done through a central eligibility provider.

Some transit agencies have made the submission of verification at the time of application optional. In this instance, applicants are typically advised that they can provide verification if they wish or may simply participate in the interview without completing that step.

Other transit agencies eliminate professional verification as a responsibility of the applicant and instead rely on the judgment of the interviewer to determine whether verification is necessary to arrive at a determination. With this approach, verification becomes the responsibility of the eligibility office and is typically sought in far less than 100% of cases. Given the training that is common of eligibility specialists, additional professional verification is often unnecessary.

Acceptance by the Community

The transition from an only paper-based eligibility process to an in-person approach is challenging to some communities. There is often fear and criticism of the unknown, especially by advocates for seniors and persons with disabilities. Common questions raised by ADA paratransit applicants regarding the transition are:

- Why do I have to come in person to some office when I did not have to before?
- How can someone who is not a medical professional evaluate my ability to ride the bus?
- Why is my doctor's word regarding my condition not sufficient to establish my eligibility?
- Since I have a permanent disability, why am I included in the group required to go in person for an evaluation?

These issues have been addressed successfully by a number of communities. But doing so requires outreach and information to educate the community, including paratransit customers, as to the benefits of the process. With the extensive involvement of committees in the development of this plan, this outreach has begun. Key advocates have positively responded to

the proposed new in-person assessment process for both people with physical or cognitive disabilities.

Important Community Benefits of In-Person Eligibility Assessment Components

An in-person eligibility process is also a helpful tool in promoting use of alternative transportation modes or resources. Because applicants are face to face with a trained transit professional, there is an excellent opportunity to offer travel options as part of the interview process. Some in-person models also include a travel training component. This can be useful in providing training for conditionally eligible or ineligible individuals on the fixed route system as a mitigating step with less than full eligibility. The in-person interview is also an opportunity to refer individuals to other community resources such as those operated by North Bay Regional Center or the various community based programs such as volunteer drivers. The North Bay Regional Center is an example of an agency that arranges transportation and other services for individuals who are developmentally disabled. The Regional Center uses its funds to provide client transportation virtually all of whom would be eligible for ADA paratransit. The concept **“Catch The Right Bus”** has sometimes been used to characterize this broad view of the relationship between ADA eligibility and direction to other alternative transportation services.

Role of the Appeal Process

The FTA requires that individuals who are determined to be ineligible, conditionally or temporarily eligible be offered the opportunity to appeal the decision. The notification process associated with these eligibility determinations must include information regarding the filing of an appeal. While FTA provides jurisdictions great latitude in developing their appeal process, it is typically conducted by the transit agency in some fashion. Alternative approaches range from assigning an internal staff person at the agency who is not part of the eligibility process to review and judge appeals to convening a panel consisting of transit professionals, members of the medical community, or community representatives to hear appeals and render final decisions.

Solano is a large county geographically with cities located miles apart and with somewhat different transit circumstances within the cities. Though the present paper process or a new in-person process is designed to be uniform across the county, there are subtle variations between operators. There are alternative approaches that can be taken to the conduct of the appeal process in a county as large and diverse as Solano. The two principal approaches are:

1. Centralized appeal process with one appeal source addressing all appeals in the county, or
2. Decentralized appeal process with each operator taking responsibility for its own appeal management.

Appeal Process Overview

As described above, there are different approaches to the form of the appeal. It can consist of assigning staff who are uninvolved in the determination process but who understand both fixed route and paratransit to review appeals. Alternatively, it could consist of the formation of a panel of individuals with varied backgrounds who convene to judge appeals. The process must provide appellants the opportunity to appear and present their case. Each operator is allowed to create its own process. While the processes do not have to be similar among operators to ensure consistency in the application of the process, consideration should be given to collaborate among the operators when designing of the process.

The approach to the appeal process varies significantly among operators around the nation. The FTA allows considerable latitude in defining an appeal process. Some operators assign staff that have nothing to do with the eligibility process to review and make decisions regarding appeals. A team of internal staff members could also perform this function.

Other operators convene a panel to review appeals. This approach often includes members of the community, perhaps human service agencies, and sometimes other community professionals. Appeal “hearings” are generally scheduled on an as-needed basis, allowing the appellant the opportunity to appear in person to explain their reasons for presuming eligibility.

According to data from the operators, there were no appeals filed in Solano County in the year ended June 30, 2012. Thus there is little if any experience with ADA eligibility appeals. The introduction of an in-person process is likely to increase the number of appeals. This would suggest that the appeal process be reevaluated by all transit operators in the county to ensure consistency.

One Coordinated Appeal Process

One coordinated appeal process could be created to judge all appeals regardless of which operator’s applicant is appealing. This could be accomplished with pursuing either an “administrative” or a panel-type process. One coordinated appeal process of either type would simply mean that all appeals relating to any operator would be handled by that one coordinated process.

If a centralized process were structured as a panel allowing the appellant to appear to present the case, the panel could be convened in the area of the affected operator to facilitate participation by the appellant from that jurisdiction.

Individual Operator Appeal Process

Because the federal regulations allow for each operator to create and manage their own appeal process, an operator-level appeal process could be established in Solano County. This could occur in conjunction with a centralized countywide in-person eligibility process. An operator level appeal process would mean the each operator would create and manage its own approach. This would ensure that each operator’s unique circumstances would be taken into consideration in its application of the appeal process. Whether each operator used an

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administrative approach or some form of appeal panel, the process would be managed by that individual operator. With any chosen approach to the appeal process, the individuals who review the appeals should have thorough training regarding the ADA regulations and the procedures used to arrive at the determinations. This training could be included in the scope of work for a qualified vendor performing the eligibility process. The appeal process should be based upon extensive knowledge of ADA regulations. Where such training has not occurred, the appeal panel can slip into an advocacy role for the applicant or make uninformed decisions regarding the outcome.

Recognizing this potential issue, the individual transit operators in the county could continue to manage their own eligibility appeals. This means that if an individual is an ADA paratransit applicant within the City of Fairfield for example, in this case Fairfield would manage an appeal filed by that person. This is true even with the application of a countywide eligibility process. This approach to reviewing appeals would keep the final eligibility decision at the local level and allow for variation in the approach to appeal management among jurisdictions.

Countywide Appeal Process

A countywide appeal process offers an alternative to an appeal process administered by the individual transit operators. A centralized, countywide process could facilitate greater “regional” consistency in the application of ADA certification criteria, and the county transit operators have expressed a preference for a centralized administration of the appeal process.

Alternative Approaches to In-Person ADA Eligibility

There are several ways in which an in-person eligibility process could be implemented in Solano County. Because of the complexities of the process and the technical tools that are routinely applied, some source of experienced expertise should be identified to contribute to the establishment of the program. The various alternative approaches to implementing the approach would all presume that such expertise was available to the process.

An in-person process could be implemented through each transit operator in Solano County. This would mean that an in-person process applied uniformly among all operators would be initiated in the county. A uniform in-person process would introduce consistency among the operators in the interpretation of ADA guidelines.

Another approach would be for one of the operators or the County to take on the responsibility for all operators in the county. This could result in greater consistency. The issue of applicants being located throughout the county would complicate the logistics of a central geographic assessment center. Either applicants would have to travel a long distance to an eligibility office or the services of the office would have to be moved throughout the county.

Yet another alternative to providing in-person eligibility would be for the Mobility Management Center to operate, or contract, the eligibility process itself. This would allow for coordination countywide. The process itself could either be set up as an STA in-house process with Mobility

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Management Center employees or could be contracted to a firm specializing in this function. The Mobility Management Center could solicit proposals from private providers of this service on behalf of all transit operators. This approach would truly centralize the process and also enhance the consistency of the determinations. Such a solicitation could specify that interviews should be conducted at various points in the county on some rotating basis. There are several large firms in the US that specialize in the in-person process and might be interested in such an opportunity.

Chapter 6 Summary and Recommendation

Chapter 6 provided an overview of the ADA eligibility process in Solano County and examples of ADA eligibility process alternatives. The logical evolution of ADA eligibility processes in Solano County is to transition to an in-person process. More and more transit agencies throughout the US are moving to an in-person process. Nationally this trend is being driven by the increasing cost of providing ADA paratransit and the realization based upon spreading experience that an in-person process provides more accurate and reliable determinations. In the Bay Area, there is also interest on the part of MTC in improving the consistency of ADA eligibility among jurisdictions. By being more precise and accurate with eligibility, the provision of ADA paratransit to the population that is actually in need of the service is ensured. In the process, many jurisdictions have found that the in-person process provides an opportunity for the assessment staff to offer other services to both eligible and ineligible individuals. This can take the form of referrals to such programs as travel training or even to volunteer driver programs where a higher level of service than traditional paratransit can occur.

The benefits of such a transition were described earlier in this chapter. A brief overview of alternative approaches was presented including some direct role in providing this service by one or more of the operators directly. The major problem with this approach is the lack of true centralization of the process and the continued lack of consistency between providers in the application of eligibility criteria in making determinations. Ideally, any individual who applies for ADA paratransit service would be given the same level of eligibility no matter which provider makes the determination.

The most efficient approach for Solano would be for the Mobility Management Center, once established (Chapter 8 reviews alternative Mobility Management Center Models), to include eligibility as one of its services. This would ensure consistency in the application of the process countywide. The Center could prepare an RFP for the eligibility process and circulate it to qualified organizations for proposals. Major organizations that specialize in this business apply slightly different approaches to some elements of the process. To obtain a full range of possible approaches, the solicitation document should be written in a sufficiently broad fashion to allow for creative solutions.

Recommendations for Countywide In-Person ADA Eligibility Process

The Countywide In-Person ADA Eligibility process would initially be developed as a pilot project. The Countywide In-Person ADA Eligibility process would be designed to complement, and not duplicate, ADA eligibility processes delivered by transit operators that meet the MTC Regional Eligibility Database (RED) standard. The Countywide In-Person ADA Eligibility process would be evaluated, and its continuance will be dependent upon factors such as funding, cost-effectiveness, regional policy, and value to the community.

Recommendation 6.1: Establish a countywide in-person ADA eligibility process.

Recommendation 6.2: STA develop and contract for countywide in person ADA eligibility service with coordination with the transit operators.

Recommendation 6.3: Require that in-person assessments be conducted in each participating jurisdiction on some rotating basis.

Recommendation 6.4: Provide travel training program information to ADA applications.

Recommendation 6.5: Establish the in-person eligibility process in line with upholding the integrity of Bay Area's RED system.

Recommendation 6.6: Establish a countywide appeals process for the countywide in-person ADA eligibility process administered by the individual transit operators in Solano County.

The following sections provide summary details on the program design, costs and implementation path for the recommended ADA eligibility process.

Program Design

It is important to understand the distinction between ADA eligibility and the provision of ADA paratransit service. Individuals may qualify for ADA paratransit service according to federal standards even though such service may not be available to them due to operator service limits. For example, an individual may be qualified as an ADA eligible individual even though there is no complementary paratransit service in their area. Often operators determine eligibility for individuals such that if they can get to the area where paratransit service is available they are eligible to use it. This may be the case in parts of Solano County. Further, the operator is at liberty to determine what level of service they choose to provide so long as it meets ADA minimum requirements. Complementary service must be provided within a $\frac{3}{4}$ mile corridor around fixed routes. However, an operator may choose to provide service to ADA eligible individuals beyond the $\frac{3}{4}$ mile minimum. This is a matter of operator policy and available funding.

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In addition, an operator may also choose to allow passengers on their paratransit service who have some mobility challenges but do not quite meet the ADA eligibility criteria threshold. For example, a passenger may find some element of using fixed route service very inconvenient, or meet an agency established age criteria. An operator may choose to qualify them for paratransit (but not enter them into the RED system), and would have more flexibility in serving them as the operator would not be bound by ADA requirements. These passengers could be served as long as the ADA eligible passengers have first priority and not denied trips.

A number of critical elements must be incorporated in the design of a successful in-person eligibility process. In establishing the size of the program and thus its organizational structure it is important to know the approximate number of determination interviews that will be conducted annually. The numbers provided by the operators suggest that approximately 1,000 applications are processed per year among all Solano County operators. This total number would also be affected by the introduction of the in-person process. National experience indicates that the shift from a paper eligibility process to in-person typically results in a 15% or greater decrease in the number of applications filed. This is the result of people opting out of the process voluntarily based upon the possibility of an ineligible determination. If this level of decline is experienced in Solano County, the resulting volume of determinations per year would drop to approximately 850. This volume would result in an average of less than 4 interviews per day. An experienced mobility coordinator/in-person assessor can manage as many as 6 or more complete determinations per day. Applying these criteria, a countywide program would require approximately 1 full time assessor. The support functions associated with the in-person process would require time in addition to that of the assessor. This primarily consists of scheduling appointments, mailing determination packages, responding to questions (typically by phone), record keeping, etc. To assist 1 assessor and the associated volume of activity, a part-time administrative person would easily be able to handle the support functions.

This approach presumes that the eligibility vendor's staff professionals would make the determinations. Applying the various tests in the eligibility process by trained professionals ensures that the results are based upon the factual background and the results are consistent. Then having each jurisdiction handle its own appeal process introduces a level of separation of responsibilities that protects the integrity of the system.

The distances between cities in Solano County makes a single central eligibility office impractical. Depending upon its placement, applicants could have to travel as much as 35 miles to an assessment site. This would inhibit the viability of the centralized process and could also result in a challenge to FTA as creating an undue hardship for applicants. Solano County is well suited to a "circuit rider" approach to carrying out the in-person process. This form of implementation would send the assessor to individual jurisdictions on differing days of the week. Because interview scheduling is done in advance, the applicants from a particular jurisdiction could be scheduled on the particular day that the paratransit assessor would be in that city. This would keep the travel distance to the assessment relatively short for the applicant. The applicant may arrange and receive a complimentary ride on paratransit to the in-person assessment location.

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Operating in this fashion would require careful attention to a number of technical details. Among these is the necessary creation of a transit skills course in each jurisdiction. This means designing a walking course that is used to assess an applicant's ability to negotiate transit-related features (street crossings, bus stop identification, differing surfaces, etc.) in each jurisdiction that is used for all applicants from that location. The circuit rider approach could also allow for some variation such that they would not always be in Fairfield on a Tuesday but instead might rotate days such the applicants have greater opportunity to schedule according to their needs.

Implementation Schedule

An in-person eligibility process based upon the design recommendations in this Mobility Management Plan could be established within 6 months. A number of factors would influence the schedule.

The calendar would begin with the development of an RFP for professional services. The transit operators in the county should be brought together to review the potential differences in approach to the process and come to agreement regarding alternatives that are acceptable to all entities. Once the elements of the process are defined and broad technical concepts are vetted, the STA or other lead agency should prepare an RFP for professional services to implement the process.

Cost Projections

The following table presents ranges of cost estimates for implementing the in-person process:

Table 6.2: Cost Projections for Implementing In-Person Eligibility Process

Cost Element	Cost Range	Low Estimate Annual	High Estimate Annual
Assessor Wages (1.0 FTE)	\$15 - \$20 hourly plus 40% fringe	\$43,680	\$58,240
Administrative Wages (0.5 FTE)	\$12 - \$16 hourly plus 40% fringe	\$17,472	\$23,296
Program Manager at 15-20% allocated to Eligibility Process	\$48,096-53,028 annual plus 40% fringe	\$10,100	\$14,848
Office support	\$500 - \$2,000 monthly	\$6,000	\$24,000
Equipment and startup	\$25,000 - \$50,000 annual	\$25,000	\$50,000
Total Annual Cost		\$102,252	\$170,384

Cost Analysis

The estimated cost for operating an in-person eligibility process ranges from approximately \$102,000 to \$170,000 per year. This is partly dependent upon a refined estimate of the assessment volume and various administrative tools and equipment that might be included in the process. These estimates result in an average cost per assessment of between \$92 and \$155 per determination. These estimates are well within the national average for this activity. Many processes in large jurisdictions average a per-determination cost at the high end of this range.

The cost benefit of the in-person process is that the determination volume is expected to drop as a result of the approach as people voluntarily opt out of ADA paratransit application. There is additional value to the process resulting from the opportunity to direct applicants to the “right bus.” The in-person approach is a vehicle through which an individual’s capabilities are assessed and an in-person reviewer can direct or offer alternative mode choices for the applicant. Recommendation for travel training is a common outcome of an in-person process. Given the availability of a travel training program, the assessor can not only prescribe it as an alternative but provide information and support to the individual to take advantage of that service.

Another benefit of the in-person process is to clearly classify individuals as conditionally eligible. Through the process, a trained interviewer can determine under what circumstances an individual must ride paratransit and when instead they can ride fixed route transit. This process then allows some degree of implementation of trip-by-trip mode assignment. This approach is typically applied at the time of a ride reservation. Either the individual knows that he/she is only eligible for fixed route service under given conditions or that is made known to the individual at the time of a ride request. In either case, the application of conditional eligibility further reduces demand for ADA paratransit.

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Chapter 7: OLDER DRIVER SAFETY PROGRAM INFORMATION

This section of the Solano County Mobility Management Plan recognizes the importance of the private vehicle to the mobility of Solano County's elderly population, the importance of driver safety programs for elderly drivers, and the potential role of a one stop call center in the marketing and promotion of programs and workshops available to the County's older drivers. The Mobility Management One-stop Transportation Call Center outlined in Chapter 4 could logically serve as a current database and referral center for information relevant to the senior driver including information on California law, background literature on safe vehicle operations, on-line courses and in-person safe driving workshops. In addition the One-stop Transportation Call Center could provide information on transportation alternatives available to seniors in Solano County when they are no longer able to drive safely.

The Importance of the Private Vehicle to Mobility

The private vehicle will continue to play a significant role in meeting the mobility needs of Solano County's elderly population. This is especially true in low density rural and suburban areas where residential locations, goods, services, and activities tend to be spread out and challenging to serve efficiently and effectively with shared-ride public transit options.

A survey of approximately 1000 seniors and persons with disabilities was conducted as part of the **Solano Transportation Study for Senior and Persons with Disabilities** (2011). Of the respondents:

- 70% were aged 65 years or older.
- 75% had driver's licenses.
- 65% drove themselves when making a trip.
- 18% were driven in a private vehicle by a family member or friend.

The findings from this study confirmed that the majority of seniors preferred to drive themselves and hoped to continue driving as long as possible as they aged. The private vehicle provides the highest degree of flexibility for travel within the existing low density built-environment. The private vehicle will be the mode of choice for Solano seniors as they age in place. Automobiles will become more fuel efficient to operate and alternative fuels will reduce carbon emissions. Through time the automobile will become more "*environmentally friendly*". Based on individual preference, private vehicle use by seniors will continue to be an important part of the transportation mix. The significance of the private vehicle will likely become increasingly more significant as the cost to provide public transit continues to rise.

Besides providing a high degree of travel flexibility and freedom, the continued use of the private vehicle by seniors as a driver or passenger offers demand management in the reducing the demand for ADA complementary paratransit services or taxi scrip services. Private vehicles use could also provide a pool of drivers and vehicles for volunteer driver reimbursement initiatives.

Flexibility

Use of a private vehicle facilitates a high degree of mobility. Access to a private vehicle strongly reinforces independence and aging in place, especially in a lower density setting. An individual with discretionary time and access to a private vehicle is able to travel where they want to go, at the time they wish to travel. They do not need to fit their trip making around a transit schedule or pre-book a trip on a demand response service. Generally, drivers or persons with access to a household vehicle have access to a wider range of goods, services and activities.

As vision, hearing and motor functions decline with aging, older drivers self-restrict their driving to daylight and off peak hours. The California Department of Motor Vehicles(DMV) can also impose restrictions on elderly drivers as vision or motor functions decline. These restrictions can range from:

- Driving with corrective eyeglasses or contact lenses.
- No freeway driving.
- Driving with an additional right side mirror.
- Driving limited to daylight hours (no night driving).
- No driving during peak commute hours.
- Driving limited to local destinations such as medical offices, senior centers or grocery stores.

Demand Management

By facilitating seniors to evaluate their driving skills in different situations, they are likely going to be able to use their private vehicles longer safely. They will continue to drive for some of their trips and may use other resources such as ADA paratransit and taxi scrip programs for other trips. . The transition from driving oneself all the time to not driving at all should be gradual to the benefit of both the senior and service providers.*As persons age beyond 80 years there is a higher probability that they will not be able to renew their driver's license. At that point they will likely require a higher level of other transportation options ranging from public, private and non-profit transportation services, rides from family and friends, walking and possibly bicycling for some trips.*

Volunteer Driver Reimbursement Programs

Older drivers generally have more discretionary time and may be able to provide transportation for non-licensed family members or friends, and/or may wish to formally participate in a volunteer driver reimbursement program to off-set vehicle operating costs. *Older drivers could be part of a volunteer driver pool providing a higher level of door-through-door service that public transit agencies are not able to provide, and be an important part of an effective demand management strategy reducing demand for ADA complementary paratransit.*

Older Driver Safety Programs and Resources

A number of effective programs exist to help older drivers remain behind the wheels of their own vehicles. These range from online safety tutorials, "driver tests", coaching on how to operate and maintain a vehicle, classroom driver safety workshops, and defensive driving programs

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delivered in the field. All are geared to the aging driver and the gradual decline in cognitive and physical abilities.

Organizations involved in the development and delivery of these programs include:

- American Association of Retired Persons (AARP)
- American Automobile Association (AAA)
- American Society on Aging (ASA)
- National Highway Traffic Safety Administration (NHTSA)
- State of California Department of Motor Vehicles (DMV)

This section is organized into three sub-sections: Online Reference Material, Online Tutorials, and In-person Workshops and Instruction.

Online Reference Material

Table 7.1 provides a listing of on-line reference materials available to seniors, their family members, and agency professionals. Included are downloadable PDF brochures and documents, videos and slide shows covering older driver issues and challenges, driving tips and coaching, and in the case of the DMV's Senior Guide to Safe Driving, it provides the regulations governing the licensing of older drivers, as well as an overview of the licensing and renewal process for older drivers. The DMV website also provides a state wide listing of vendors offering DMV approved Mature Driver Improvement Courses.

While not a complete list of reference materials, the emphasis is on current materials relevant to the California market. Most references provide further listings of additional background materials, organizations and mature driver programs. Table 7.1 on the following page provides a list of Online Reference Material for Older Drivers

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Table 7.1 - Online Reference Material for Older Drivers			
Title	Source	Format	Contact
Senior Guide for Safe Driving	California DMV	PDF Download	www.dmv.ca.gov/pubs/pubs.htm
Older Driver Program Five Year Strategic Plan 2012-2017	National Highway Traffic Safety Administration	PDF Download	www.nhtsa.gov/Senior-Drivers
Adapting Motor Vehicles for Older Drivers		PDF Download	
How to Understand and Influence Older Americans		PDF Download	
Driving Safely While Aging Gracefully		Online Slide Show	
Family and Friends Concerned About an Older Driver		Read Online	
Safe Driving for Older Americans		Read Online	
Drive Well Toolkit: Promoting Older Driver Safety and Mobility in Your Community		PDF Download	
Stay Vidal: Older Drivers Driving Longer & Safer	California Highway Patrol	Online Slide Show	www.chp.ca.gov/community/octs.html
CarFit Brochure	American Society on Aging	PDF Download	www.car-fit.org/carfit/FAQ
Does Your Car Fit You	American Society on Aging	Video Online	www.aarp.org/home-garden/transportation/driver_safety/?cmp=RDRCT-DRIVE
10 Vision Safety Tips for Older Drivers	American Optometric Association	Read Online	www.aarp.org/home-garden/transportation/driver_safety/?cmp=RDRCT-DRIVE
Best Car Features for Caregivers	AARP	Read Online	www.aarp.org/home-garden/transportation/driver_safety/?cmp=RDRCT-DRIVE
Medication & Driving	AARP	Read Online	www.aarp.org/home-garden/transportation/driver_safety/?cmp=RDRCT-DRIVE
Older & Wiser	AAA	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources
How to Help the Older Driver	AAA	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources
Straight Talk for Mature Drivers - Good Vision... Vital to good Driving	AAA	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources
How to Avoid Drowsy Driving	AAA	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources
Driving When You Have Cataracts	National Highway Traffic Safety Administration	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources
Driving When You Have Diabetes	National Highway Traffic Safety Administration	PDF Download	www.seniordriving.aaa.com Click Tools & Additional Sources

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Online Tutorials

Table 7.2 summarizes online self-evaluations and recognized driving tests for mature drivers. Those courses recognized by the California DMV approved **Mature Driver Improvement Courses** are identified in the table. Where applicable, fees are also identified. The majority of online mature driver courses are provided by the private sector. Generally they require 8 hours to complete and can be completed at the convenience of the participant.

Participants who successfully pass an approved driver improvement course are generally eligible for a discount on their automobile insurance coverage.

Table 7.2: Online Mature Driver Improvement Tests

Online Mature Driver Improvement Tests				
Course	Provider	Format	Fee	Contact
Senior Driver Self Assessment	California DMV	Online Test	Free	www.dmv.ca.gov/pubs/pubs.htm
AARP Driver Safety Online Course	AARP	Online Test 8 Hours to Complete DMV Approved	\$15.95 (members) \$19.95 (non members)	www.aarp.org/home-garden/transportation/driver_safety/?mp=RDRCT-DRIVE
AAA Online Mature Driver Course	AAA (I Drive Safely is AAA's Course Provider)	Online Test DMV Approved	\$15.95 (members) \$19.95 (non members)	www.idrivesafely.com/california/
Roadwise Review Online	AAA	Computer-based driver screening tool for private, home-based use which measures declines in functional abilities scientifically linked to crash risk among older drivers.	Free	www.seniordriving.aaa.com/tools-additional-resources/
California Mature Driver Course	National Driver Safety Services	Online Test DMV Approved	\$19.95	www.ndsstrafficschool.com Select California under Mature Drive Improvement and click GO
California Mature Driver Course	Safe2Drive	Online Test DMV Approved	\$15.95	www.safe2drive.com Select california Mature Driver
California Mature Driver Course	Drivered.com	Online Test DMV Approved	\$19.95 (AAA members) \$24.95	www.driversed.com Select California 55+
Mature Driver Online Course	Easy Cheap Fast Online Traffic School	Online Test DMV Approved	\$17.95	www.easyfastcheap.com Select Mature Driver DMV Course

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The AARP Driver Safety Online Course is reflective of the DMV course requirements and structured into eight units that cover a variety of driving topics:

- Unit 1: An evaluation of the individual's knowledge of driving rules through a pre-course quiz.
- Unit 2: A review of changes in vision and hearing related to the aging process, and an overview of how these changes impact driving and how affected individuals must learn ways to compensate. The adverse effects of medication and alcohol on driving are also discussed.
- Unit 3: A review of driver-safety strategies to avoid accidents – maintaining a safe distance when following a vehicle, remaining alert at intersections, backing up safely, and understanding left turns and right-of-way driving.
- Unit 4: Remaining alert to the movements of surrounding traffic - awareness of the behavior of other drivers, the risks of cell phone use, and safe driving near large vehicles, such as trucks and buses.
- Unit 5: A review of road signs, signals and markings. Safety when entering or exiting a highway or changing lanes.
- Unit 6: Awareness of vehicle safety features – airbags, seatbelts, mirrors and brakes.
- Unit 7: Self-assessment of when it is unsafe to drive under particular conditions or when it is time to retire from driving.
- Unit 8: Assessment of what has been learned, a review of additional transportation resources and where to get further safe-driving information.

In-Person Workshops

In-person mature driver safety workshops are provided within Solano County by AARP and AAA, as well as the North Bay Driving School. These range from classroom workshops to hands on defensive driving classes in the field. Similar to the online options, passing an in-person program may make a mature driver eligible for a discount on their automobile insurance. Table 7.3 provides a summary of the available in-person alternatives and contact information.

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Table 7.3 - In-Person Mature Driver Improvement Alternatives in Solano County			
Title	Sponsor	Overview	Contact
AARP Driver Safety Course	AARP	<p>Both 4 hour (refresher course and 8 hour (full course) options are scheduled. In Solano County these courses are presented at local senior centers by (local) trained instructors.</p> <p>The in-person courses cover themes similar to the AARP Online Course. However they offer more opportunity for human interaction, explanation, and asking questions. Themes covered include:</p> <ul style="list-style-type: none"> • An overview of the current traffic laws, defensive driving techniques, and safe vehicle operations. • Minimizing the effects of dangerous blind spots. • Maintaining the proper following distance behind another car. • The safest ways to change lanes and make turns at busy intersections. • Proper use of safety belts, air bags, anti-lock brakes, and new technologies used in cars. • Ways to monitor your own and others' driving skills and capabilities. • The effects of medications on driving. • The importance of eliminating distractions, such as eating, smoking, and cell-phone use. <p>Drivers 50 years and older are eligible.</p> <p>Participants must pre-register through their local senior center. A schedule of both 4 and 8 hour programs in Solano county can be found at: www.aarp.org/findacourse</p> <p>Cost - \$12.00 for AARP members and \$14.00 for non-members.</p>	<p>www.aarp.org/home-garden/transportation/driver_safety/?cmp=RD-RCT-DRIVE</p>
Safe Driving for Mature Operators	AAA	<p>Mature driver course designed for persons 55 years and older. Available through appointment at local AAA offices.</p> <p>In Solano County the course is offered at the AAA offices in Vacaville and Vallejo.</p>	<p>AAA Vacaville 555 Marin Street, Suite 150 707-451-7150</p> <p>AAA Vallejo 1183 Admiral Callaghan Lane Vallejo 707-551-3500</p>
CarFit	Developed by the American Society of Aging in collaboration with AAA and AARP.	<p>CarFit is a volunteer program promoting senior driving safety through</p> <p>CarFit is a volunteer program providing in-person workshops teaching mature drivers about techniques to make themselves more comfortable and more in control when driving.</p> <p>At a CarFit event, a team of trained technicians and/or health professionals work with each participant to ensure they "fit" their vehicle properly for maximum comfort and safety. Technicians and even coordinators are volunteers.</p> <p>CarFit provides training to volunteer technicians.</p>	<p>For a schedule of events go to: www.car-fit.org and click on older drivers under events.</p>
Mature Driver Improvement Courses	North Bay Driving School	<p>In Solano County, the North Bay Driving School offers a DMV approved Mature Driver Improvement Course at their Fairfield Classroom (817 Missouri Street, Unit 5, Fairfield).</p>	<p>North Bay Driving School (707) 425-5255 info@NorthBayDrivingSchool.com</p>

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Senior Ombudsman Program

The Department of Motor Vehicles (DMV) has created a Senior Ombudsman Program. The primary function of the Ombudsman Program is to represent the interest of public safety for all Californians with a special interest in addressing the concerns of senior drivers. The ombudsmen can assist as a “go-between” to ensure that senior drivers are treated fairly, consistent with laws and regulations, and with the dignity and respect they deserve. The Ombudsmen are available to assist in individual cases, as well as participate in outreach seminars to large and small audiences to promote driver safety in California with an emphasis on senior issues. The Senior Ombudsman responsible for Solano County can be reached at (510) 563-8998.

Mobility Management Program

A wealth of resource material is available to help individuals and organizations in Solano County understand the issues challenging mature drivers and techniques to improve driver safety. There are also programs available to Solano County seniors to teach mature drivers how to drive safely and to increase their confidence to continue driving as they age. There is a common recognition that mature drivers should limit their driving to situations where they feel safe and retire from driving when they no longer feel it is safe.

- Given the range of available resource material and the availability of both online and in-person courses and programs, *it is not necessary for a coordinated mobility management function in Solano County to plan an active role in the delivery or facilitation of mature driver improvement programs.*
- *A more appropriate role would be as a central source providing information on what reference materials and safety improvement programs are available to Solano County seniors and organizations representing them.* This would include a database of resources and direct contact information, as well as a current schedule of AARP Driver Safety Workshops occurring at the county's senior centers, CarFit events and AAA Safe Driving for Mature Operator courses as they may be offered at the local AAA offices in Vacaville and Vallejo.

An appropriate host for a mature driver safety database would be a central one stop transportation call center (see Chapter 4). In Solano County, the Solano Napa Commuter Information (SNCI) already is structured to provide a one-stop center for information to the public on transportation alternatives available to Solano county residents and visitors. In addition to the SNCI, other alternatives could include a separate mobility management center integrating the dissemination of mature driver safety information with other countywide mobility functions. Other potential options could include hosting of the mature driver safety database through the local American Agency on Aging office or one of Solano County's senior centers.

A recommended host and delivery platform for the mature driver safety database will be presented in Chapter 9 of this report.

Recommendations for Older Driver Safety Program Information

Older Driver Safety Program information would be collected and made available to the public as a pilot project. The Older Driver Safety Program information will be evaluated, and its continuance will be dependent upon factors such as funding, cost-effectiveness, and value to the community.

Recommendation 7.1: The host call center will develop and maintain a database on Older Driver Safety materials and programs based on the information collected through this study, and refer the public to these resources upon request. The Older Driver Safety database will be available on the call center's website and available to the public and other agencies.

Recommendation 7.2: The host call center will outreach to the agencies providing Older Driver Safety Training materials and programs to keep the database updated.

Recommendation 7.3: The host call center will work with other agencies such as Area Agency on Aging, Solano County senior centers, and Solano County for inclusion on their "Living in Solano" website, Services for Seniors (www.co.solano.ca.us/about/living/services_for_seniors.asp).to provide electronic and/or hardcopy on-line mature driver safety course and workshop information updates.

Recommendation 7.4: The Call Center will outreach to the Older Drive Safety Programs to advise the trainers and trainees of alternative transportation information available from the Call Center and other transportation resources.

Costs to Support the Dissemination of Older Driver Safety Program Information

Cost projections to disseminate older driver program information in Solano County assume incorporation into the One-stop Transportation Call Center (Chapter 4). The following costs are in addition to those identified in Table 4.2 in Chapter 4. These responsibilities would be integrated with other call center staff duties. Older Driver Safety program support duties would include:

- Development and maintenance updating of the Older Driver Safety Program database. Information would develop and update the Older Driver Safety Program information in all formats including telephone, print and web-based.
- Call center staff assisting callers with questions on older driver safety program resources.
- Call center staff include outreach information in ongoing outreach efforts including the request to have workshop presenters and agency staff provide information on other transportation alternatives available to older drivers when they feel they are no longer able or comfortable driving.

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The following table summarizes annual costs to support the dissemination of Older Driver Safety program information as well as the level of effort assumptions.

Table 7.4: Older Driver Safety Program Information Annual Costs

Cost Element	Cost Range	Low Estimate Annual	High Estimate Annual
Call Center Staff at 20% Allocated to Call Center Program	\$17-21 hourly plus 40% fringe	\$9,990	\$12,230
Program Manager at 5-10% allocated to Older Driver Safety Program	\$48,096-\$53,028 annual plus 40% fringe	\$3,367	\$7,494
Total Annual Costs		\$13,267	\$19,724

Chapter 8: COUNTYWIDE MOBILITY MANAGEMENT ORGANIZATIONAL STRUCTURE OPTIONS

Chapters 3 through 7 of this Plan focus largely on the functional components of a mobility management plan. These include such elements as travel training, ADA eligibility, and a one-stop call center. The functional pieces of a Plan are the program elements directed at specific service delivery options. Thus travel training, for example, is directed at enhancing access to the fixed route system through instructing people who are low-income, persons with disabilities or seniors how to use the various fixed route systems in the county as an alternative to ADA paratransit or other more costly options.

The functional components of the Plan are the strategies through which service deployment is accomplished. In combination, they are intended to offer transportation services that the special needs population of seniors, persons with disabilities, and low income individuals need to fulfill their daily needs. The functions constitute the “what” of mobility management. The remaining key ingredient to implement a Plan is the “how” of mobility management.

The “how” of the Plan is the structure or platform for the provision of the necessary services. In the absence of careful design of a structural platform for the provision of any of the various program options, many communities have accomplished little in mobility management implementation. A structure for mobility management delivery is an organization(s) capable of providing the intended services. This can be accomplished through a single organization or perhaps through multiple organizations for certain specific functions. There are a number of examples around California of the centralized and/or coordinated delivery of mobility management functions. As described in earlier chapters, some mobility management services are already being delivered by local agencies in parts of Solano such as travel training by Vacaville City Coach and non-profit organizations. This chapter examines the structure issue, presents successful models used in other communities, and offers a range of potential structural models for consideration for delivery of mobility management services throughout Solano County.

General Review of Alternative Structure Models

There are several service delivery structure options for consideration in Solano County. The principal alternative models are presented here along with discussion of the benefits or drawbacks of each model. The most viable models are discussed in greater depth using case examples to illustrate their relevance. Most successful mobility management programs are operated either by a public agency or a private nonprofit corporation. These alternatives including variations on each are presented.

Public Agency Models

Among the public agencies that are appropriately considered as a mobility management platform are transit agencies, counties, and cities. Because they are otherwise in the

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transportation business, transit agencies are often thought of as a logical structure for providing these services. They do employ transportation professionals, are typically familiar with and recipients of grants, and operate community wide.

Cities may also serve in this capacity especially in larger areas where a city may be the principal transit provider. Similarly, counties can serve in this capacity. In either of these cases, the entity's general government responsibilities can be a benefit in connecting services to transportation that may not be directly possible in other models.

Case Study: City and County of Honolulu as Mobility Manager

The City and County of Honolulu was designated the mobility manager for Honolulu in 2009. This resulted from a recommendation in the just adopted Human Services Coordination Plan. The role of Mobility Manager was taken on by the City of Honolulu with technical support provided through a federal sub-recipient agreement with an outside firm. The outside consulting firm provides many of the planning and management functions that are included under a broad array of services. In taking on the mobility management role, the City inaugurated a very broad program of services in its role as the manager. These services included:

- Application for and matching of federal JARC and New Freedom funds to establish services for ADA riders through a human service agency,
- Initiation of a community shuttle fixed route operation serving the low income population housed in a cluster of homeless shelters,
- Created a support function for all mobility management activities that includes technical assistance with grant management and other compliance issues, analytical activities associated with ADA paratransit scheduling, follow up human service transportation planning,
- Guidance in the expansion of the agency trips program.

The Honolulu mobility management model has received national recognition for the breadth and creativity of the model. It has also been carefully scrutinized by the FTA and found to meet all applicable guidelines

Case Study: Monterey-Salinas Transit as Mobility Manager

Some successful mobility management programs are operated by public agencies. In California there are examples of transit agencies that have taken on the role as mobility management platform. An example is Monterey-Salinas Transit (MST). This agency is a long standing public transit operator providing both fixed route and ADA paratransit services throughout Monterey County. As a forward thinking transit agency, it has chosen to initiate various mobility management strategies in its service area.

Several of the MST mobility management strategies are highlighted below. :

- Taxi vouchers for short trips - program used in lieu of using the local ADA paratransit service

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- Senior Shuttles – routes designed by and for seniors' to common destinations without the need for transfers
- Travel training – program to teach people how to use the fixed route transit system
- MST Navigators – volunteers who assist with travel training, senior shuttles, ADA paratransit assessment, office tasks and outreach

The mobility management strategies MST employs helps provide local residents travel options, allowing for increased freedom and independence, while moving people from ADA paratransit to fixed-route transit.

Nonprofit Mobility Management/CTSA Models

In California, one of the most common models for implementation of mobility management is to define it as the role of a Consolidated Transportation Services Agency (CTSA). When the State passed AB 120 in 1979, commonly called the Social Services Transportation Improvement Act, it allowed county or regional transportation planning agencies to designate one or more organizations within their areas as Consolidated Transportation Service Agencies (CTSAs). The goal was to promote the coordination of social service transportation for the benefit of human service clients, including the elderly, individuals with disabilities, and persons of low income. AB 120 specified advantages that can occur through service coordination of transportation as defined in California Government Code Section 15951:

- Combined purchasing of necessary equipment so that some cost savings through larger number of unit purchases can be realized.
- Adequate training of drivers to insure the safe operation of vehicles. Proper driver training should promote lower insurance costs and encourage use of the service.
- Centralized dispatching of vehicles so that efficient use of vehicles results.
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible.
- Centralized administration of various social service transportation programs so that elimination of numerous duplicative and costly administrative organizations can occur. Centralized administration of social service transportation services permitting social service agencies to respond to specific social needs.
- Identification and consolidation of all existing sources of funding for social service transportation services can provide more effective and cost efficient use of scarce resource dollars.

The CTSA is a structure unique to California. While other states are beginning to implement coordinated transportation projects, only California has the state legislated model of the CTSA. Thus, for three decades, initiatives to coordinate human service transportation programs in the State of California have been largely guided by state legislation. There is a new focus on CTSAs as the appropriate entity to implement the federal programs that are embodied in SAFETEA-LU, the federal transportation act passed in 2005. This emphasis is expected to be carried forward in the newly adopted MAP-21 legislation. Agencies that

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have long been designated as CTSA's and have done little with that responsibility are now stepping up to create new programs and services. Regional transportation planning agencies, including the Metropolitan Transportation Commission (MTC), are looking at CTSA's as a possible structure to provide human service transportation in the future. A significant dialogue is underway throughout California regarding the role of the CTSA and its ability to bridge the federal and State interests.

While no two CTSA's are structured the same or provide exactly the same services, there are common objectives to be found in all CTSA activities:

- Increase transportation options for seniors, the disabled, and persons of low income.
- Reduce the costs for public transportation.
- Identify and implement efficiencies in community transportation operations .

CTSA's in California have taken on a variety of forms and within those various forms they provide a range of services. The most successful CTSA's have embraced the concept of human service coordination and mobilized efforts to creatively use resources to accomplish great things in their local communities. While all forms of CTSA have the potential to achieve the objectives of the concept, evidence provided through a review of available CTSA documentation and also case studies indicates that certain structures may be more conducive to successful project implementation than others.

This Chapter presents a synopsis of the various alternative CTSA structural models. It defines the key concepts associated with each model with specific attention to such details as organization governance, public oversight, creative use of funds, etc.

AB 120, the California legislation creating CTSA's along with the subsequent federal guidance on human service transportation coordination offers a general concept of a coordinating agency. Within that guidance is great latitude to mold the concept to the unique circumstances of a local community. The most successful CTSA's have built a creative array of programs serving a broad population of persons in need. The typical target populations include the disabled, elderly, and low-income individuals. Many studies including planning efforts in Solano County have documented the substantial unmet needs of these groups. These and other studies document the extensive need for additional specialized transportation capacity or programs capable of targeted focus on these potential riders. As the definition of need is broadened to include young children and possibly other groups, the volume of need becomes even more extensive.

Well refined CTSA's have addressed the broad variety of needs in creative ways. They have typically used limited funds in creative ways to achieve substantial results. For example, efforts in other counties have included joint funding of service provided by human service agencies for their own client populations. There has been a creative use of funds in some communities by combining funding for transportation programs with other sources. Examples of non-transportation funding that are sometimes used to support transportation

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services include Regional Centers, Temporary Assistance for Needy Families (TANF), and Area Agency on Aging.

An effective CTSA is an organization that serves as a broad facilitator – or champion - of transportation coordination. The role typically means that the agency is well connected in the transportation and human service community and is a leader in creating solutions to travel needs. This is often accomplished through negotiating cooperative agreements between agencies to coordinate their use of funds, acquisition of capital assets (e.g. vehicles, computer equipment, etc.), buying power for goods or services (e.g. joint fuel purchase), physical facilities such as garages and parking, or other functional elements. Service delivery can be as low profile as coordinating a volunteer driver program to managing a travel training program for use of the fixed route service to facilitation of direct service delivery through contracts with social service agencies or even private companies. The functional program options that can be provided through a CTSA are discussed in Chapters 4, 6, 7, and 8 of this Plan.

Alternative Mobility Management/CTSA Models

The statute that enables the creation of a CTSA provides for designation of the entity by the regional transportation planning agency. In Solano County, this entity is the MTC. The range of options for CTSA designation as defined in law are:

- a) A public agency, including a city, county, operator [transit operator], any state department or agency, public corporation, or public district, or a joint powers entity created pursuant to Title 21, Chapter 3, Article 7, Section 6680 of the California Government Code.
- b) A common carrier of persons as defined in Section 211 of the Public Utilities Code, engaged in the transportation of persons, as defined in Section 208.
- c) A private entity operating under a franchise or license.
- d) A nonprofit corporation organized pursuant to Division 2 (commencing with Section 9000) of Title 1, Corporations Code.

Within these broad legal definitions, a number of alternative CTSA structure models have emerged. These or possible variations are open for consideration for application in Solano County. The following are the principal structural options for CTSA organizations in the county.

- a) Single Purpose Nonprofit Agency: In California there are limited examples of nonprofit agencies that have been designated a CTSA that provide a wide range of transportation programs and services. Among the most noteworthy examples of existing nonprofit CTSA's are Outreach in Santa Clara County and Paratransit, Inc. in Sacramento County. These long-standing organizations serve as examples of the original AB 120 legislative concept. While the two agencies do not provide exactly the same functions, between these two agencies, most of the original concepts in AB 120 have been implemented. Driver training for human service agencies, grant management, centralized maintenance, joint purchasing, and many other functions have been implemented by one or both of these agencies.

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Access Services in Los Angeles is also an example of a nonprofit agency that is a CTSA. This single purpose organization was created largely to manage the ADA paratransit program in Los Angeles County but was also designated the CTSA. It was created through action by public agencies to address ADA and coordination issues. Another example is Outreach and Escort of Santa Clara County. This nonprofit organization has also existed for many years and was for several years a designated CTSA. That designation was discontinued throughout the Bay Area region by the MTC in the mid-1990's and is now being reconsidered. Outreach applied for, and received, CTSA designation from MTC in 2010

- b) Multi-Purpose Nonprofit Agency: There are examples in California where a multi-purpose nonprofit agency has been designated the CTSA. This is typically a situation where a strong nonprofit organization with an effective infrastructure wishes to champion transportation issues and adds those functions to a broader list of agency activities. Ride-On of San Luis Obispo is an example of this form of organization. Ride-On was originally the United Cerebral Palsy (UCP) affiliate in San Luis Obispo and still serves in that capacity in addition to its transportation responsibilities. There are many examples of nonprofit organizations in California and other states that have created major transportation programs under an umbrella that includes nutrition services, housing programs, food banks, and other common human service functions. In the State of Washington there are several examples of large agencies that have multi-purpose structures.
- c) County Government: In many California counties, transportation services are provided by the County. Often this includes providing public transit services. This is a common structure in smaller or rural counties. Several counties have been designated CTSA's. Often though not always, transportation services are provided through the public works department. Counties such as Glenn and Colusa are examples of this form of CTSA. The County of Solano currently operates a subsidized taxi service for ADA eligible individuals who reside in the unincorporated area. This operating role by the County could serve as a basis upon which to expand its role as the platform for mobility management.
- d) Public Transit Agency: In some California counties the local public transit agency has been designated the CTSA. This applies to both legislated transit districts and to Joint Powers Authority (JPA) agencies. It is typically in smaller counties that serve all of a large population of the county that the transit agency has been designated. Examples of transit agencies that are CTSA's are El Dorado Transit, Eastern Sierra Transit Authority (Bishop), and the Mendocino Transit Authority. All of these are JPAs.

Recent Developments in Mobility Management/CTSA Structures

With the current emphasis on mobility management there has been renewed interest in the formation of CTSA's. At least two new CTSA's have been created in California in the past two years. Stanislaus County (referenced elsewhere in this Plan) was designated a new CTSA in 2010. In its short existence, that new countywide CTSA has successfully applied for federal funds to combine with an initial allocation of TDA funding. This funding combination serves as the foundation for creating a new countywide travel training program and a volunteer driver program providing door through door transportation to the special needs population of the county.

A new CTSA was also designated in San Bernardino County. This newly created nonprofit corporation (Valley Transportation Services or VTrans) began operation in 2010. It too has successfully applied for federal JARC and New Freedom funds and has created an area-wide travel training program, partnered with three community agencies to provide ADA paratransit trips through human service agencies, and has partnered in the creation of a volunteer driver program in the San Bernardino urbanized area. This agency could serve as a model for the creation of new dedicated transportation agencies in California.

In the San Francisco Bay Area, there are also developments in the designation of CTSA's. MTC took the position in the mid to late 1990's that CTSA's were not needed because of the passage of the ADA law in 1990. Though there were several CTSA's in Bay Area Counties at that time, all designations were rescinded by MTC. As part of the recent MTC Sustainability Study, consideration is now being given again to a role for CTSA's. Approximately one year ago, MTC re-designated Outreach of Santa Clara County as a CTSA making it the only CTSA currently operating in the Bay Area. Outreach operates the ADA paratransit service in Santa Clara County and also provides specialized services for seniors. It also administers a number of grant-related programs serving specific target populations in the county. Other Bay Area counties are now actively evaluating the CTSA model as a structural platform for initiating mobility management strategies.

In the Draft Coordinated Public Transit – Human Services Transportation Plan Update for the San Francisco Bay Area ⁵, MTC the following as a strategy to strengthen mobility management in the Bay area:

“Identifying and designating Consolidated Transportation Service Agencies (CTSA's) to facilitate sub regional mobility management and transportation coordination efforts”⁶

⁵ Metropolitan Transportation Authority, Draft Coordinated Public Transit – Human Services Transportation Plan Update for the San Francisco Bay Area, (January 2013).

⁶ Metropolitan Transportation Authority, Draft Coordinated Public Transit – Human Services Transportation Plan Update for the San Francisco Bay Area, (January 2013) p ES-7.

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Mobility Management Structure Options for Potential Consideration in Solano County

Overview

Selection of a service delivery structure for Solano County is essential to the successful implementation and on-going operation of a multi-faceted mobility management program. In the absence of a structural platform from which to operate various functional programs, little action regarding implementation is likely. Thus it is important that options for accomplishing this organizational step be carefully evaluated in further studies. Structural options that could be considered for Solano County in further assessments involving STA, county social service agencies, and county transit operators include:

Transit Operator: An existing transit operating agency could be assigned the responsibility of serving as a mobility manager. Using a transit agency would ensure that the technical expertise in grant management and other technical details would be available through the organization. The fact that any transit operator in Solano County has limited geographic scope is a major limitation on them serving in a countywide capacity. In addition, transit agencies typically have limited expertise in human service transportation. Instead, they appropriately focus on moving large numbers of people in the most efficient manner. Taking a leadership role in human service transportation requires expertise and mission focus that are not typical of transit operating agencies.

Existing Nonprofit Agency: There are many nonprofit agencies in Solano County (documented in this Plan) that could legally serve in a mobility management role. However, none of the existing agencies has transportation as a major area of focus though several do operate some transportation service. The existing agencies have other programs as their principal focus and operate transportation services to support their larger mission. Expanding an existing agency into countywide mobility management would require considerable augmentation of existing skills and a redefinition of the agency's mission.

Solano Transportation Authority: STA could serve in the capacity of mobility manager. The agency currently operates SNCI which is proposed in this Plan to take on additional functions relating to one-call information services and leadership in the Older Driver Program implementation. The agency is certainly experienced in grant management and does possess some technical operating expertise that could support other partner agencies in a collaborative program. Limitations relative to STA serving in the broader role of county Mobility Manager include the fact that it is not currently structured as a transit operating agency. The mobility manager for the county may at some point employ staff, perhaps contract for services, and generally operate on-going service delivery functions. Further, the mobility manager will necessarily have as a primary focus the management of partner arrangements with many human service agencies. As mobility management activities are added to the toolkit, they are likely to include operating functions. The STA Board has taken several initial steps toward an increased role in mobility management with the filling of the Transit Mobility Coordinator position, dedicated to mobility management activities, obtaining

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several mobility management grants, and the initiated several recommendations identified in this plan.

County of Solano: The County of Solano currently provides transportation service to the unincorporated County area residents in the form of a subsidized taxi program for ambulatory ADA eligible individuals. This is a component of the transportation mix in the county. It also serves to demonstrate the County's role as an operator. This role could be expanded to include the functions outlined in this Plan. Whether a CTSA or not, the County could serve in the role of mobility manager. If the STA accepts the role of mobility manager, STA and the County could form a partnership and operate specific aspects of a mobility management program. Counties have been designated as CTSA's elsewhere in California, typically in smaller rural counties. The model could be applicable in Solano County.

New Mobility Management Agency/CTSA: A new agency could be established to serve in the role of mobility manager for Solano County. The most successful models of such agencies throughout California have typically been nonprofit corporations created specifically to provide a variety of transportation services. As discussed in this Plan, there are recent examples in California of the designation of CTSA's to fulfill this mission. Such an agency could be created in Solano County. As pointed out, there is interest in this model at MTC. Other Bay Area counties are actively evaluating this model. A nonprofit corporation dedicated to transportation can be an effective structural platform for the provision of the variety of mobility management functions discussed in this Plan. The key ingredient is the existence of a corporation (structural platform) that can accomplish a broadly defined mission.

TDA provides that a CTSA may submit a claim for funds for operating purposes. In communities where such claims have not been filed historically, the funds that would be claimed by the CTSA have typically been allocated to the local transit operator(s) for routine operating purposes. A claim by the CTSA could result in a decrease in funds available to the transit agencies within the county. The recent designation of Outreach in Santa Clara County was accompanied by an agreement that the new CTSA would not submit such a claim to avoid a dispute with the transit operator VTA (Valley Transportation Authority). In San Bernardino, VTrans has not claimed TDA funds in part because it receives local sales tax measure funds and thus does not have a need for TDA at this time.

Chapter 8 Summary and Recommendations

Summary

Not all mobility management functions need to be provided by the same organization. As long as there is a strong partnership between agencies working on mobility management issues, coordination among functional programs can exist without being operated by one organization. Though in other successful examples one organization typically manages all functions, there may be circumstances in Solano County that suggest other options.

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Critical to the selection of a structural option is the acceptance of the proposed structure by agencies in the county. Broad acceptance by STA, the transit operators, and the human service community would be necessary for successful implementation. And finally, MTC is responsible for designating a new agency as the CTSA for the county. That responsibility belongs to MTC by law. The overall coordination potential of such a model may incline MTC to support the concept.

Recommendations Countywide Mobility Management Program Options

There are several structural models for managing the programs detailed in the Mobility Management Plan. Countywide Mobility Management options may be explored, dependent upon factors such as funding, cost-effectiveness, and value to the community.

Recommendation 8.1: STA to provide representation on MTC's Coordinated Plan Update Technical Advisory Committee and participate in the further development of MTC coordinated strategies for the San Francisco Bay Area.

Recommendation 8.2: STA to conduct a further analysis and evaluate mobility management structural models for implementation in Solano County. The evaluation will involve STA, MTC, Solano County Board of Supervisors, county transit agencies, Paratransit Coordinating Council and the Solano Seniors and People with Disabilities Transportation Advisory Committee.

Recommendation 8.3: STA to function as mobility management center until an evaluation to determine a longer term structural model is completed.

Recommendation 8.4: STA to pursue funding to implement and sustain Solano Mobility Management programs. The funding sources pursued should be from SAFETEA-LU New Freedom and JARC, MAP-21 5310 program as well as explore other potential funding opportunities.

Chapter 9: SUMMARY OF PLAN COSTS & TIME LINES

The Solano County Mobility Management Plan identifies four key elements scheduled for near term implementation. Each element was presented in detail in the Plan. The four key elements are:

- **One Stop Transportation Traveler Call Center**
- **Countywide Travel Training Program**
- **Countywide ADA Eligibility Program**
- **Older Driver Safety Program Information**

These four elements mark the beginning of a mobility management program in the county. They were identified as high priority projects in the Solano Transportation Study for Seniors and Persons with Disabilities completed in 2011. Their priority status was reaffirmed through the outreach process employed during this Plan preparation process. A mobility management program can consist of many additional elements each directed at serving a segment of the special needs population. Such concepts as use of human service agencies to provide their own subscription trips, centralized human services vehicle maintenance, technical support services for agency partners, and grant management are just a few of the additional mobility management tools that can combine to provide a fully developed program. But the important thing is that a program starts somewhere. That is why the Solano County program is based upon a list of achievable program elements ready for immediate implementation.

This Mobility Management Plan is an implementation plan. It is meant to lead directly to establishment of functioning programs in the County. The first of the Plan elements recommended to be implemented was the Countywide ADA Eligibility. This was driven by the needs of SolTrans. ADA eligibility for SolTrans was provided by its paratransit operating contractor. It was part of the Scope of Work for the operating contract that expired June 2013. SolTrans went to bid for a new operating contractor. The RFP for this service deleted this task from the paratransit operator. The concept was that the transit agency would work with other agencies in the county to implement the in-person eligibility as soon as possible. On December 12, 2012, the STA Board authorized STA to issue an RFP for the provision of a countywide ADA eligibility program.

Cost estimates for each of the four initial program elements have been developed. They are summarized in this chapter and projected into future years to establish the cost for on-going operation. These estimates are based upon operating within the existing administrative framework in Solano County. This administrative structure is discussed further in this Chapter. The four functional programs each have an operating cost level ranging from \$13,267 per year to enhance the transportation call center to \$189,832 per year to operate a countywide travel training program. Implementing all four program elements could range between \$370,812 to \$571,333 per year. The table below summarizes these annual cost estimates.

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Implementation of each of these elements can be done incrementally. None are dependent upon the others for successful operation. Some functions are likely implemented by STA with others possibly implemented by Solano County or another organization, or in a partnership between the STA, the County, one or more transit operators and/or with consultant assistance.

The table below displays the projected implementation timelines for the four initial mobility management projects. These timelines range from implementing the ADA eligibility program by July, 2013, to starting the other programs as late September, 2013, or January, 2014. The urgency of the ADA eligibility program was dictated by the needs of transit agencies particularly SolTrans. The other programs can be initiated later depending upon available funding and organizational priorities. The call center and older driver programs are low cost programs and could be implemented quickly with relatively little expense. They both build upon existing structural support from STA in the near term. Because this is in place, implementation could occur relatively quickly without major upfront financial support

Annual cost estimates to initiate the programs are provided. The cost estimates pertain at whatever point the programs are initiated.

Table 9.1: Function Implementation Time Line and Startup Cost Estimate

Functional Program	Implementation Time Frame	Low Estimate Annual	High Estimate Annual
One Stop Transportation Traveler Call Center	April - July 2014	\$130,205	\$191,393
Countywide Travel Training Program	April - July 2014	\$125,088	\$189,832
Countywide ADA Eligibility Program	July 2013	\$102,252	\$179,384
Older Driver Safety Program Information	April - July 2014	\$13,267	\$19,724
Total Annual Cost		\$370,812	\$571,333

Long term cost estimates are also provided. These are general estimates projected to five year and ten year time frames. Cost factors could change for a number of reasons through those time periods. Programs could succeed or fail, technologies may make them more efficient, new service delivery approaches could replace these options. The key point is that given what is known today, the costs are projected into the future. This indicates that there would be considerable expense to maintain the programs as originally conceived. Sustainability requires commitment. In order to serve these growing special needs populations, resources will be needed on an extended basis. The Table 9.2 below displays the extended cost projections.

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Table 9.2: Long Term Operating Cost Projections

Functional Program	Implementation Time Frame	Five Year Cost Estimate (High Estimate)	Ten Year Cost Estimate (High Estimate)
One Stop Transportation Traveler Call Center	April - July 2014	\$1,004,813	\$2,009,627
Countywide Travel Training Program	April - July 2014	\$1,007,844	\$2,176,211
Countywide ADA Eligibility Program	July 2013	\$904,592	\$1,953,262
Older Driver Safety Program Information	April - July 2014	\$104,717	\$226,114
Total Cost		\$3,021,966	\$6,364,914

Long Term Structural Platform

This Mobility Management Plan identifies a number of options for the long term provision of a package of services in Solano County. These range from minimal restructuring and the addition of functions to existing organizations to the creation of a new organization dedicated to the provision of a wide range of mobility services. As this is an implementation plan, it is meant to lead directly to the delivery of new services. This then suggests the phased implementation of a platform through which the services can be provided.

Because some program functions must be provided in some fashion in the near term, there is not time for the full deliberation and selection of a long term structural platform. Decisions must be made regarding the immediate implementation of certain program elements. The most pressing of the program requirements was the creation of some form of ADA eligibility program. The STA Board took action to authorize issuing an RFP for professional services to implement a countywide ADA eligibility program and then manage that program while consideration of other options was under way.

As the mobility management program grows, there will be additional management costs associated with its operation. Whether the program is ultimately managed by STA, Solano County, or some other agency, a management structure for the ongoing operation of the functional elements will be necessary. In the near term, STA has made the decision to build in-house capability through the addition of staff to oversee the early functional pieces. This marks the beginning of assigning management resources to mobility management. As the program expands, additional resources will be required. This may include more technical resources depending upon the level of management assistance required by specific functions. The four initial functional programs will require minimal staff resources. Much of the initial management effort will be directed at the oversight of vendor contracts for such functions as eligibility and

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travel training. The call center and older driver programs will also require minimal oversight. Should the mobility management program eventually be expanded to include such components as human service fleet maintenance or grant management for human service recipients, staff resources will be required.

Some of the larger mobility management programs have been staffed by long term transportation professionals. The expertise of transit or other transportation professionals can be helpful in crafting programs that involve operational interaction between transit and human service agencies as an example. Technical assistance relating to grant applications and management, program compliance, reporting, and long term service planning can be facilitated by an experienced mobility management team. Such expertise can enhance the credibility of the program as professionals from partner organizations look to create relationships with the mobility management agency.

Funding the Mobility Management Program

This Mobility Management Plan demonstrates that there is a cost to implementing the various program functions. Though the cost of some program elements is minimal, still funds must be identified in order to initiate any of them. Throughout the Solano County planning process there has been reference to the availability of funds through STA to initiate certain of the functional components. In particular, funding is available to initiate some form of ADA eligibility process. Initial efforts will be carried out by STA. Typically, mobility management programs have been funded through such programs as JARC, New Freedom, and 5310. These federal funding programs require some level of local match depending upon the particular project being funded. With the passage of MAP-21, new rules will emerge for the allocation and use of these funds. However, there will continue to be some emphasis at the federal level on funding for mobility management. In the former versions of both JARC and New Freedom, mobility management was funded at an 80% federal level. For funding purposes, it was treated as a capital program.

While new federal rules are being developed, it is appropriate to assume that some level of funding will be possible through the newly defined federal programs. Where new funding tradeoffs have been introduced, such as rolling JARC into 5307 thus creating decision opportunities, it is important to consider the benefits of mobility management in allocation decisions. For example, the benefits of allocating some JARC funds to mobility management can be a cost effective use of funds that might otherwise simply be used to support higher cost traditional transit programs. The new law increases the necessity to make tradeoffs in these decisions.

Other funds are also used to support mobility management. Some jurisdictions have chosen to use local funds both to match federal programs as stated previously or have allocated funds to support programs exclusively. The recognition that some program elements can result in major cost savings has led agencies to allocate resources to mobility management even if it means diverting those funds from other transit programs. Programs such as ADA eligibility which

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has been introduced in Solano County or major agency trip programs diverting ADA riders from transit operators to human service agencies have received funding locally.

A long term perspective is necessary to develop the most effective sustainable funding mechanisms. In California there are examples of counties that have chosen to allocate local sales tax measure funds specifically to support mobility management in the form of CTSA's. In both Sacramento and San Bernardino Counties the local sales tax ordinance expenditure plans allocate a portion of the funds specifically to the designated CTSA. These funds then support the broad range of programs that CTSA's typically provide. The renewed interest in California in CTSA's as the vehicle for mobility management suggests that designated local funding through these means is the most obvious source of sustainable resources.

Solano County efforts to pass a local sales tax measure for transportation has failed to receive a 2/3 supermajority for passage three times. All three measures contained some percentage for seniors and people with disabilities. In other communities where such efforts have been successful, negotiation of the fund distribution has been used to forge alliances that combine to support such a measure. In particular, mobilizing seniors and the disabled community can bring attention and energy to such a process. In return, this community has been included specifically in the expenditure plan for local measures to ensure a reward for the commitment of time and endorsements to the promotion of the tax plan. In both Sacramento and San Bernardino Counties the inclusion of these special populations in the plan and a reward for support contributed to the success of these local measures.

In Solano County the specific inclusion of the senior and disabled community in a tax planning process could help toward success and also result in the sustainable source of funding needed to not only maintain the early mobility management projects but also expand the program. Future programs such as agency trips and volunteer driver programs could be added to the mix to help round out the toolkit for serving a broad special needs population.

Finally, success with mobility management as its focus on low cost strategies could eventually result in the reallocation of existing funds to more cost effective service delivery options. Transit agencies in particular face specific legal obligations such as the provision of complementary ADA paratransit. Yet pursuit of creative low cost service delivery methods for could result in decisions to reallocate funds to low cost alternatives to achieve greater "bang for the buck." The City and County of Honolulu has already used its mobility management program to identify and pursue such options. Solano County could eventually pursue a similar course.

The Future of Mobility Management in Solano County

The Solano County Mobility Management Plan is an implementation plan. It is specifically built upon previous work identifying implementable programs in the county that can have immediate impacts on transportation options. Its detail is limited to four principal program components. Yet a fully developed mobility management program would consist of many other components that have not been entirely detailed for Solano County. Some have been identified in the Solano Senior and People with Disabilities Transportation Study, 2011. As the Mobility Management

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Program for the county matures, several additional components should be considered and studied in the same depth as the four initial components.

Because mobility management is a “toolkit” of strategies, it is readily expandable to meet the unique needs of a jurisdiction. Other communities have chosen to implement a variety of strategies that may eventually prove valuable to Solano County. Among the more common and cost effective mobility options are the following:

Agency Trips

A refined agency trip program results in much greater use of human service agencies as providers in the mix of transportation services than is common in many communities. The agency trip concept has been implemented with great success in a number of communities with well documented cost and service quality advantages. Agency trips typically means the provision of some ADA paratransit service directly by human service agencies rather than transit operators as a means to more precisely tailor the service delivery to the needs of the client population.

Volunteer Driver Programs

Volunteer driver programs are gaining in favor for the delivery of trips that require very special attention. These may be out-of-area medical trips that require special care and attendance. They may also be applied to more local door-through-door transportation where the rider needs assistance to a destination and perhaps special assistance at that destination. Such needs are well suited to being served by volunteer driver programs.

Centralized Maintenance for Human Service Agencies

As human service agencies are increasingly involved in the direct operation of transportation services, vehicle maintenance can be one of their most challenging needs. Vehicle maintenance is a complex technical arena. The sophistication of modern paratransit vehicles requires specialized knowledge and training to maintain properly. Agencies in other communities have implemented central maintenance programs while others are now looking into them. Benefits of such programs include available technical expertise, improved record keeping, cost savings, greater vehicle availability, and even loaner paratransit equipment.

Technical Support

A full scale mobility management program often includes some level of technical assistance to community agencies. Transportation is a complex field with its own rules and regulations, grant programs, compliance requirements, etc. As the provision of transportation services is diversified throughout a community, there is typically a need for technical support for such issues as grant management, compliance with regulations (drug and alcohol testing; maintenance requirements; reporting; funding; etc.). Larger mobility management programs may offer technical expertise to participating agencies.

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This listing of mobility options is meant to complement those identified in the Solano Senior and People with Disabilities Transportation Study, 2011.

APPENDIX 1 Inventory of Services and Providers – Policies and Operating Details

SOLANO COUNTY PUBLIC TRANSIT OPERATORS

PUBLIC TRANSIT

**AGENCY: Dixon Read-Ride
(City of Dixon)**

Contact Information:

Service Information Phone #: 707-678-5020

FAX #:

Mailing Address: 600 East A Street, Dixon, CA 95620

Website: <http://www.ci.dixon.ca.us/index.aspx?NID=237>

**Service Type: Local, General Public Demand
Response**

Overview: Curb to curb, general public, dial-a-ride service managed and operated through the City of Dixon's City Engineer/Public Works Department.

All vehicles are wheelchair accessible. Persons requiring assistance to and from the vehicle are required to travel with a person that will assume the role of a PCA. PCAs ride free. Trips are scheduled on a space available basis. Same day service generally available.

Eligibility: General Public

Service Area: Within Dixon City limits

Service Hours: 7:00 a.m. to 5:00 p.m. on weekdays and from 9:00 a.m. to 3:00 p.m. on Saturdays.

Fare Structure: Cash fare = \$2.00 (adult), \$1.75 (youth), \$1.50 (senior aged 62+ and disabled).

Day Pass = \$2.50 (senior aged 62+ and disabled).

20 Ride Coupon Book = \$36.00 (adult), \$31.50 (youth), \$27.00 (senior aged 62+ and disabled).

ADA Options: Dixon Read-Ride offers service for ADA eligible Dixon residents requiring wheelchair accessible service to and from Vacaville and Davis. ADA eligible Dixon residents not requiring a wheelchair accessible service are eligible to use the Solano County ADA Intercity Taxi scrip Program to access other communities within the county.

PUBLIC TRANSIT

**AGENCY: Fairfield and Suisun
Transit (FAST)**

(City of Fairfield)

LOCAL FIXED ROUTE

Contact Information:

Service Information Phone #: 707-422-BUSS

FAX #: 707-426-3298

Mailing Address: 2000 Cadenasso Drive, Fairfield, CA 94533

Website: [http: www.fasttransit.org/](http://www.fasttransit.org/)

Service Type: Local Fixed Route

Overview: 9 routes are operated. Frequencies vary by route and/or day from 30 to 60 minutes.

Eligibility: General Public

Service Area: Service is provided in Fairfield and Suisun City as well as to Cordelia and Travis Air Force Base.

Service Hours: Service is provided Monday through Saturday.

Service hours vary from route to route with coverage from as early as 6:00 a.m. to as late as 8:23 p.m.

Fare Structure: One Way Cash Fares = \$1.50 (adult), \$0.75 (senior, Medicare & disabled).

10 Ride Pass = \$15.00.

31-Day Passes = \$50.00 (adult), \$25.00 (senior, Medicare & disabled).

PUBLIC TRANSIT

AGENCY: Fairfield and Suisun Transit (FAST)

(City of Fairfield)

SOLANO EXPRESS INTERCITY

Contact Information:

Service Information Phone #: 707-422-BUSS (2877)

FAX #: 707-426-3298

Mailing Address: 2000 Cadenasso Drive, Fairfield, CA 94533

Website: <http://www.fasttransit.org/>

Service Type: Intercity Express

Overview: 4 routes are operated Monday through Friday. Saturday service is offered on 2 routes (Routes 20 and 30). Solano Express Intercity service functions primarily as a regional commute service connecting local Park 'n' Ride lots and transfer hubs with regional destinations such as BART.

Eligibility: General Public

Service Area: Route 20 connects Fairfield with Vacaville. Route 30 connects Fairfield with Sacramento via Vacaville, Dixon, and U.C. Davis. Route 40 connects Fairfield and Vacaville with Walnut Creek BART via Benicia, and Pleasant Hill BART. Route 90 connects Fairfield and Suisun City with El Cerrito Del Norte BART. Headways vary by route and time of day.

Service Hours: 4 routes are operated Monday through Friday. Saturday service is offered on 2 routes (Routes 20 and 30). Service hours vary from route to route with coverage from as early as 4:10 a.m. to as late as 8:29 p.m.

Fare Structure: One Way Cash Fares = \$2.75 for 1 zone to \$6.75 for 5 zones (regular fare), \$1.25 for 1 zone to \$3.25 for 5 zones (senior, Medicare & disabled).

10 Ride Pass = \$27.50 for 1 zone to \$67.50 for 5 zones.

31 Day Pass = \$70.00 for 1 zone to \$150.00 for 5 zones (regular fare), \$35.00 for 1 zone to \$75.00 for 5 zones (senior, Medicare & disabled).

PUBLIC TRANSIT	
<p>AGENCY: Fairfield and Suisun Transit (FAST) (City of Fairfield) DART PARATRANSIT</p>	<p>Contact Information:</p> <p style="text-align: right;">Service Information Phone #: 707-429-2400 FAX #: 707-426-3298</p> <p style="text-align: right;">Mailing Address: 2000 Cadenasso Drive, Fairfield, CA 94533 Website: http: www.fasttransit.org/</p>
<p>Service Type: Local, ADA Paratransit Service</p>	<p>Overview: Operated as an origin-to-destination ADA complementary paratransit service by City of Fairfield’s FAST family of services.</p> <p>Eligibility: ADA certification. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.</p> <p>Service Area: Demand response origin-to-destination service within the Cities of Fairfield and Suisun City and within 3/4 of a mile up to and surrounding the Ulatis Cultural Center and Kaiser in Vacaville.</p> <p>Service Hours: Monday through Saturday. Service hours span from 6:00 a.m. to 8:23 p.m. Phone hours Mon-Sat, 8:00 a.m. to 5:00 p.m.</p> <p>Fare Structure: One Way Cash Fares = \$3.00 for local service and \$5.50 to Vacaville.</p> <p>Intercity ADA Options: Wheelchair accessible intercity buses provide regional service alternatives for persons requiring wheelchair accessible service. The Solano County ADA Intercity Taxi Scrip Program provides intercity service within Solano County for ADA eligible persons not requiring wheelchair accessible service.</p>

PUBLIC TRANSIT

**AGENCY: Fairfield and Suisun
Transit (FAST)**

(City of Fairfield)

LOCAL REDUCED-FARE TAXI PROGRAM

Contact Information:

Service Information Phone #: 707-428-7535

FAX #: 707-426-3298

Mailing Address: 2000 Cadenasso Drive, Fairfield, CA 94533

Website: [http: www.fasttransit.org/](http://www.fasttransit.org/)

Service Type: Reduced Taxi Program

Overview: Reduced taxi program is a curb-to-curb demand response service designed to transport residents of Fairfield and Suisun City who are 60 years of age or older. Service is provided directly through Fairfield Cab, Yellow Taxi or Veteran's Cab.

Eligibility: Riders must pre-register. To be eligible, an individual must be 60 years of age or older, and reside in Fairfield or Suisun City. Contact FAST regarding registration.

Service Area: This service operates only in the Cities of Fairfield and Suisun City, and nearby unincorporated areas.

Service Hours: Available 24/7 - based on taxi cab availability

Fare Structure: Fares are based upon one-half the metered fare at the end of the trip and the metered fare cannot exceed \$20.00. Any amount over \$20.00 is to be paid by the rider.

PUBLIC TRANSIT	
AGENCY: Rio Vista Delta Breeze (City of Rio Vista)	Contact Information: Service Information Phone #: 707-374-2878 TDD/TTY: 711 through the California Relay Service FAX #: 707.374.5319 Mailing Address: One Main Street, Rio Vista CA 94571 Website: http://www.riovistacity.com/transit
Service Type: Local and Intercity Flex-route Service	<p>Overview: Operates four flexroute services (Routes 50, 51, 52 and 54) providing both local service within Rio Vista and Isleton as well as intercity service. Route 50 operates as an intercity between Rio Vista/Isleton and Fairfield with service to Suisun City Train Depot. Route 51 operates as a local circulator within Rio Vista and Isleton. Route 52 operates as a commuter service between Rio Vista and the Pittsburg/Bay Point BART Station. Route 54 operates as a life line service between Rio Vista and surrounding communities of Fairfield/Suisun City, Vacaville, Antioch, and Lodi for appointments, shopping etc. Based on advanced travel requests, Route 54 riders are dropped off and picked up at specific facilities, retail outlets etc. in the respective destination communities.</p> <p>Eligibility: General Public</p> <p>Service Area: See above overview.</p> <p>Service Hours: Route 50 - Operates 3 round trips Monday through Friday. Route 51 - Monday through Friday from 9:30 a.m. to 1:30 p.m. Route 52 - Monday through Friday 5:15 a.m. to BART and 5:47 Return to Rio Vista. Route 54 - Wednesdays with service alternating to Fairfield/Suisun City, Vacaville, Antioch, or Lodi based on requests.</p> <p>Local Fare Structure: Local cash fare = \$1.50 (general fare), \$0.75 (seniors aged 55+, persons with disabilities, DART card, Medicare, ADA certified, RTC holders, DMV disability plaques). 10 Ride City Pass = \$17.50 (general fare), \$7.50 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders). Monthly City Pass = \$40.00 (general fare), \$20.00 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders).</p> <p>Intercity Fare Structure: Cash Intercity fare = \$6.00 (general fare), \$3.00 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders). Deviation Surcharge = \$1.00 (general fare), \$0.50 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders). Transfer Charge from Route 51 = \$4.75 (general fare), \$0.50 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders). 10 Ride Inter City Pass = \$50.00 (general fare). 10 Ride Deviation Pass = \$10.00 (general fare), \$5.00 (seniors aged 55+, persons with disabilities, Medicare, ADA certified and RTC holders). Monthly Inter City pass = \$90.00 (general fare).</p>

PUBLIC TRANSIT

**AGENCY: Rio Vista Delta
Breeze**
(City of Rio Vista)

ADA PARATRANSIT

Contact Information:

Service Information Phone #: 707-374-2878

TDD/TTY: 711 through the California Relay Service

FAX #: 707.374.5319

Mailing Address: One Main Street, Rio Vista CA 94571

Website: <http://www.riovistacity.com/transit>

Service Type: ADA Paratransit

Overview: ADA service is provided in conjunction with the other Delta Breeze local and intercity bus service. Priority service for ADA certified passengers is available for those passengers that have a disability who cannot access or board a public transit bus due to their disability. Once certified, ADA registrants can request Rio Vista Delta Breeze routes to deviate from a desired origin point to desired destination point within the city limits of Isleton, Rio Vista, Antioch, Fairfield, Suisun City and within a ¼ mile boundary of the route in unincorporated Sacramento, Contra Costa and Solano Counties.

Eligibility: ADA certification. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.

Service Area: See overview.

Service Hours: Monday - Friday, 5:00 a.m. - 7:00 p.m.

Fare Structure: Discounted fare structure (\$3.00) for eligible ADA Paratransit riders vs. \$6.00 for non-ADA riders.

PUBLIC TRANSIT

**AGENCY: County of Solano
Countywide ADA Intercity
Reduced-Fare Taxi Scrip Program**

TAXI SCRIP PROGRAM

Contact Information:

Service Information Phone #: 707-553-7269

FAX #:

Mailing Address: 675 W. Texas, CA 94533

Website: <http://www.solanocounty.com/>

Service Type: Reduced Fare ADA Taxi Scrip Program

Overview: Provides curb-to-curb, same day transportation for ADA paratransit certified residents of Solano County who need to travel between cities within Solano County. Trips are booked with the local participating taxi operator licensed to operate in the community of the trip origin.

Eligibility: An ADA photo ID card is required to purchase Intercity Taxi scrip. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.

Eligibility and use are restricted to:

- ADA paratransit certified residents of Solano County.
- Ambulatory ADA registrants able to enter and exit a taxi without another person's help.
- ADA registrants using a mobility device that can be folded for transport in the trunk of the taxi.

Service Area: Service is provided between cities within Solano County. It is not intended for local service within Solano cities or for travel between Fairfield and Suisun City.

Service Hours: Taxi service is available 24 hours a day, 7 days a week.

Fare Structure: Taxi scrip booklets valued at \$100.00 can be purchased by eligible participants for \$15.00. Actual trip cost based on taxi fare structure. Scrip booklets are purchased in the community the registrant is ADA certified in. For taxi scrip purchase locations, contact local transit agency.

PUBLIC TRANSIT	
<p>AGENCY: Solano County Transit (SolTrans)</p> <p>LOCAL FIXED ROUTE</p>	<p>Contact Information:</p> <p>Service Information Phone #: 707-648-4666 FAX #: 707-648-4260 Mailing Address: 311 Sacramento Street, Vallejo, CA 94590 Website: http://www.soltransride.com</p>
<p>Service Type: Local Fixed Route</p>	<p>Overview: SolTrans operates 7 routes providing local coverage in Vallejo.</p> <p>Eligibility: General Public</p> <p>Service Area: Local coverage within City of Vallejo operating on 30, 45 and 60 minute headways.</p> <p>Service Hours: Service hours coverage varies by route. Monday to Friday - 5:45 a.m. to 8:26 p.m. Saturday - 6:30 a.m. to 7:16 p.m. Sunday - 8:30 to 7:26 PM (only 2 routes operated)</p> <p>Fare Structure: One Way Cash Fares = \$1.75 (adult), \$1.50 (youth), \$0.85 (senior, Medicare & disabled). Day passes = \$4.00 (adult), \$3.00 (youth), \$2.00 (senior, Medicare & disabled). 10-Ride Passes = \$15.00 (adult), \$12.00 (youth), \$7.00 (senior, Medicare & disabled). Monthly Passes = \$56.00 (adult), \$44.00 (youth), \$28.00 (senior, Medicare & disabled).</p>

PUBLIC TRANSIT

**AGENCY: Solano County Transit
(SolTrans)**

**INTERCITY FIXED ROUTE
COMMUTER SERVICE**

Contact Information:

Service Information Phone #: 707-648-4666

FAX #: 707-648-4260

Mailing Address: 311 Sacramento Street, Vallejo, CA 94590

Website: <http://www.soltransride.com>

**Service Type: Intercity Fixed Route Commuter
Service**

Overview: 4 intercity commute routes are operated, connecting Vallejo and Benicia with Diablo Valley College, Pleasant Hill BART, and Walnut Creek BART, and Vallejo with Fairfield and El Cerrito Del Norte BART. Weekday headways range from 15 to 30 minute during peaks to 60 minutes in off peak. Route 76 limited to 2 trips per weekday (Vallejo and Benicia with Diablo Valley College).

Eligibility: General Public

Service Area: Routes connecting Vallejo and Benicia with Diablo Valley College, Pleasant Hill BART, and Walnut Creek BART, and Vallejo with Fairfield and El Cerrito Del Norte BART.

Service Hours: Service hours coverage varies by route. Monday to Friday - 4:15 a.m. to 11:25 p.m.
Saturday - 6:55 a.m. to 11:26 p.m.
Sunday - 7:58 a.m. to 7:57 p.m. on Route 80s.

Fare Structure: One Way Cash Fares = \$5.00 (adult), \$4.00 (youth), \$2.50 (senior, Medicare & disabled).
Day passes = \$10.00 (adult), \$8.00 (youth), \$5.00 (senior, Medicare & disabled).
10-Ride Passes = \$45.00 (adult).
Monthly Passes = \$114.00 (adult).

PUBLIC TRANSIT

**AGENCY: Solano County Transit
(SolTrans)**

**GENERAL PUBLIC DIAL-A-RIDE
(Benicia)**

Contact Information:

Service Information Phone #: 707-745-0815; 649-5401

FAX #: 707-648-4260

Mailing Address: 311 Sacramento Street, Vallejo, CA 94590

Website: <http://www.soltransride.com>

Service Type: General Public Dial-A-Ride

Overview: Provides local demand response curb to curb service within Benicia.

Eligibility: General Public

Service Area: Within City of Benicia.

Service Hours: Monday to Friday - 5:50 a.m. - 8:20 p.m./Saturdays - 7:00 a.m. - 7:00 p.m. Phone hours: Mon-Fri, 8:30 a.m. – 5:30p.m. Reservations recommended 1-2 days in advance.

Fare Structure: One Way Cash Fare = \$2.00/10-Ride Passes = \$20.00
No discounted fares.

PUBLIC TRANSIT	
<p>AGENCY: Solano County Transit (SolTrans)</p> <p>ADA DIAL-A-RIDE</p>	<p>Contact Information:</p> <p style="text-align: right;">Service Information Phone #: 707-649-5401 FAX #: 707-648-4260 Mailing Address: 311 Sacramento Street, Vallejo, CA 94590 Website: http://www.soltransride.com</p>
<p>Service Type: ADA Dial-A-Ride</p>	<p>Overview: Provides door to door ADA complementary paratransit service to the fixed route system.</p> <p>Eligibility: ADA certification. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.</p> <p>Service Area: Service to destinations within Vallejo and Benicia, to BART, and limited service to destinations in Fairfield and Suisun City as well as to transfer points for SolTrans local fixed route and regional routes.</p> <p>Service Hours: Monday through Saturday from 7:00 a.m. to 7:00 p.m.</p> <p>Fare Structure: One Way Cash fare = \$3.00 (local) and \$5.50 (regional where service provided – BART, Fairfield and Suisun City, 10-Ride Passes = \$30.00.</p> <p>Intercity ADA Options: Wheelchair accessible intercity buses provide regional service alternatives for persons requiring wheelchair accessible service. The Solano County ADA Intercity Taxi Scrip Program provides intercity service within Solano County for ADA eligible persons not requiring wheelchair accessible service.</p>

PUBLIC TRANSIT

**AGENCY: Solano County Transit
(SolTrans)**

LOCAL REDUCED-FARE TAXI SCRIP

Contact Information:

Taxi Scrip (Benicia) Phone #: 707-746-4226

Taxi Scrip (Vallejo) Phone #: 707-553-7269

Mailing Address: 311 Sacramento Street, Vallejo, CA 94590

Website: <http://www.soltransride.com>

Service Type: Taxi Scrip

Overview: Taxi voucher program for local trips. Trips booked direct through City Cab and Yellow Cab in Benicia and Vallejo City Cab and Yellow Cab in Vallejo.

Eligibility: Discounted taxi voucher program for Medicare cardholders, seniors 65 and over and persons with disabilities living in the cities of Vallejo and Benicia for trips originating and ending in Vallejo and/or Benicia. Must pre-register based on meeting qualifications.

Service Area: For trips originating and ending in Vallejo and/or Benicia.

Service Hours: Taxi service is available 24 hours a day, 7 days a week with participating taxi companies.

Fare Structure: Riders can purchase discounted taxi vouchers (ten \$1.00 vouchers for \$5.00). Riders are responsible to pay fares exceeding value of their vouchers.

PUBLIC TRANSIT

AGENCY: Vacaville City

Coach

(City of Vacaville)

FIXED ROUTE

Contact Information:

Service Information Phone #: 707-449-6000

FAX #: 707-469-6576

Mailing Address: 1001 Allison Drive, Vacaville, CA 95687

Website: <http://www.citycoach.com>

Service Type: Fixed Route

Overview: City Coach operates six local fixed routes on 30 minute headways providing coverage within Vacaville city limits.

Eligibility: General Public

Service Area: City of Vacaville.

Service Hours: Monday to Friday - 6:00 a.m. - 6:30 p.m./Saturday - 8:00 a.m. to 6:00 p.m.

Fare Structure: One Way Cash Fares = \$1.50 (adult), \$1.25 (youth), \$0.75 (senior, Medicare & disabled).

Day passes = \$3.25 (general public), \$2.00 (senior & disabled).

20 Ride Punch Pass = \$26.00 (adult), \$23.00 (youth).

30 Ride Punch Pass = \$19.00 (seniors & disabled).

Monthly Pass = \$45.00 (adult), \$28.00 (youth), \$25.00 (seniors & disabled)

PUBLIC TRANSIT

AGENCY: Vacaville City

Coach

(City of Vacaville)

CITY COACH SPECIAL SERVICES

Contact Information:

Service Information Phone #: 707-449-6000

FAX #: 707-469-6576

Mailing Address: 1001 Allison Drive, Vacaville, CA 95687

Website: <http://www.citycoach.com>

Service Type: Local ADA paratransit

Overview: Provides door to door ADA complementary paratransit service to the fixed route system.

Eligibility: ADA certification. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.

Service Area: Within City of Vacaville.

Service Hours: Weekdays - 6:30 a.m. to 6:33 p.m.
Saturdays - 8:35 a.m. to 5:10 p.m.

Fare Structure: Cash = \$2.00 per one way passenger trip.
20 Ride Punch Pass - \$39.00.

Intercity ADA Options: Wheelchair accessible intercity buses provide regional service alternatives for persons requiring wheelchair accessible service. The Solano County ADA Intercity Taxi Scrip Program provides intercity service within Solano County for ADA eligible persons not requiring wheelchair accessible service.

PUBLIC TRANSIT

AGENCY: CITY COACH SERVICES
(City of Vacaville)

LOCAL REDUCED-FARE TAXI SCRIP

Contact Information:

Service Information Phone #: 707-449-6000

FAX #: 707-469-6576

Mailing Address: 1001 Allison Drive, Vacaville, CA 95687

Website: <http://www.citycoach.com>

Service Type: Taxi Scrip Program

Overview: Reduced fare (50%) taxi program for trips originating and ending within Vacaville. Trips booked directly with AA Taxi, Vacaville Checker Cab, or Yellow Cab.

Eligibility: Persons aged 62 or older and ADA certified registrants are eligible. Participants must pre-register based on meeting qualifications. To start the ADA certification process, individuals may contact the paratransit eligibility center for Solano at (707) 541-7184 to schedule an in-person interview and assessment.

Service Area: City of Vacaville.

Service Hours: 24/7 based on taxi availability

Fare Structure: In town = \$10.00 for a book worth \$20.00.

REGIONAL PUBLIC TRANSPORTATION

AGENCY: The Capitol Corridor	Contact Information:
INTERCITY PASSENGER RAIL	Service Information Phone #: 1-877-974-3322
	FAX #: NA
	Mailing Address: 300 Lakeside Drive 14th Floor, East Oakland, CA 94612
	Website: http://www.capitolcorridor.org
Service Type: Passenger Rail	<p>Overview: The Capitol Corridor is an intercity passenger train service along the I-80, I-680 and I-880 freeways with service to 17 stations in 7 Northern California counties: Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, and Santa Clara. One station in Solano located in downtown Suisun City.</p> <p>Eligibility: General Public</p> <p>Service Area: Stations served include Suisun City in Solano County as well as Auburn, Rocklin, Roseville, Sacramento, Davis, Martinez, Richmond, Berkeley, Emeryville, Oakland-Jack London, Oakland-Coliseum, Hayward, Fremont, Santa Clara-Great America, Santa Clara-University, and San Jose-Diridon.</p> <p>At the Suisun City-Fairfield Train Station connections can be made with FAST Routes 5 and 7, Rio Vista Delta Breeze, and Napa VINE 21.</p> <p>Connections are possible with AC Transit, BART, the County Connection, e-trans, Sacramento RT, UNITRANS, VTA, WestCAT, and Yolobus at specific Capitol Corridor stations as well as connecting Amtrak buses. Capitol Corridor and local transit agency schedules must be consulted.</p> <p>Capitol Corridor service is integrated with Amtrak service. Not all trains stop at all stations. Capitol Corridor schedules must be consulted.</p> <p>Service Times: Eastbound and westbound trains operate Monday through Sunday.</p> <p>Fare Structure: Fares depend on length of trip. Fifteen percent discounts are offered to Seniors (62years and older), persons with disabilities, students and veterans. Ten percent discounts are offered to military personnel and AAA members.</p>

REGIONAL PUBLIC TRANSPORTATION

AGENCY: Greyhound Bus Lines	Contact Information:
INTERCITY PASSENGER BUS	Service Information Phone #: 1-707-421-6299 (Suisun City)
	FAX #: NA
	Mailing Addresses: Greyhound, Suisun City Amtrak Station, 177 Main Street, Suisun City, CA 94585
	Website: http://www.greyhound.com
Service Type: Passenger Bus	<p>Overview: Greyhound has limited service to and from Solano County. Greyhound Bus service has a stop at the Suisun/Fairfield Amtrak Station. Greyhound provides service throughout North America.</p> <p>Eligibility: General Public</p> <p>Service Area: One stop in Solano County at the Suisun/Fairfield Amtrak station. At the Suisun/Fairfield Amtrak station connections can be made with FAST Routes 5 and 7 and Rio Vista Delta Breeze.</p> <p>Service Times: Limited service. Consult Greyhound schedule for departures and arrivals in Suisun City.</p> <p>Fare Structure: Fares depend on destination.</p>

REGIONAL PUBLIC TRANSPORTATION

<p>AGENCY: VINE</p> <p>FIXED ROUTE</p>	<p>Contact Information:</p> <p>Service Information Phone #: (707) 251-2800 FAX #: NA Mailing Address: 625 Burnell Street Napa, CA 94559 Website: http://www.nctpa.net/</p>
<p>Service Type: Fixed Route</p>	<p>Overview: The VINE is Napa County's fixed-route bus system. VINE offers both local and regional routes throughout the County, service between the City of Napa and Solano County as well as a commute service to BART and San Francisco Ferry in Vallejo. ADA paratransit service (VINE Go) is also provided in conjunction with fixed route services.</p> <p>Eligibility: General Public (Fixed Route)</p> <p>Service Area: Local fixed route service in the City of Napa, inter-community service within Napa Valley, local services within Calistoga, St. Helena, Yountville, and American Canyon, and regional service to Sonoma, Vallejo, and El Cerrito del Norte BART. A new service began operating between the City of Napa and Fairfield and Suisun City in 2013.</p> <p>Route 11 operates between the north end on the City of Napa and the Vallejo Transit Center. Connections with local SolTrans fixed route service are possible at the Sereno Transfer Center and the Vallejo Transit Center. Transfers are also possible at the Vallejo Transit Center between VINE Rt 11 and SolTrans Regional Routes 76, 78, 80 and 85. Connections are possible at the Soscol Gateway Transit Center (City of Napa) with local City of Napa fixed route service, VINE Route 10 operating along the Highway 29 corridor within Napa County and to the Route 25 providing service to Sonoma.</p> <p>Route 21 is a weekday service between City of Napa, Fairfield Transit Center and Suisun Amtrak Station.</p> <p>Route 29 is a limited stop express between the City of Napa and the El Cerrito DI Norte BART station with a stop at the Vallejo Ferry Terminal. This service is designed to serve Napa County commuters and not intended or marketed as general service between Napa and Solano County.</p> <p>Service Times: Rt . 11 – Monday through Friday - 30 and 60 minute frequencies from 5:00 a.m. to 9:28 p.m. Saturday - 60 minute frequency from 6:30 a.m. to 7:20 p.m. Sunday - 60 minute frequency from 8:00 a.m. to 7:20 p.m. Rt. 21 – Monday through Friday – 7 roundtrips daily beginning at 5:27a.m. and ending at 7:57p.m.</p> <p>Fare Structure: One Way Cash Fares = \$1.50 (adult), \$1.00 (youth and \$0.75 (seniors over 65, persons with disabilities, and Medicare cardholders). A Day Pass, 31-Day Pass and Punch Pass are also available.</p>

REGIONAL PUBLIC TRANSPORTATION

AGENCY: San Francisco Bay Ferry (Water Emergency Transportation Authority: WETA)	Contact Information:
INTERCITY PASSENGER FERRY	Service Information Phone #: (415) 705-8291 FAX #: NA
	Mailing Addresses: WETA, Pier 9, Suite 111, The Embarcadero San Francisco, CA 94111
	Website: www.sanfranciscobayferry.com
Service Type: Passenger Ferry Service	<p>Overview: WETA provides passenger ferry service in the Bay Area including between Vallejo and San Francisco Ferry Building and Pier 41.</p> <p>Eligibility: General Public</p> <p>Service Area: San Francisco Bay area.</p> <p>Solano County service is provided through the Vallejo Baylink Ferry operating between the Vallejo Ferry Terminal and the San Francisco Ferry Building. There is limited service between Pier 41 Fisherman's Wharf and the Vallejo Ferry Terminal. The Vallejo Baylink Ferry connects with SolTrans Routes 5, 6, 80, 80s and 85.at the Vallejo Ferry Terminal.</p> <p>Service Times: Multiple roundtrips weekdays and weekends. Summer and Winter schedules. Supplemented with Rt. 200 service between Vallejo Ferry Terminal and San Francisco Ferry Building.</p> <p>Fare Structure:</p> <p>One Way Cash Fares = \$13.00 (adult), \$6.50 (seniors over 65, persons with disabilities, Medicare cardholders and youth). Day Passes = \$24.00 (adult), \$13.00 (seniors over 65, persons with disabilities, Medicare cardholders and youth). Monthly Pass = \$290.00. 10-Ride Punch Card = \$103 (adult), \$65.00 (seniors over 65, persons with disabilities, Medicare cardholders and youth).</p>

REGIONAL PUBLIC TRANSPORTATION

AGENCY: Yolobus	
FIXED ROUTE	Contact Information: <p style="text-align: right;">Service Information Phone #: 530-666-2877 FAX #: (530) 661-1732 Mailing Address: 350 Industrial Way, Woodland CA 95776</p>
Service Type: Fixed Route	<p>Overview: Yolobus offers regional intercity and rural fixed route service within Yolo County and to the City of Sacramento, the Sacramento International Airport and the City of Vacaville, as well as ADA paratransit service.</p> <p>Eligibility: General Public (Fixed Route)</p> <p>Service Area: Fixed route service operates within Yolo County and to City of Sacramento, the Sacramento International Airport and the City of Vacaville. Yolo Special (ADA Paratransit) is operated within the county and to selected areas of the City of Sacramento.</p> <p>Route 220 operates three round trips on weekdays and Saturdays between Davis and Vacaville with stops in Winters in both directions. From Vacaville service operates from the Vacaville Transportation Center with service to Winters and the UC Davis campus (UC Davis Memorial Union Terminal). Connections are possible at the UC Davis Memorial Union Terminal with UNITRANS local service within Davis (http://unitrans.ucdavis.edu/) and Yolobus Route 42A providing service to Woodlands and the Sacramento International Airport and Route 42B providing service to West Sacramento, Downtown Sacramento and the Sacramento International Airport. Transfers from City Coach local routes and FAST Routes 20, 30, and 40 are possible at the Vacaville Transportation Center. Route 220 Service Times: UC Davis Memorial Union Terminal westbound Monday to Friday - 8:00 a.m., 10:33 a.m., and 2:33 p.m./Saturday - 8:00 a.m., 10:35 a.m., and 2:35 p.m.</p> <p>Fare Structure: One Way Cash Fares = \$3.00 (adult), \$1.25 (seniors over 62, persons with disabilities, Medicare cardholders and youth). Day Passes = \$6.00 (adult), \$3.00 (seniors over 62, persons with disabilities, Medicare cardholders and youth).</p>

**SOLANO COUNTY
SOCIAL SERVICE
AGENCIES**

SOCIAL SERVICE AGENCY	
AGENCY: 211 of Solano County through 211 Bay Area	Contact Information: Service Information Phone #: 211 within Solano County (800-273-6222 Outside Solano County) FAX #: Mailing Address: Website: http://www.211bayarea.org/solano
Service Type: Call Center	<p>Overview: 211 is a free, time-saving tool for social workers, clergy, doctors, legislators and other community service providers. Many 211 calls come from human-service professionals who call to get information to help their clients.</p> <p>211 in Solano County helps find food, housing, health care, senior services, child care, legal. During a disaster, 211 provides critical information about evacuation routes, food and shelter, as well as job search and permanent housing support during long-term recovery.</p> <p>Eligibility: General public focusing on low income, seniors and persons with disabilities.</p> <p>Service Area: Covers all counties in the Bay Area with the exception of Alameda, Contra Costa, Santa Clara and Sonoma.</p> <p>Service Hours: Available 24/7</p> <p>Fare Structure: n/a</p>

SOCIAL SERVICE AGENCY

AGENCY: 511 San Francisco Bay Area

Contact Information:

Service Information Phone #: 511

FAX #:

Mailing Address:

Website: <http://www.511.org>

Service Type: Call Center

Overview: 511 provides transportation information via state-of-the-art speech recognition system. Callers state purpose of call to be directed to an agency or receive automated information. Solano County Transit Operators and SNCI may be reached through the 511 system.

Eligibility: None

Service Area: 511 serves the entire nine county Bay Area region.

Service Hours: Available 24/7

Fare Structure: n/a

SOCIAL SERVICE AGENCY

AGENCY: Area Agency on Aging

Contact Information:

Service Information Phone #: 707-644-6612

FAX #:707-644-7905

Mailing Address: PO Box 3069, Vallejo, CA, 94590

Service Type: Call Center & Senior Escort Program

Overview: Most of the calls are for the senior escort service in Vallejo. Area Agency on Aging Senior Escort Program provides service to residents of Vallejo, 60+, and low-income-trips generally inside Vallejo. Trips to Fairfield and Vacaville upon request. Riders need to be ambulatory; may use walkers.

Each rider is allowed 3 hours of service for medical, shopping or errands. The driver can either provide door- through-door service if needed or drop-off passenger and pick them up when trip is complete.

Eligibility: Eligibility is determined through a home visit completed by AAA staff, although most of the seniors are granted the service.

Service Area: Solano County and Napa County.

Service Hours: Call Center 8:30 a.m.- 4:30 p.m. Monday-Friday.

Fare Structure: Free

SOCIAL SERVICE AGENCY

**AGENCY: Benicia Community
Action Council**

Contact Information:

Service Information Phone #: (707) 745-0900

FAX #: 707-745-9118

Mailing Address: 480 Military East , Benicia, 94510

Website: <http://www.bencac.com>

Service Type: Social Service

Overview: The Benicia CAC provides information and referrals to available County services, linkage with other agencies and programs such as the Benicia Housing Authority, families in transition, Social Security and Legal Aid of Northern CA.

The Benicia CAC, provides limited transportation to medical and social service agencies, and employment through paratransit and volunteers.

Eligibility: Must be enrolled the Benicia CAC to receive a referral

Service Area: Benicia

Service Hours: Mon 8:30 a.m. - 1:30 p.m./Tues, Wed, Thurs 9:00 a.m. - 4:00 p.m./Fri 10:00 a.m. - 2:00 p.m.

Fare Structure: Free to Benicia CAC clients. Otherwise depends on what the individual needs.

SOCIAL SERVICE AGENCY

**AGENCY: Fairfield Suisun City
Community Action Council (CAC)**
(also known as Community Action North Bay: CAN-
B)

Contact Information:

Service Information Phone #: 707-427-1148

FAX #: 707-427-0468

Mailing Address: 416 Union Avenue, Fairfield, CA, 94533

Email: info@fairfieldcac.org

Website: <http://www.fairfieldcac.org>

Service Type: Social Service

Overview: Fairfield Suisun City Community Action Council (CAC) is a program to rehabilitate people from homelessness. They use the federal definition of homelessness to ascertain whether someone is appropriate for their program.

CAC provides a number of services including job readiness skills, life skills, budgeting, grocery shopping, tenants rights, communication and food distribution. They provide housing for their clients. They also have a program serving Vets. Program hours are 9-4 Monday-Friday.

CAC operates a vehicle to take clients to appointments. There is no formal schedule, but on an as needed basis. There is one driver that works 20 hours per week. He also takes people to appointments at VA. If the van is going to an appointment and there is space other riders will be allowed to travel - no fee. Also provide trip planning services.

Eligibility: CAC program participants may be physically or cognitively disabled, veteran, seniors, socially or economically at-risk.

Service Area: Fairfield and Suisun

City **Service Hours:** Vary as needed

Fare Structure: Free to CAC clients

SOCIAL SERVICE AGENCY

AGENCY: Connections for Life

Contact Information:

Service Information Phone #: 707-455-1792

FAX #: 419 Mason Street, Suite 109

Mailing Address: 419 Mason Street, Suite 109 Vacaville, CA 95688

Website: <http://www.connections4life.org>

Service Type: Supported Living Provider

Overview: Connections for Life provides supported living for adults with disabilities. The program offers custom support to clients so they can live on their own. The range of services offered depends on the needs of individual clients. Depending on need, mobility training can be offered. The program serves approximately 70 adults with 20 children under the age of 18.

Eligibility: Must be developmentally disabled program participant.

Service Area: Solano County

Service Hours: Varies depending on client.

Fare Structure: Varies on type of support needed.

SOCIAL SERVICE AGENCY

**AGENCY: County of Solano Health
& Social Services**

Contact Information:

Service Information Phone #: 707-784-8259

FAX #: 707-421-3207

Mailing Address: 275 Beck Ave. - MS 5-200 Fairfield, CA 94533

Website: <http://www.co.solano.ca.us>

Service Type: Social Service Agency

Overview: County of Solano Health and Social Services (H & SS) has multiple programs that help persons with low-income including: In Home Support Services, Child Welfare Services, Public Health, and CalWORKS/Welfare to Work. Most of the programs need to have an expanded transportation program for clients to access services.

In Home Support Services provides mileage reimbursement for clients.

Employment Eligibility Program/Welfare to Work provides bus passes, gas cards and mileage reimbursement.

Eligibility: Must be a Solano County resident. Program eligibility requirements vary.

Service Area: Solano County

Service Hours: Varies

Fare Structure: Varies, depends on client

SOCIAL SERVICE PROVIDER (Private Company)

AGENCY: Dungarvin California

Contact Information:

Service Information Phone #: 707-449-3222

FAX #:707-543-5892

Regional Mailing Address: 433 Beaver Street Santa Rosa, CA 95404

Local Site Location: Dungarvin California, 310 East Monte Vista Avenue, Vacaville, CA 95688-2813

Website: www.dungarvin.com

Service Type: Adult Day Program with wheelchair accessible vans for transportation

Overview: Dungarvin is a national organization of privately owned companies that are dedicated to providing high quality, community-based supports to people with intellectual and developmental disabilities. Dungarvin California has a Solano County location in Vacaville. Dungarvin supports the philosophy of supported living and self-determination. The focus is to enhance the individual's independence and maximize the quality of life.

Specific services and supports that are offered to the individual are determined by his or her personal strengths, preferences, interests, desires and goals. The range of particular services and supports Dungarvin offers is comprehensive in order to meet the needs and preferences of each person.

Dungarvin's supports also differ by location.

Eligibility: Adults with intellectual and developmental disabilities. Must be a Dungarvin day program participant to qualify for services. To participate in Dungarvin program, must receive a Northbay Regional Center referral.

Service Area: Vacaville

Service Hours:

n/a **Fare Structure:**

n/a

SOCIAL SERVICE AGENCY

AGENCY: Fairfield Senior Center
(City of Fairfield)

Contact Information:

Service Information Phone #: 707-428-7421

FAX #: 707-429-5687

Mailing Address: 1200 Civic Center Drive Fairfield, CA 94534

Website: <http://www.fairfield.ca.gov/gov/depts/cr/seniors/center.asp>

Service Type: Senior Center with Volunteer Driver and Day Trip Programs

Overview: There are a number of programs at the center including an Adult Day Health Program, congregate meal site, and numerous clubs and activities. The Senior Day Program uses wheelchair accessible vehicles to help transport riders to programs. The center offers a volunteer driver program to locations within Fairfield including to the senior center, doctor & dental appointment, and to pick-up prescriptions. Riders must be ambulatory- vehicles are not wheelchair accessible. There is a second program for day trips through the senior center. They use an 8 passenger van for the trips which are usually 6-7 hour long trips.

Eligibility: 55 and older and ambulatory. Reservations are required 24-hours in advance.

Service Area: Central Fairfield

Service Hours: The volunteer driver program operates Monday-Thursday (no-holidays) from 8:30 - 2:30.

Fare Structure: Fares for the volunteer driver program are \$1.50 one-way or a ticket book of 10 for \$15.00.

SOCIAL SERVICE AGENCY

AGENCY: Faith in Action

Contact Information:

Service Information Phone #: 707-469-6675
Mailing Address: 91 Town Square Vacaville, CA 95688
Email: info@Faithinactionsolano.org
Website: [http:// www.faithinactionsolano.org](http://www.faithinactionsolano.org)

Service Type: Volunteer Driver Program

Overview: Faith in Action serves seniors 60+. Faith in Action has three programs: Ride with Pride, Caregiver Respite Program, and Senior Peer Counseling Program. Ride with Pride and Caregiver Respite both offer transportation services. Faith in Action serves seniors 60+ in Solano County.

Caregiver Respite Program matches volunteers with a senior. The seniors in this program are usually frail and need the extra care a one-on-one program can offer. Recipients are matched with a volunteer in their city after an assessment is completed to determine eligibility and the level of support needed. The program provides door-through-door transportation to and from medical and social appointments, and on errands.

Ride with Pride Program is a curb-to-curb program which transports several persons per vehicle on a predetermined route. The vehicles may be agency owned or volunteer owned.

Eligibility: Solano County residents 60+ who are enrolled in the program. Reservations are required 24 to 48 hours in advance - priority is given to those needing to get to medical or social service appointments. First-come, first-serve basis.

Service Area: Solano County. Solano residents may access programs in Yolo County. Rio Vista residents may travel to Antioch, Fairfield, Vacaville, and Lodi on a city-owned vehicle. Rides dependent upon availability of volunteers.

Service Hours: Vary by appointment.

Fare Structure: A \$5.00 donation is requested for round trips, but no one is turned away due to lack of funds.

SOCIAL SERVICE AGENCY

AGENCY: Independent Living Resources (ILR) for Solano and Contra Costa Counties

Contact Information:

Service Information Phone #: 707-435-8174

FAX #: 707-435-8177

Mailing Address: 470 Chadbourne Road, Ste B Fairfield, CA 94534

Website: <http://www.ilrsc.org>

Service Type: Independent Living Center

Overview: ILR is a non-profit organization dedicated to helping people with any type of disability live normal, independent lives. Through education empowerment and advocacy, ILR strives to fully incorporate those with disabilities into the community and eliminate institutional, social and attitudinal barriers that hinder progress.

ILR assists residents when using public transit including riding the bus with clients. The staff will also assist residents to apply for ADA paratransit services.

Eligibility: Persons with disabilities, seniors, and their caregivers

Service Area: Solano and Contra Costa Counties

Service Hours: Mon - Fri 8:30 a.m. - 4:30 p.m.

Fare Structure: Free for persons with disabilities and seniors

SOCIAL SERVICE AGENCY

AGENCY: Milestones Adult Development Center

Contact Information:

Service Information Phone #: 707-644-0496

FAX #: 707-645-7850

Mailing Address: 1 Florida Street, Vallejo, CA 94590

Website: <http://milestonesofdevelopment.com>

Service Type: Adult Day Program

Overview: Milestones provides transportation to their consumers as well as individuals going to other day programs. They have had other agencies use their bus with Milestone drivers to go to events such as the Special Olympics.

Eligibility: Transportation for program participants

only. **Service Area:** Solano, Napa, and Contra Costa

Counties. **Service Hours:** n/a

Fare Structure: Varies

SOCIAL SERVICE AGENCY

AGENCY: North Bay Regional Center

Contact Information:

Service Information Phone #: 707-256-1100

FAX #: 707-256-1112

Mailing Address: 10 Executive Court Napa, CA 94558

Website: <http://www.nbrc.net/>

Service Type: Regional Center

Overview: North Bay Regional Center uses a transportation broker to schedule rides for agency consumers. The contract was last awarded to R & D Transportation Services to schedule trips for NBRC Center consumers to/from day programs. There are approximately 11 contracts through the regional center for transportation. Approximately 90% of the NBRC consumers use transportation through R & D. Other regional center consumers are transported by family or friends, very small percentage use public transit to access day programs.

The regional center chooses to vendor most transportation services to day programs that transport their consumer to/from home to program and on outings during the day. R & D works with the regional center and vendors to schedule consumers on the most efficient route possible to access day programs and outings. R & D provides travel training for regional center consumers that are deemed able to use fixed route transit.

Eligibility: Must be a regional center participant to qualify for services. Free referrals to various day program activities.

Service Area: Solano, Sonoma, and Napa Counties

Service Hours: Vary depending upon client needs

Fare Structure: n/a

SOCIAL SERVICE AGENCY

AGENCY: PACE Solano

Contact Information:

Service Information Phone #: 707-448-4574

FAX #: 707-448-6892

Mailing Address: 419 Mason Street, Vacaville, CA, 95688

Website: <http://www.pacesolano.org>

Service Type: Day Program

Overview: PACE Solano is a day program for persons with developmental disabilities in Solano County. Program serves approximately 403 persons with disabilities. PACE provides transportation to their consumers to/from day program and on group trips during the day, and occasional evenings/weekends.

Some clients use public transit, but most are unable to ride transit because the bus stop is too far from their homes.

Eligibility: Transportation for program participants only.

Service Area: Solano County

Service Hours: Varies, daytime services

Fare Structure: n/a

CALL CENTER

AGENCY: Solano Napa Commuter Information (SNCI)

Contact Information:

Service Information Phone #: 800-535-6883

FAX #: 707-424-6074

Mailing Address: One Harbor Center, Suite 130 Suisun City, CA 94585

Website: <http://www.commuterinfo.net>

Service Type: Commuter Information System

Overview: SNCI offers free services and information for alternative transportation in Solano and Napa counties and surrounding areas. Information and services for carpool, vanpool, bus, ferry, rail, bicycling, and more are delivered to the general public and through employers. SNCI has multiple programs including: Customer Service and Outreach- This service is provided via the internet, telephone and community events. Employer Programs - A database of nearly 500 employers are maintained and kept current. Solano Emergency Ride Home Program - The program is designed to encourage the use of commute alternatives such as carpooling vanpooling, public transit, walking or bicycling, by providing a free ride home to program participants in cases of emergency. Vanpool Program, Bicycle Program and Safe Routes to School.

Eligibility: General Public. Some programs have eligibility requirements which vary.

Service Area: Solano and Napa counties and surrounding areas

Service Hours: 8:00 a.m. - 5:00 p.m. Monday- Friday

Fare Structure: n/a

SOCIAL SERVICE AGENCY

AGENCY: Veteran's Affairs

Contact Information:

Service Information Phone #: 707-437-1800 Fairfield/707-562-8279 Mare Island

FAX #:

Outpatient Clinic Mailing Address: 103 Bodin Circle Travis Air Force Bases, Fairfield, CA 94535/

Mare Island 201 Walnut Avenue, Vallejo, CA 94592

Website: <http://www.northerncalifornia.va.gov/docs/Shuttle-Bus.pdf>

Service Type: Medical Shuttle

Overview: Department of Veteran's Affairs (VA) offers two medical shuttles from Solano County to VA medical facilities in Martinez and Sacramento (Mather Air Force Base). Shuttle service is limited to VA patients unless arrangements are made by a physician to escort the patient. Children are NOT authorized to ride the shuttle. Reservations are required in advance and are made on a first-come, first-serve basis. Round trip tickets are picked up from the Travel Clerk at the Travis AFB and Mare Island Out Patient Clinics (OPCs).

Eligibility: Veterans that are patients of the OPC. Veteran must have VA identification. Reservations are made through the VA Travel Clerk, main reception, or transportation at numbers listed above.

Service Area: Solano County (Travis AFB, Vallejo/ Mare Island and Vacaville) to Martinez and Sacramento medical facilities.

Service Hours: Monday- Friday shuttles leave the Travis AFB and Mare Island OPCs several times a day to Martinez and Mather in Sacramento. The Mare Island Shuttle connects to SolTrans at VTC. The Fairfield Shuttle connects with the Vacaville Park & Ride by appointment only; recommended to call 5-7 days ahead. Phone hours Mon-Fri, 8:00a.m. to 4:30 p.m.

Fare Structure: Free to Veterans with medical appointments.

**SOLANO COUNTY
PRIVATE
TRANSPORTATION
PROVIDERS**

PRIVATE TRANSPORTATION PROVIDERS

AGENCY: AA Medical Transport

Contact Information:

Service Information Phone #: 707-552-1193/1-888-343-7200

FAX #: 707-552-1153

Mailing Address:

Website: <http://www.aamedtrans.com>

Service Type: Non-Emergency Transportation

Overview: Non-emergency transportation committed to providing the highest level of satisfaction. Experience includes working with State, County and Private Agencies as well as Nurse Case Managers and Claims Agencies. AA Medical Transport has many years of experience with Medi-Care and Medi-Cal clients, special needs students for public and private schools, and public and private hospitals and care facilities. Drivers are well trained and certified in CPR and First Aid. EMT's and transport Nurses are available when needed for services to insure clients' safety, comfort and peace of mind.

Eligibility: None

Service Area: All sectors of the community

Service Hours: 24 hours a day, 7 days a week by appointment.

Fare Structure: Vary

PRIVATE TRANSPORTATION PROVIDERS

AGENCY: AmeriCare Alliance

Contact Information:

Service Information Phone #: 707-447-7734

FAX #: 707-447-7735

Mailing Address: 831 Alamo Dr. Suite 4a Vacaville, CA 95688

Website: <http://www.info@americarenorcal.com>

Service Type: Private Agency

Overview: AmeriCare Alliance provides support to family members who want to continue living at home and remain independent. AmeriCare Alliance referred caregivers can provide assistance with housework and transportation. AmeriCare caregivers provide non-medical in-home care to people of all ages who need a helping hand.

Eligibility: None

Service Area: Solano County

Service Hours: Vary based on need. Available 24/7

Fare Structure: Companion care \$23/hr; Personal care \$25/hr

PRIVATE TRANSPORTATION PROVIDERS

AGENCY: Med X Press

Contact Information:

Service Information Phone #: 707-771-0354

FAX #: 707-421-9620

Mailing Address: Fairfield, CA

Website: None

Service Type: Non-emergency transportation

Overview: Privately owned business, able to provide transportation for wheelchairs and gurneys throughout Solano County.

Eligibility: None

Service Area: Will transport to most locations

Service Hours: 24/7

Fare Structure: Vary

PRIVATE TRANSPORTATION PROVIDERS

**AGENCY: Murphy Medical
Transportation, Inc.**

Contact Information:

Service Information Phone #: 707-580-1429

FAX #: 707-863-0872

Mailing Address: PO Box 2518 Fairfield, CA 94533

www.murphymedicaltransport.com

Service Type: Non-emergency transportation

Overview: Murphy's Medical Transportation is a non-emergency transportation service.

Murphy's Medical Transportation, Inc. is a transportation service for anyone needing special care during transport between locations. Registered nurses available to travel with client. Services are used by private citizens, hospitals, doctors, insurance companies/HMOs, skilled nursing facilities, assisted living facilities, board and care homes etc.

Murphy's will assist clients from time of pick-up to drop-off to make sure that they arrive at their destinations safely and on time.

Murphy Medical Transportation Inc. utilizes state of the art technology to ensure schedule accuracy, punctuality, and overall reliability.

Eligibility: None

Service Area: All Solano cities including Travis AFB. Will transport within and beyond Solano including long-distance travel beyond state.

Service Hours: 24/7

Fare Structure: Vary. Discounts for veterans

PRIVATE TRANSPORTATION PROVIDERS

**AGENCY: Stan's Chaperone
Service**

Contact Information:

Service Information Phone #: 707-446-9801

FAX #: 707-685-9358

Mailing Address: P.O. Box 2313, Vacaville, CA 95696

Website: <http://www.ridewithstan.com>

Service Type: Private transport provider

Overview: Private transport provider privately owned business. Can transport wheelchair if able to transfer to a seat. Must be able to lift the wheelchair and place it in the vehicle. (Driver will not assist with lifting the wheelchair).

Eligibility: None

Service Area: Will provide transportation within a 100 mile radius throughout Vacaville, Fairfield and Suisun City

Service Hours: Will provide transportation 24/7 with reservation.

Fare Structure: Vary

PRIVATE TRANSPORTATION PROVIDERS

**AGENCY: Sully's Non-Emergency
Transport**

Contact Information:

Service Information Phone #: 707-290-6349

FAX #: 707-447-5935

Mailing Address: 679 Marshall Road, Vacaville, CA, 95687

Website: http: None

Service Type: Private Transportation Provider

Overview: Private transportation provider, can transport wheelchairs and gurneys as needed.

Eligibility: None

Service Area: Throughout Northern California

Service Hours: 24/7

Fare Structure: Vary

APPENDIX 2 Sample Travel Training Referral Form

APPENDIX 2 Sample Travel Training Referral Form

REFERRAL FOR MOBILITY TRAINING

DATE OF REFERRAL: _____

TRAINEE NAME: _____ PHONE: _____

HOME ADDRESS: _____ ZIP: _____

MALE: _____ FEMALE: _____ AGE: _____ BIRTHDATE: _____

LEGAL GUARDIAN (if applicable) _____ PHONE: (H) _____

_____ Public Conservator (W) _____

EMERGENCY CONTACT: _____ PHONE: (H) _____

RELATIONSHIP: _____ (W) _____

IS TRAINING FOR: SPECIFIC LOCATION: _____ GENERAL USE: _____

DESTINATION: _____ PHONE: _____

ADDRESS: _____

CONTACT AT PROGRAM/WORK: _____ PHONE: _____

HOURS OF ATTENDANCE: _____ START DATE: _____

DAYS OF ATTENDANCE: _____

IS TRAINING REQUIRED TO AND FROM DESTINATION?

BOTH AM AND PM TRIPS _____ AM TRIP ONLY _____ PM TRIP ONLY _____

TYPE OF TRANSPORTATION TRAINING IS CURRENTLY USING

DOES TRAINEE HAVE A BUS PASS? YES _____ NO _____

WHAT PASSES DOES TRAINEE CURRENTLY HAVE?

ORGANIZATION MAKING REFERRAL: _____

PERSON MAKING REFERRAL _____ PHONE: _____ EXT. _____

EMAIL: _____ PREFERENCE PHONE ___ EMAIL ___

Please describe trainee's abilities and disabilities, include any medical considerations, social/behavioral problems; communication difficulties and cognitive abilities.

RETURN COMPLETED REFERRAL FORM TO PROGRAM MANAGER

CONTACT INFORMATION HERE

APPENDIX 3 Eligibility Questionnaire Forms

APPENDIX 3 Eligibility Questionnaire Forms

Solano Agency Interview Questionnaire

Agency				Date		Time	
Contact				Title			
Address				Phone			
City, Zip				email			
Notes:							
	Non-Profit		For Profit		Public		
	Budget		Fleet Roster		Elig Criteria		

AREAS OF FOCUS

	OPERATOR <ul style="list-style-type: none"> • Details of Operations • Budget • Vehicles • Role in Coordination • NEMT 	NON-OPERATOR <ul style="list-style-type: none"> • # of clients; rides • Specific issues (i.e. subscription rides) • Who are your current providers • Role in Coordination
COORDINATION		
Aware of it?	What is your understanding of it – what do you mean by coordination?	Interested in it?
Understanding of coordination		
Role relative to transit agencies		
Role relative to human service agencies		
Agency partners		
Current involvement in coordination		
Willing to/ability to carry other agency's clients?		
Interest in a greater involvement in coordination?		

FUNCTION	
Current Involvement in transportation (services offered)	
Provide travel training (what type of training, to what target population, group, basic, intensive? Funding?)	
Hire contractors to provide transportation	
Arrange/provide volunteer driver and/or "bus buddy" services (to what target population, funding?)	
Reimburse/subsidize ___ bus passes ___ taxi fares ___ personal car mileage ___ vendor services ___ volunteer drivers	
BUDGET:	
Provide information referral services	
Other:	

CLIENT INFORMATION	
TOTAL Number of clients	
Persons with disabilities	Persons with low-income
Older adults (ages):	Children/Youth (ages):
Regional Center	LEP
General Public	Other:
Ambulatory/Can Transfer	Non Ambulatory/Cannot Transfer
Resources Used by clients	
Google Maps	Smartphone/Smartphone apps
Other	
ELIGIBILITY	
Requirements	Process
TRIP PURPOSE	
___ To/from agency program only ___ For any trip purpose ___ Medical (what area is served?) ___ Shopping ___ Recreational	___ Mid-day outings ___ School ___ Employment/Training ___ Other
RESERVATIONS	
Reservations required? How is a reservation made?	Are arrive/departure time used to make a reservation? Is there a "window" for pick-up/drop-off? Are trip times negotiated?
Data regarding existing and unmet travel needs Expansions or improvements that are needed or desired but which you cannot provide? Under-utilized transportation services in the community?	
PROGRAM HOURS & SERVICE AREA	
START	END
DAYS OF SERVICE	
ZIP CODES SERVED	
TRIPS PROVIDED BY	
WHO provides your trips?	

<input type="checkbox"/> Agency provides trips itself <input type="checkbox"/> transit provider 1 <input type="checkbox"/> Local Program (i.e. YMCA)	<input type="checkbox"/> Taxi <input type="checkbox"/> Personal vehicles <input type="checkbox"/> Contract Vendors (be specific) <input type="checkbox"/> Other (be specific)
Data on number of trips provided, hours, miles, times etc Peak time trips?	

SERVICE (for Transportation Providers)

Fleet Makeup	Obtain fleet roster Revenue & Non-Revenue (vehicle size, age, fuel type, funding source)
Driver Schedules	Get drivers schedules. Do drivers do other work in the agency?
Maintenance Facilities	Use outside vendor? Loaner vehicle? Evening/weekend hours? If maintenance provider, description of facility (3 of service bays, shop hours, etc)
Fueling	Have a fueling facility, purchase fuel from outside vendors, receive any discounts on fuel purchase?
Capacity compared to current and projected usage	

TECHNOLOGY

Software	Dispatch, routing, client database, eligibility database, customer/partner web access – scheduling and client data
Dispatch Technology	AVL/GPS, IVR/predictive dialing, radio system, cell phones, mobile data computers, capability for multiple dispatchers
Call Center	USE CALL CENTER QUESTIONNAIRE WHEN APPROPRIATE

RESOURCES, NON VEHICLE

Office space, parking space, staff available to drive, volunteer driver pool, etc

FUNDING

Funding sources Does agency receive multi-year funding Does agency use federal grant funds and/or understand federal and states grants available for mobility management projects

WRAP - UP

Other agencies/people we should talk to When Appropriate: Review vehicle inventory and transit pass worksheets, and send as follow-up e-mail Other issues not discussed Photos!
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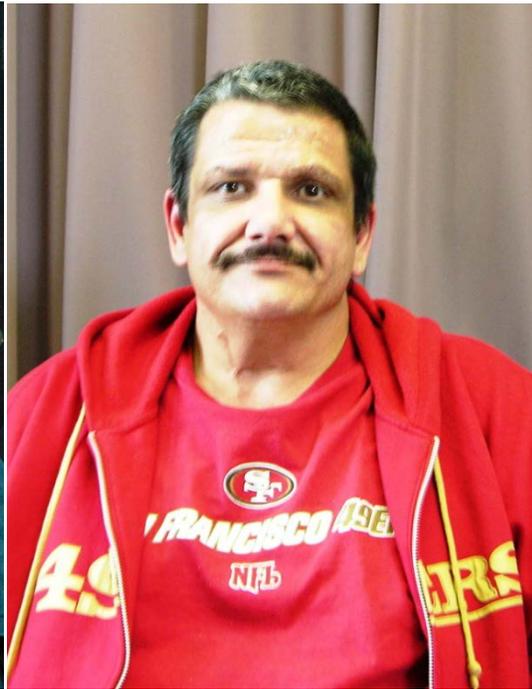
APPENDIX 4 Tribute to Kurt Wellner and Shirley Stacy

Kurt Wellner and Shirley Stacy served on Solano Transportation Authority Paratransit Coordinating and Council and Solano Seniors and People with Disabilities Transportation Advisory Committees. They both were active users of the paratransit services and a true advocate for clients who use the service. In 2009, they participated in the Senior and Disabled Transportation Summits to help identify the transportation issues for seniors and people with disabilities in Solano County which was the first steps in the development of this plan.



Shirley Stacy

May 17, 1935 - November 19, 2012



Kurt Wellner

June 28, 1963 - June 19, 2013