

**COORDINATED
HUMAN SERVICES
TRANSPORTATION
PLAN**

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I. INTRODUCTION

This Columbus Area Metropolitan Planning Organization Coordinated Human Services Transportation Plan document contains all information, analyses, and findings compiled for this project, an evaluation of community characteristics, a stakeholder assessment and an inventory of existing transportation services. It also provides a description of the unmet transportation needs in the Columbus metropolitan planning area as determined by using various methods such as agency surveys, demographic research, and ongoing stakeholder input. There is also a series of recommendations to address unmet needs over the next four (4) years and guide local decision-makers as they consider advances in the coordination of transportation services within Bartholomew County. These recommendations are based on the information and feedback generated during the data analysis portion of this project. This Coordinated Human Services Transportation Plan document also meets all the requirements for the Federal Transit Administration's (FTA) coordinated transportation plan as set forth in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) guidelines.

This Transportation Plan was undertaken by the Columbus Area Metropolitan Planning Organization (CAMPO), a body responsible for assisting local governments in resolving their common problems, engaging in area-wide comprehensive and functional planning, pursuing and administering certain federal and state grants, and providing a regional focus in regard to multiple programs undertaken on an area-wide basis.

CAMPO is the Metropolitan Planning Organization for the City of Columbus, Bartholomew County, Blue River Township in Johnson County, and Jackson Township in Shelby County as designated by the Governor of Indiana.

WHY A COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN?

In August of 2005, Congress passed the Safe, Accountable, Flexible, Efficient, Transportation, Equity Act: A Legacy for Users (SAFETEA-LU), reauthorizing the surface transportation act. As part of this reauthorization, grantees under the Elderly Individuals and Individuals with Disabilities (Section 5310), Job Access and Reverse Commute (JARC) (Section 5316), and New Freedom Initiative (Section 5317) grant programs must meet certain requirements in order to receive funding for fiscal 2007 (October 1, 2006) and beyond.

WHY A COORDINATED PUBLIC HUMAN SERVICES TRANSPORTATION PLAN?

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a “*locally developed Coordinated Public Transit-Human Services Transportation Plan.*” This Transportation Plan is required to be developed through a process that includes representatives of public, private, and non-profit transportation services, human services providers, and the general public.

Transportation coordination has been occurring across the nation because the benefits of coordination are clear. According to the Federal Coordinating Council on Access and Mobility’s United We Ride information on its website, nationally, \$700 million could be saved if transportation providers would coordinate. This is a conservative estimate based on a study conducted by the National Academy of Science’s Transportation Research Board (TRB) but it highlights that transportation resources (funding, people, vehicles, services) could be more effectively used to provide more transportation for our communities.

Transportation is the vital link to jobs, medical care and community support services. Without it, citizens cannot be productive because they cannot reach employment centers; health care becomes more expensive as citizens end up in the hospital with serious health problems because they could not travel to preventative care appointments, etc. The lack of affordable and useable transportation options frustrates the ability of many citizens to achieve economic and personal independence (CCAM, 2006). Transportation coordination can help to provide more trips for agency clients and the general public and link them to life-supporting employment and services.

Transportation coordination, while making sense from an efficiency and resource utilization standpoint, is also becoming a national mandate. During the last few years, the Federal Transit Administration and the Federal Coordinating Council on Access and Mobility have developed a national campaign entitled “United We Ride” to help promote transportation coordination. A “United We Ride” website has been posted which contains the “A Framework for Action” for local communities and state governments, a coordination planning tool, along with a multitude of coordination resources. State “United We Ride” grants have also been awarded to encourage transportation coordination planning at the state level.

As indicated above, the U.S. Congress is also getting into the “coordination game” with the passage of SAFETEA-LU and coordination is now a requirement for the following FTA funding programs:

Transportation for Elderly Persons and Persons with Disabilities (Section 5310) - This program (49 U.S.C. 5310) provides formula funding to States

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for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. States apply for funds on behalf of local private non-profit agencies and certain public bodies. Capital projects are eligible for funding. Most funds are used to purchase vehicles, but acquisition of transportation services under contract, lease or other arrangements and state program administration are also eligible expenses.

Job Access and Reverse Commute (JARC) Program (Section 5316) - The purpose of this grant program is to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities. Emphasis is placed on projects that use mass transportation services. Job Access grants are intended to provide new transit service to assist welfare recipients and other low-income individuals in getting to jobs, training, and child care. Reverse Commute grants are designed to develop transit services to transport workers to suburban job sites. Eligible recipients include local governmental authorities, agencies and non-profit entities. Eligible activities for Job Access grants include capital and operating costs of equipment, facilities, and associated capital maintenance items related to providing access to jobs. Also included are the costs of promoting the use of transit by workers with nontraditional work schedules, promoting the use of transit vouchers, and promoting the use of employer-provided transportation including the transit benefits. For Reverse Commute grants, the following activities are eligible: operating costs, capital costs and other costs associated with reverse commute by bus, train, carpool, vans or other transit service.

New Freedom Program (Section 5317) – A new funding program for 2006, New Freedom is designed to encourage services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act. The FTA is still in the process of finalizing program specifics, but as of the date of this plan, the New Freedom formula grant program is being designed to expand the transportation mobility options available to persons with disabilities beyond the requirements of the ADA. Examples of projects and activities that might be funded under the program include, but are not limited to:

- Purchasing vehicles and supporting accessible taxi, ride-sharing, and vanpooling programs.

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- Providing paratransit services beyond minimum requirements (3/4 mile to either side of a fixed route), including for routes that run seasonally.
- Making accessibility improvements to transit and intermodal stations not designated as key stations.
- Supporting voucher programs for transportation services offered by human service providers.
- Supporting volunteer driver and aide programs.
- Supporting mobility management and coordination programs among public transportation providers and other human service agencies providing transportation

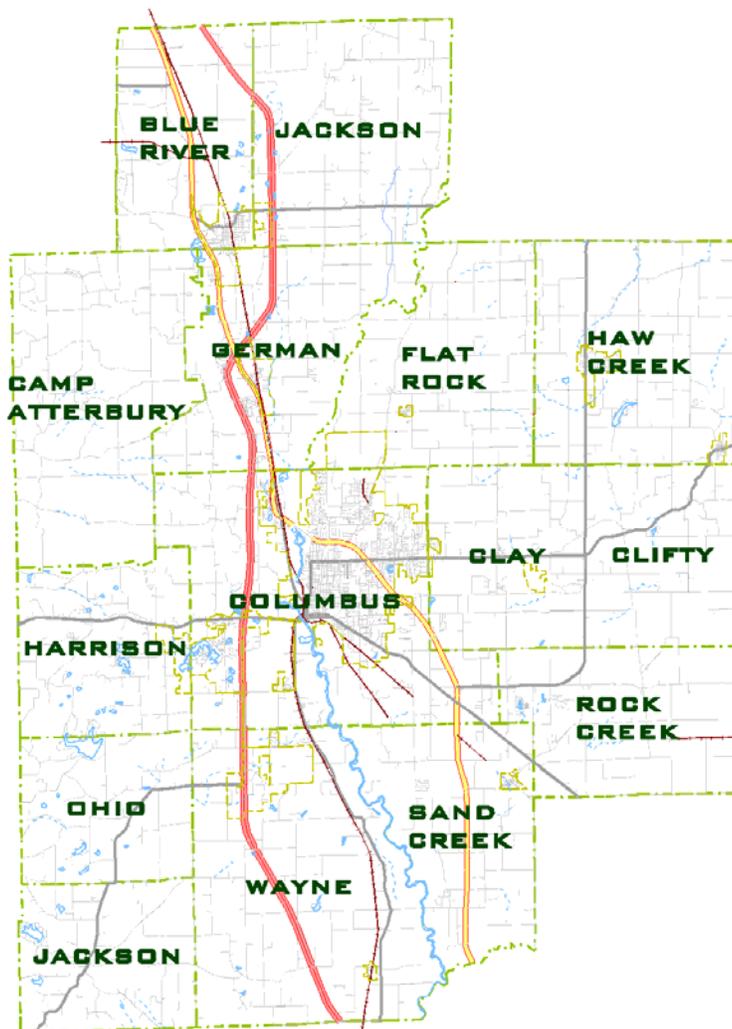
II. OVERVIEW OF COORDINATION PLAN

PLAN STUDY AREA/PLAN PARTICIPANTS

CAMPO is the Metropolitan Planning Organization for the City of Columbus, Bartholomew County, Blue River Township in Johnson County, and Jackson Township in Shelby County as designated by the Governor of Indiana. A map of this region is found in Exhibit II.1 below:

**PLAN STUDY AREA /
PLAN PARTICIPANTS**

**Exhibit II.1
Columbus Area Metropolitan Planning Area**



Relevant information concerning participants in this project and project funding sources is found below:

- The primary participants are the Columbus Area Metropolitan Planning Organization, Columbus Transit, and representatives from QUINCO Behavioral Health Systems, First Call for Help 2-1-1, Senior Center Services of Bartholomew County, and Developmental Services, Inc.
- The following agencies in the region have been identified as receiving Federal Transit Administration (FTA) program funding:
 - Columbus Transit
 - Section 5307
 - Senior Center Services of Bartholomew County
 - Section 5310
 - Developmental Services, Inc.
 - Section 5310
 - QUINCO Behavioral Health Systems
 - Section 5310
- This final Transportation Plan will be adopted by CAMPO.

REGIONAL DEMOGRAPHICS OVERVIEW

Any transportation assessment or Transportation Plan must contain a description of the potential users of transportation services, where they reside, and where they want to go. According to information gathered from the U.S. Census Bureau, the estimated 2006 population of Bartholomew County is 74,444.

Bartholomew County has an elderly population relative to that of the State of Indiana and the United States. The region has a total senior (age 65 and older) population of 9,677 persons or 13.0% of the County's population. The highest density of residents aged 65 and older are in the Parkside, Everroad Park, and East Columbus areas. Moderately heavy senior populations can be found in Pleasant View Village, South Bethany, and Hope.

Using two different methods of estimation which are described in this report, it is estimated that the number of persons with disabilities (2005 est.) in Bartholomew County is 12,617. This is 16.95% of the total population of the area. This population is expected to grow to 13,057 persons in 2010 (3.5% growth) and 13,639 persons in 2010 (8.1% growth rate, 2005-2010).

The U.S. Census Bureau reported in 2000 that there were 27,936 total households in Bartholomew County. Of those households, approximately 2,570 households (9.2%) were living below the Federal poverty level. The

REGIONAL DEMOGRAPHICS OVERVIEW

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areas with the highest density of households below the poverty level were found in Southwestern Columbus, East Columbus, and Hope. Northwestern Bartholomew County contained a moderately heavy density of households below the poverty level.

There are 1,539 households in Bartholomew County that have no available vehicle. The highest density of households with no vehicle is concentrated in Southwestern Columbus.

OUTREACH EFFORTS OVERVIEW

In order to solicit as much input as possible for this Transportation Plan, the following outreach efforts were conducted by the Columbus Area Metropolitan Planning Organization and its project consultant, RLS & Associates, Inc.:

- A Plan kick-off meeting was held in April 2007 at the CAMPO offices in Columbus. Approximately eighty (80) agencies were sent invitations to this meeting along with a letter explaining transportation coordination and the new federal coordination planning requirements.
- A detailed stakeholder survey was mailed to over seventy (70) stakeholder agencies in the area to gather information on transportation coordination resources, opinions and barriers.
- A letter was sent to all identified stakeholders who were not at the kick-off meeting to generate additional input into the Transportation Plan. This letter explained the importance and potential requirements of participation and encouraged recipients to contact CAMPO or RLS & Associates for information on participation.
- Flyers were distributed announcing Steering Committee meetings held in July and October 2007 to identify responding agencies, existing services, and discuss survey results and needs analysis.
- Announcements were placed in The Republic, a local Columbus, Indiana newspaper.
- Electronic mail invitations were distributed to area agencies identified as potential stakeholders. The electronic mail invitation explained the intent of the coordinated plan, the potential requirements of participation, and encouraged recipients to contact CAMPO or RLS & Associates for more information on participation.
- Telephone calls were placed to area agencies identified as potential stakeholders. Conversations with various representatives explained the intent of the coordinated plan, the potential requirements of participation, and encouraged recipients to attend meetings and participate in the planning process.

OUTREACH EFFORTS OVERVIEW

STAKEHOLDER ASSESSMENT OVERVIEW

As a result of the stakeholder assessment, outreach efforts, demographic analysis, transit demand analysis, and analysis of existing transportation services, the following issues and challenges were identified:

- Community awareness of transportation services and transportation coordination and the public's perception of existing transportation services is extremely low;
- Current service area of public transportation is severely limited;
- Significant lack of transportation support from the local funding level;
- Unique characteristics of niche client passengers (i.e. disabled passengers, elderly passengers, etc.);
- Insurance liability;
- A lack of concentrated efforts to increase mobility and manage existing transportation resources;
- Large employers located outside of public transportation service area;
- Largest retail center for County located outside of public transportation service area; and
- Some medical and social services are located in areas/neighboring cities not serviced by public transportation.

These issues will be addressed in detail later on in this Transportation Plan.

STAKEHOLDER ASSESSMENT OVERVIEW

III. POPULATION AND OPERATING DATA INFORMATION

Population Growth

Any transportation assessment or Transportation Plan must contain a description of where the potential users of transportation reside and where they want to go. Using Census 2000 figures, in Bartholomew County, the majority of the population resides in the City of Columbus (54.7%), the largest city in the County. The next largest city is Hope, Indiana with 2,140 persons or 3.0% of the County's total population. The next two largest cities or villages of population concentration are Elizabethtown and Clifford with 391 and 291 persons, respectively.

According to information from the Indiana Business Research Center, the total population of Bartholomew County (also considered the Columbus metropolitan area) in 2000 was 71,435 persons. This is significantly more than the area's 1990 population of 63,657 persons. This means the County gained 12.2% of its population between 1990 and 2000. However, the area's population growth is projected to level off in the next ten (10) years. The Indiana Business Research Center projects the County's 2005 population at 70,878, a 0.8% decrease over the year 2000. Projections indicate a 0.53% gain in population for the region for the next five (5) years as the projected population for 2010 is 71,257. Exhibit III.I illustrates the historical and projected population trends for Bartholomew County (Columbus metropolitan area) through the year 2025.

**Exhibit III.I
Historical and Projected Population Trends for Bartholomew County,
Indiana
1990-2025**

Year	Bartholomew County Population (persons)
1990	63,657
2000	71,435
2005	70,878
2010	71,257
2015	72,111
2020	73,170
2025	74,247

Persons with Disabilities

Definition of the Disabled Population

Enumeration of the disabled population in any community presents challenges. First, there is a complex and lengthy definition in the implementing regulations. The definition of the disabled is found in 49 CFR Part 37.3. The definition of disability reads:

Disability means, with respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.

1. *The phrase physical or mental impairment means:*
 - (i) *Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory including speech organs, cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin and endocrine;*
 - (ii) *Any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities;*
 - (iii) *The term physical or mental impairment includes, but is not limited to, such contagious or non-contagious diseases and conditions as orthopedic, visual, speech and hearing impairments; cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, mental retardation, emotional illness, specific learning disabilities, HIV disease, tuberculosis, drug addiction and alcoholism;*
 - (iv) *The phrase physical or mental impairment does not include homosexuality or bisexuality.*
2. *The phrase major life activities means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and work.*
3. *The phrase "has a record of such an impairment" means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.*
4. *The phrase "is regarded as having such an impairment" means:*

- (i) *Has a physical or mental impairment that does not substantially limit major life activities, but which is treated by a public or private entity as constituting such a limitation;*
- (ii) *Has a physical or mental impairment that substantially limits a major life activity only as a result of the attitudes of others toward such an impairment; or*
- (iii) *Has none of the impairments defined in paragraph (1) of this definition but is treated by a public or private entity as having such an impairment.*

5. *The term disability does not include:*

- (i) *Transvestism, transsexualism, pedophilia, exhibitionism, voyeurism, gender identity disorders not resulting from physical impairments, or other sexual behavior disorders;*
- (ii) *Compulsive gambling, kleptomania, or pyromania;*
- (iii) *Psychoactive substance abuse disorders resulting from the current illegal use of drugs.*

The definition, when applied to public transportation applications, is designed to permit a *functional* approach to disability determination rather than a strict *categorical* definition. In a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual’s abilities to perform various life functions. In short, an individual’s capabilities, rather than the mere presence of a medical condition, determines transportation disability.

Sources of Data on the Disabled Population

The United States Bureau of the Census provides data on disability based on three (3) primary sources. Only one of these sources directly enumerates the disabled population in the County.

Decennial Census of the Population

The long-form questionnaire used in the Decennial Census of the Population has included questions on “disability” since 1970. The questions have changed and evolved with each decade. In 1970, questions were asked about “work disability”. In 1980, questions about work disability and the ability to use public transportation were included. In 1990, questions about work disability, the ability to go outside the home alone and the ability to take care of personal needs were posed. Finally, Census 2000 posed the most extensive set of questions, with some focus on issues that enable some interpretation as to the number of individuals that may or may not meet the definition included in 49 CFR Part 37.3.

As can be seen with the changes that have occurred from census to census, there are issues in compatibility with each decade. This is one inherent disadvantage with the use of this data source. Second, the tables reporting results on disability do not take into account multi-domains. In other words, the categories are not mutually exclusive. For example, an individual can have both a “going outside the home” disability as well as an “employment” disability. This can result in overestimation of the disabled population.

Current Population Survey (CPS)

The Current Population Survey (CPS) identifies persons who are out of the labor force because of a disability and, in each March survey since 1980, identifies persons who have a health problem that “prevents them from working or limits the kind or amount of work they can do.”

Survey of Income and Program Participation (SIPP)

The Survey of Income and Program Participation (SIPP) is a national household survey that began in 1984. The SIPP is characterized by an extensive set of disability questions; generally, the SIPP is the preferred source for examining most disability issues. The reason for this preference is the similarities between questions posed on the SIPP survey and the ADA definition of disability.

The Americans with Disabilities Act of 1990 (ADA) defines disability as a “physical or mental impairment that substantially limits one or more of the major life activities”. For persons 15 years old and over, the SIPP disability questions cover limitations in functional activities (seeing, hearing, speaking, lifting and carrying, using stairs, and walking); in Activities of Daily Living (ADL) such as getting around inside the home, getting in or out of a bed or chair, bathing, dressing, eating and toileting; and in Instrumental Activities of Daily Living (IADL) such as going outside the home, keeping track of money or bills, preparing meals, doing light housework, and using the telephone. The SIPP also obtains information on the use of wheelchairs and crutches, canes, or walkers; the presence of certain conditions related to mental functioning, the presence of a work disability, and the disability status of children.

In summary, the CPS provides information only on work disability. The Decennial Census of Population relates to only a few components of disability and there is difficulty determining a specific count or enumeration of individuals within a given census tract or block group. The SIPP provides extensive data and, more importantly, addresses multi-dimensional elements of disability. The major drawback is the fact that despite the sample is drawn from more than 32,000 households, the Bureau cautions users who apply the various incidence rates of disability to levels of geography below the regional

level. Use of SIPP data may or may not generate statistical confidence levels of 0.90 or greater when applied to the county or urban level.

Enumeration Methodology

Two methodologies using different data sources were used in the development of an estimated count of disabled persons. The process will result in two (2) estimates, or a range, of the disabled population.

Census-Based Approach

Direct tabulations of data from tables in the 2000 Census Summary File 3 on disability are reported. When available, this total is reported by age cohort. Census-based age breakdowns generally distinguish between working age adults and seniors. Census data, based on the 2000 Decennial Census of Population have been tabulated for the region in Exhibit III.2.

As noted previously, Census 2000 data provides an enumeration of a specific type of problem, but due to prospect of multiple disabilities, there is no cumulative number that can be developed from this source. Generally speaking, the category of “outside the home disability” tends to be the single best factor in looking at persons with disabilities who may need public transportation or complementary paratransit services. Based on Exhibit III.2, there are a total of 3,795 persons in this category in Bartholomew County. The City of Columbus is home to 2,256 out of these 3,795 persons (59.4%).

The density of reported disabilities in the County is shown in Exhibit III.3 below. The areas with the highest densities of reported disabilities are North and East Columbus.

Imputed Approach

Using the indices or incidence rates for specific disabilities derived from the SIPP (2002), an imputed estimate of the number of individuals, by age cohort, has been calculated for the County. These estimates are found in Exhibit III.4.

Data collected in the SIPP do permit consideration of persons with multiple disabilities. Moreover, the definitions employed can be directly related to the concepts in 49 CFR Part 37.3 definitions with respect to “activities of daily life.”

Exhibit III.2

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Exhibit III.3

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Exhibit III.4

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Exhibit III.4 also provides a summary of the number of persons with one or more activities of daily living or instrumental activities of daily living for which assistance was needed. Using the criteria that only one major limitation in activities of daily life is necessary to trigger ADA eligibility for complementary paratransit services and that it is also a strong indicator of transit dependency, this procedure yields an estimate of 3,004 ADA eligible individuals for Bartholomew County.

Projections of the Disabled Population, 2005-2015

There are no known existing data sources that enumerate the existing disabled population and project the growth or decline of this population into the future for the Bartholomew County area. Generally, the overall population is projected and then some assessment of the future incidence rates of various disabilities is used to generate an estimate of the disabled population.

As noted above, population projections (2005-2050) for Bartholomew County were obtained from the Indiana Business Research Center. These projections were available by age cohort (5 year increments) and were used to estimate the number of persons with disabilities for 2005, 2010 and 2015.

Two (2) significant factors dictate this data need. First, Census 2000 data clearly reflect an increasing incidence of disability (all types) by age. Thus, any estimate of the disabled population must take the age characteristics of the population into account. Second, there are significant trends occurring in the United States relating to the aging of the population. For example, nationally, the two (2) age cohorts with the largest percentage of growth over the last decade were the 50-54 year old cohort and the 45-49 year old cohort. People in these two (2) age groups were primarily born during the post-WWII “baby boom,” defined by the Census Bureau as persons born from 1946 through 1964. As communities approach the year 2010, these baby boomers will begin turning 65 years of age. Indeed, it is projected that the number of older adults will be more than double than their current numbers.

Further, the Administration on Aging (U.S. Department of Health and Human Services) reports that, based on a comprehensive survey of older adults, longevity is increasing and younger seniors are healthier than in all previously measured time in our history. Quality of life issues and an individual’s desire to live independently will put increasing pressure on existing transit services to provide mobility to this population. This has great significance on the potential need to provide public transit and complementary paratransit services.

Methodology

Using the 2000 SIPP analysis table in Exhibit III.4 but replacing 2000 numbers first with 2005, 2010 and then with 2015 population projections by age cohort, the number of individuals in the County who are projected to be disabled, defined as an individual with at least one activity of daily living for which assistance is required, is expected to grow to 3,035 persons in 2005, 3,169 persons in 2010 and 3,355 persons in 2015 (11.7% growth from 2000). Exhibits III.5, III.6, and III.7 provide the estimates of the disabled population for 2005, 2010, and 2015 respectively.

Adults Age 65 and Older

According to the 2000 U.S. Census, Bartholomew County had a total senior (age 65 and older) population of 8,652 persons or 12.1% of the region's population. This is similar to the senior population figure of 12.4% for the State of Indiana and the United States (12.4%).

Exhibit III.8 illustrates the density of persons aged 65 and older by Census block group for the County. The block groups with the highest density of residents aged 65 and older are in the Parkside, Everroad Park, and East Columbus areas. Areas of moderately high and moderate density of senior citizens are found Pleasant View Village, South Bethany, and Hope. The remainder of the region has low to very low elderly population density. Need map from Todd.

Of significant note are the population projections by age from the Indiana Business Research Center mentioned previously. The population aged 65 years and older shows considerable growth between 2000 and 2015. The senior population in the County is projected to increase from 8,652 in 2000 to 10,911 (a 26.1% increase).

As the number of older adults increases, longevity increases, and the desire to remain independent remains strong, increasing pressure will be placed on the region's transportation providers to meet an increase in demand for trips from seniors.

Exhibit III.5

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Exhibit III.6

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Exhibit III.7

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Exhibit III.8

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Households Below Poverty Level

The U.S. Census Bureau reported in 2000 that there were 27,958 total households in Bartholomew County, 15,986 of which were located within the City of Columbus. Of Bartholomew County households, approximately 2,213 households (7.9%) were living below the Federal poverty level. In the City of Columbus, 1,425 households (8.9%) were living below the poverty level. These levels are lower than the level of households below the poverty level for the State of Indiana (9.5%), but much higher than the United States (1.2%).

Exhibit III.9 illustrates the density of households below the poverty level per square mile. Areas having a high density (300-700 households per square mile) of households below the poverty level were found in Central Columbus. Areas of moderate density of households below the poverty level (140-300 households per square mile) exist in East and North Columbus. The remainder of the region had low to very low densities of households below the poverty level.

Zero Vehicle Households

The number of vehicles available to a housing unit also is used as an indicator of demand for transportation service. There are 1,539 households in Bartholomew County that have no available vehicle. This is 5.5% of all the households in the County which is a relatively low percentage compared to the percentage of zero-vehicle households for the State of Indiana (7.2%).

Exhibit III.10 illustrates the distribution of housing units per square mile that have no available vehicle, according to U.S. Census 2000 data. The block groups with the darkest shading have the highest percentage of housing units with no available vehicles. The block groups with the highest densities of zero-vehicle households are found in Southwestern Columbus.

Labor Force

The Bartholomew County Chamber of Commerce lists more than 2,200 employers currently operating within Bartholomew County generating more than \$16 billion dollars in annual revenue and employing more than 35,000 residents. The average Bartholomew County business generates \$7.4 million dollars of annual revenue and employs an average of 16 citizens.

Manufacturing employment makes up more than 34% of the current labor force for the County with a per capita personal income of \$33,955.

Exhibit III.9

**COORDINATED
HUMAN SERVICES
TRANSPORTATION
PLAN**

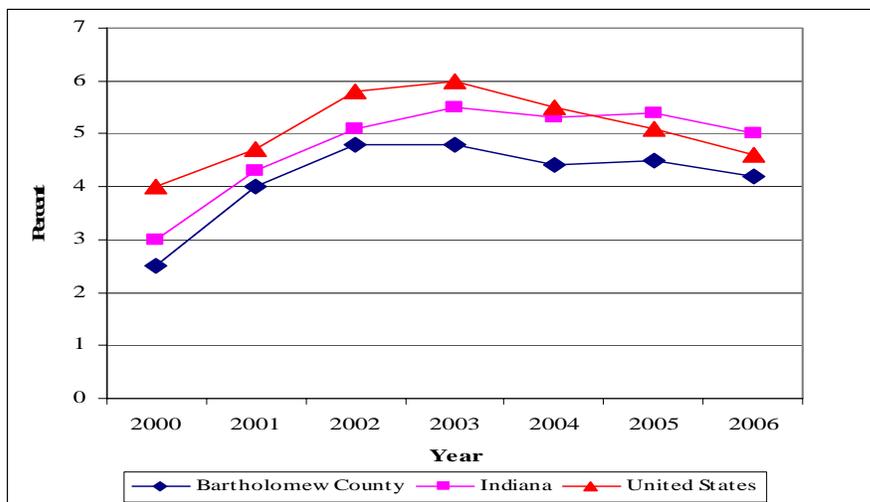
Exhibit III.10

**COORDINATED
HUMAN SERVICES
TRANSPORTATION
PLAN**

The 2006 resident labor force consisted of 36,914 individuals according to the Indiana Department of Workforce Development Division of Research and Analysis. The unemployment rate in Bartholomew County has historically been lower than that of the State of Indiana for the ten year period 1994-2006. The unemployment rate for October 2007 was 3.2%, a decline in the 2006 rate of 4.2%.

Exhibit III.11 illustrates a comparison of historic unemployment rates between the Bartholomew County and the State of Indiana and the United States.

**Exhibit III.11
Historic Regional, State and National Unemployment Rates
2000-2006**



Source: Indiana Department of Workforce Development, U.S. Bureau of Labor Statistics.

Major Employers

Exhibit III.12 is a list of the major employers in Bartholomew County, according to information provided by the Columbus, Indiana Economic Development Board.

**Exhibit III.12
Major Employers in Bartholomew County**

Employer	No. of Employees
Cummins Engine Co., Inc. Products: Diesel engines and components Union: Diesel Worker's Union & Office Committee Union (Both independent)	6,365
Columbus Regional Hospital Service: Healthcare Union: None	1,753

**COORDINATED
HUMAN SERVICES
TRANSPORTATION
PLAN**

Bartholomew County School Corporation Service: Education Union: Columbus Educators Association (CEA)	1,300
ArvinMeritor, Inc. Products: Automotive exhaust and ride control components Union: IBEW, Local #1331	1,367
Dorel Juvenile Group (formerly Cosco, Inc.) Products: Furniture, housewares and juvenile products Union: United Brotherhood of Carpenters and Joiners of America, Local #1155	1,243
NTN Driveshaft, Inc. Products: CVJs, Wheel Hub Units Union: None	1,117
Enkei America, Inc. Products: Aluminum wheels Union: None	700
Wal-Mart Supercenter Products: Retail shopping Union: None	550
Toyota Industrial Equipment Manufacturing, Inc. Products: Forklift Trucks Union: None	716
City of Columbus Service: City Government Union: None	423
Interstate Brands Corp.-Dolly Madison Cakes/Sap's Foods Products: Wholesale and retail bakery products Union: Bakery, Confectionery and Tobacco Workers International Union of America, Local #132	450
Bartholomew County Service: County Government Union: None	408
Columbus Container, Inc. Products: Corrugated Cardboard Union: None	286
Impact Forge, Inc. Products: Small forgings Union: None	400
Rockwell Automation Dodge Products: Gears, bearings, mechanical adjustable speed drives and clutch brakes Union: IAM and Aerospace Workers, Local #1074	200
PMG Indiana (Formally Diamet) Products: Transmission Parts, Fuel System Parts, Via Powder Metal Union: None	237
Rightway Fasteners, Inc. Products: Fastener Manufacturer Union: None	237
The Republic Products: Newspaper Union: None	173

Caltherm Corp. Products: Diesel Thermostats Union: None	170
Rock-Tenn Co. Products: Paperboard Products Union: None	170

Journey to Work

The mean travel times to work for the City of Columbus and Bartholomew County are found in Exhibit III.13 below. The City’s and County’s average commute times are significantly lower than the State of Indiana (22.6 minutes) and the United States (25.5 minutes).

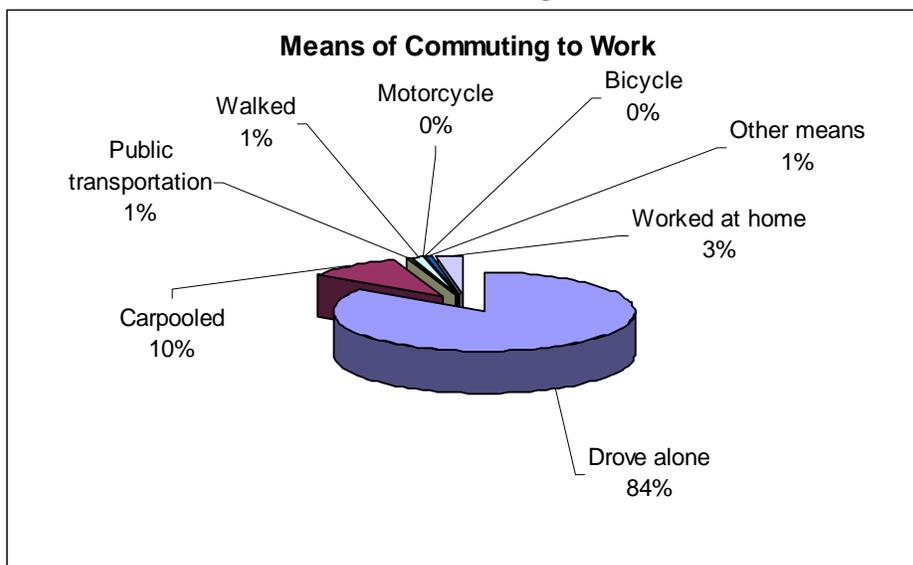
**Exhibit III.13
Mean Travel Times to Work**

County	Mean Travel Time to Work
City of Columbus	16.1 minutes
Bartholomew County	18.9 minutes

Source: U.S. Census, 2000

Exhibit III.14 indicates the commuting characteristics of Bartholomew County residents. It is noted that approximately 84.4% of the labor force in the County drove alone to work, 10.3% carpooled, while only 0.5% used public transportation.

**Exhibit III.14
Means of Commuting to Work**



Source: U.S. Census, 2000

Additional data was collected for the Indiana counties in the region regarding how many residents are commuting outside of their county to work. In this regard, the data indicates that Bartholomew County is sending 9.4% (4,646 persons) of its labor force to surrounding counties for employment and other counties in the region are sending 12,168 persons from their labor forces into Bartholomew County for work.

**Exhibit III.15
Regional Commuting Patterns, 2005**

Commuting Patterns - Top 5 in 2005					
Into Bartholomew FROM	Number	Percent	Out of Bartholomew TO	Number	Percent
All Areas	12,168	21.4%	All Areas	4,646	9.4%
Jennings County	2,628	4.6%	Marion County	1,220	2.5%
Jackson County	2,564	4.5%	Johnson County	1,086	2.2%
Johnson County	1,899	3.3%	Jackson County	784	1.6%
Brown County	1,309	2.3%	Jennings County	299	0.6%
Decatur County	778	1.4%	Decatur County	222	0.4%

Source: Indiana Department of Revenue

Major Trip Generators/Origins and Destinations

The term “trip generators” is used to indicate where a large number of trips originate or end. These trip generators include residential facilities, medical facilities, employment centers, commercial business centers, educational institutions, and other important trip destinations.

Medical Facilities

Medical facilities both within and outside of the Region are another of the key destinations for residents. Those facilities include the following:

- Columbus Regional Hospital
- QUINCO Behavioral Health Systems
- Willow Crossing Health and Rehab
- Health Care and Referral Clinic
- Integrative Healthcare

Educational Facilities

Indiana Economic Development Region 9, which includes Bartholomew County, is home to a wealth of higher educational facilities which are another

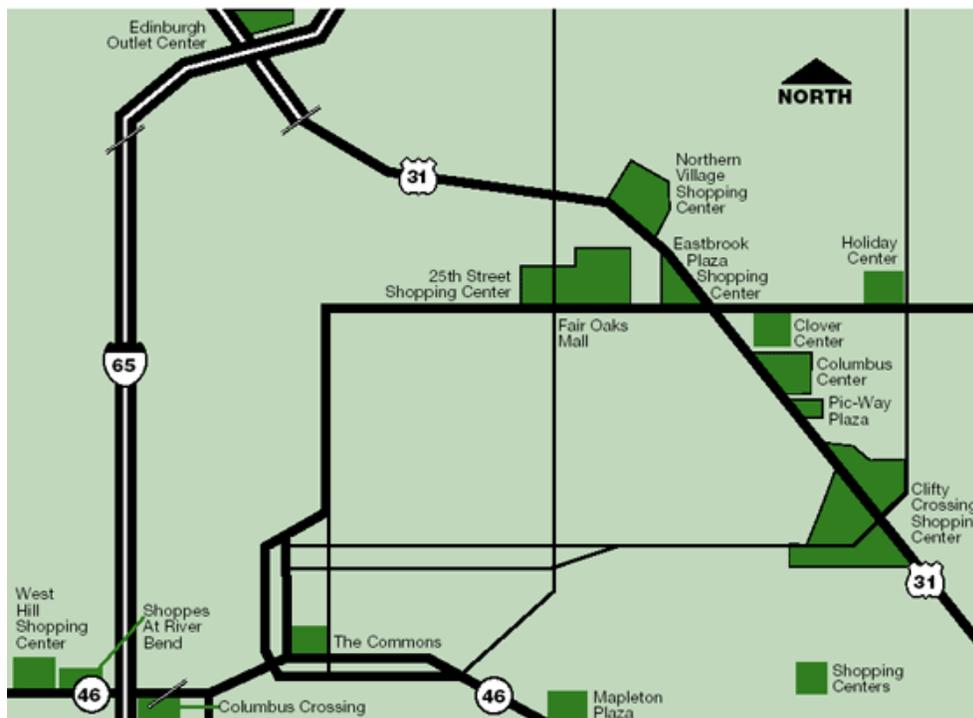
major destination for transit users. Those facilities include the following institutions:

- Developmental Services
- Hanover College
- Ivy Tech State College
- Indiana University – Columbus
- St. Paul Christian University
- Purdue University (Greensburg and Columbus)
- Sylvan Learning Center
- Indiana Business College
- Southeast Indiana College and Continuing Education
- Indiana Wesleyan University (Columbus)

Government Facilities and Commercial Centers

- Wal-Mart Stores
- Fair Oaks Mall
- City Crossing Shopping Center
- Edinburgh Outlet Center

**Exhibit III.16
Shopping Center Location Map**



Source: Columbus, Indiana Economic Development Board

IV. STAKEHOLDER ASSESSMENT

Stakeholder involvement is the key to successful coordinated transportation planning. Identifying and engaging the appropriate organizations and individuals in planning efforts is critical to identifying the needs of the target populations, the needs of the community/region, the transportation services available, and the identification of new solutions.

Stakeholder input was used a number of ways in this Transportation Plan. Identifying and contacting as many stakeholders in the area provided a good foundation for establishing the existing services currently being provided, any unmet needs for these services, any duplication of services, and any issues or challenges that might be addressed by coordination.

OUTREACH EFFORTS

OUTREACH EFFORTS

Efforts were made to contact various agencies in an attempt to solicit input and active participation in the coordination planning process. A summary of those attempts is listed below:

April 1, 2007

An introduction letter was drafted and forwarded to approximately seventy (70) agencies identified as probable and potential stakeholders. The letter introduced the coordinated planning efforts being undertaken by the Columbus Area Metropolitan Planning Organization (CAMPO).

An invitation was extended to each recipient encouraging attendance to an April 13, 2007 kick-off meeting conducted at the CAMPO offices in Columbus, Indiana.

April 13, 2007

A Coordinated Human Services Transportation Plan kick-off meeting was held to introduce the planning process to stakeholders and allow for input and participation. Invitations were distributed to the list of approximately seventy (70) stakeholders noted below. A copy of the invitation letter is included in the Appendices of this Plan. The following transportation stakeholders were in attendance:

- Mr. Kent Anderson, Director, Columbus Area Metropolitan Planning Organization
- Ms. Becky Allen, Access Johnson County
- Mr. Dan Mustard, Gateway Services, Inc.
- Ms. Karen Luehmann, Gateway Services, Inc.

- Mr. Rich Lamborn, Transportation Manager, QUINCO Behavioral Health Systems
- Ms. Susie Warnell, Developmental Services, Inc.
- Mr. Bob Pitman, Senior Services Center
- Ms. Karen Nissen, Columbus Regional Hospital
- Ms. Marilyn Stafford, Bartholomew County School Corp.
- Ms. Cheryl Kenyon, Aging and Community Services

The project kick-off meeting focused on the need for coordinated transportation as not only a required element under SAFETEA-LU, but as a need for individual mobility, cost effective transit operations and improved overall transportation services. Many issues regarding transportation coordination and the strengths and weaknesses of existing transportation services in the region were discussed:

- Area Strengths
 - Multiple public transportation providers in neighboring counties
 - Willingness to coordinate
 - Genuine desire to work together
 - Many agencies currently engaged in coordination of services
- Area Weaknesses
 - Lack of financial support from Bartholomew County
 - Regional connectivity (difficulty in moving from one county to the other)
 - Lack of adequate data to demonstrate elevated financial needs
 - Major trip generators are outside the current public transit service area
 - Largest County employer is outside of Columbus service area
 - DHS recently located to offices outside of Columbus service area
 - Largest retail facility is outside of Columbus service area
 - Political barriers to funding/support

The stakeholders in attendance also began to identify the following coordination possibilities:

- Transportation subsidy for employers
- Standardize data for needs analysis
- Private sector partnerships
- Outreach to major employers

June 4, 2007

A letter of explanation was forwarded to each identified stakeholder noted in the list below. The letter gave a brief summary of the meeting, explained the importance and potential requirements of participation, and encouraged the completion of a web-based survey. Eleven (11) agencies responded to the letter with completed or partially completed surveys.

The survey of transportation/coordination resources, opinions and barriers to coordination was distributed to the following organizations within the CAMPO planning area:

- Silver Oak Health Campus
- Parkside Court
- Willow Crossing Health and Rehabilitation Center
- Hickory Creek at Columbus
- Keepsake Village of Columbus
- Columbus Health and Rehabilitation Center
- Columbus Medical
- Bloomington Meadows
- Bartholomew County Hospital
- Bartholomew County Office of Family and Children
- Columbus Transit
- Columbus Area Chamber of Commerce
- Advocates for Children
- Childhood Connections
- Easter Seals of Bartholomew County
- Family Services of Bartholomew County
- Y-MED
- Children, Inc.
- RVR Bartholomew County
- Bartholomew County Council
- Mayor of Columbus
- Vocational Rehabilitation
- Columbus Township Trustee
- Quinco, Inc.
- City of Columbus
- Rockcreek Township
- Human Services, Inc.
- Aging and Community Services
- Wayne Township
- Bartholomew County Senior Center
- First Call for Help
- NTN Driveshaft
- Bartholomew County Commissioner
- Ohio Township

- Administrative Resources Association
- Su Casa Columbus
- Community Center of Hope
- Developmental Services, Inc.
- Hawcreek Township
- Atterbury Job Corp Center
- Jackson Township
- United Way of Bartholomew County
- Gateway Services
- Heritage Fund
- Indiana Business College
- Human Rights Commission
- Columbus Regional Hospital
- Senior Center Services
- Ivy Tech State College
- Family Self Sufficiency
- Office of Family Resources
- Turning Point
- Aging and Community Services
- Just Friends
- Stone Belt
- Behavioral Health Care
- Headstart Program
- Foundations for Youth
- Enkei America
- German Township
- Flatrock Township
- Center for Learning and Teaching
- Miller-Hawes-Phelan Insurance Group
- Clifty Township
- Love Chapel
- Clay Township
- Community Development
- Harrison Township
- Christole, Inc.

July 16, 2007

A flyer announcing a Steering Committee meeting to be held on July 27, 2007 was distributed to the above listed agencies inviting a representative from each agency to attend.

July 16, 2007

A third letter was mailed to each of the identified stakeholders who had not responded to any previous communications. The letter explained the

importance and potential requirements of participation and encouraged recipients to contact CAMPO or RLS and Associates for information on participation. A blank survey and Steering Committee meeting flyer were also included with the letter inviting a representative from each agency to attend.

July 19/20, 2007

An announcement was advertised in The Republic, a local Columbus, Indiana news publication. The announcement indicated the date and time of the Steering Committee meeting scheduled for July 27, 2007 and extended an open invitation to attend.

July 20, 2007

An electronic mail message was sent to each identified stakeholder listed above. The message contained an invitation and information on the Steering Committee meeting scheduled for July 27, 2007 as well as a request to complete the web-based survey.

July 20, 2007

Telephone calls were conducted extending an invitation to all the above identified stakeholders.

July 27, 2007

A Coordinated Human Services Transportation Plan Steering Committee meeting was held to introduce data gathered from online surveys, telephone interviews, and returned correspondence. Coordination strategies were introduced based on the participation of survey respondents and interested stakeholders. Committee members and citizens of Bartholomew County were given the opportunity to discuss the available strategies and introduce new strategies. CAMPO and RLS & Associates staff were on-hand to document any feedback provided by stakeholders and interested citizens.

During this meeting, a primary strategy was identified wherein Bartholomew County passengers requesting service would contact the public transportation provider in Columbus. Representatives from Columbus Transit would be routinely updated with vehicle availability from DSI, Quinco, and the Bartholomew County Senior Center. As passenger requests are received, a Columbus Transit representative would dispatch any available vehicle from the participating providers.

September 20, 2007

An electronic mail message was sent to each identified stakeholder listed above. The message contained an invitation and information on the Steering Committee meeting scheduled for October 2, 2007 as well as a request to complete the web-based survey.

October 2, 2007

A Coordinated Human Services Transportation Plan Steering Committee meeting was held to introduce data gathered from online surveys, telephone interviews, and returned correspondence. Coordination strategies were reviewed based on the participation of survey respondents and interested stakeholders. Common trip information was presented along with estimated costs per trip for a coordinated program. CAMPO and RLS & Associates staff were on-hand to document any feedback provided by stakeholders and interested citizens.

During this meeting, a representative from First Call for Help 2-1-1 (FCH) volunteered the agencies services to receive passenger requests. FCH is ideally suited for such a role as the agency currently operates a call center utilized for information referral service. A preliminary strategy was identified wherein FCH would be routinely informed of vehicle availability for each participating provider. As passenger requests are fielded, FCH would dispatch an appropriate available vehicle.

Meeting discussions also centered on the availability of providers in a coordinated program to provide passenger trips reimbursed under the current Medicaid program. Under the current program, non-emergency medical transportation may be eligible for reimbursement via Medicaid for qualified passengers. In the envisioned coordinated environment, each provider would collect fare revenue directly from the passenger. Ergo, each provider will have the discretion of providing eligible trips under the Medicaid program.

November 16, 2007

A flyer announcing a Steering Committee meeting to be held on December 4, 2007 was distributed to the above listed agencies inviting a representative from each agency to attend. Flyers were also placed in public passageways inside City Hall.

November 19/26, 2007

An announcement was advertised in The Republic, a local Columbus, Indiana news publication. The announcement indicated the date and time

of the Steering Committee meeting scheduled for December 4, 2007 and extended an open invitation to attend.

December 4, 2007

A Coordinated Human Services Transportation Plan Steering Committee meeting was held to review an implementation plan and recommendations for the creation of a central call/dispatch operation. CAMPO and RLS & Associates staff were on-hand to document any feedback provided by stakeholders and interested citizens.

During this meeting, RLS staff outlined various duties associated with the operation of a central call/dispatch facility. Recommendations were made for assignment of various duties to committee representatives based on current availability, familiarity with specified tasks, and potential incurred costs associated with tasks. Columbus Transit representatives volunteered to undertake each task assigned with a central call/dispatch operation.

Meeting discussions also raised questions regarding the increased insurance risk associated with transportation of non-program passengers in a coordinated environment. According to insurance contacts for two of the agencies represented on the Steering Committee, insurance premiums will increase should the agency undertake the responsibility of transporting non-program passengers. Committee members asked RLS staff to investigate the associated premium increase and make underwriting recommendations.

INVENTORY OF EXISTING TRANSPORTATION SERVICES

As noted above in the stakeholder outreach efforts section of this Plan, a comprehensive survey was sent to nearly seventy (70) different government entities and agencies in the Bartholomew County area in order to gain information on existing transportation programs and services.

Ten (10) entities/agencies responded to the survey and they are listed below. Of those responding to the survey and including known public transit providers, one (1) agency provided public transportation (Section 5307 Formula Funding), three (3) provided transportation services to clients, and the remainder either did not need transportation services or transportation was contracted out to other entities.

Survey Respondents:

- Columbus Transit
- Developmental Services, Inc.

INVENTORY OF EXISTING TRANSPORTATION SERVICES

- Bartholomew Consolidated School Corp.
- Aging and Community Services of South Central Indiana
- Quinco Health Systems
- Senior Services Center
- Columbus Regional Hospital
- Healthy Communities
- First Call for Help 211
- Human Services, Inc. – Head Start

GENERAL DESCRIPTION OF AREA TRANSPORTATION PROVIDERS

Those agencies that responded to the survey are described below:

Columbus Transit/City Bus

Located in the city of Columbus, Indiana, Columbus Transit is a Section 5307 Formula Funding recipient. Service is provided to the residents of Columbus from 6:00 am to 7:00 pm Monday through Saturday via a fleet of ten (10) vehicles offering Fixed Route and Demand Response options. Five (5) 22-passenger Bluebird buses provide fixed route services and five (5) 12-passenger converted vans provide demand response services. All vehicles are wheelchair accessible.

Fixed route fares are \$0.25 per person per trip with bulk ride passes available for \$5.00. Each fixed route vehicle is wheelchair accessible and contains a bicycle rack. Vehicles may be boarded at designated stops or any intersection that may provide safe boarding.

Columbus Transit provided 187,761 fixed route trips in 2006 at a cost of \$791,096.

Demand response service is available from 6:00 am to 7:00 pm Monday through Saturday. Service requests can be made from 7:00 am to 3:30 pm Monday through Friday. Demand response fares are \$0.50 per person per trip. Each demand response vehicle is wheelchair accessible.

Columbus Transit provided 10,076 demand response trips in 2006 at a cost of \$254,303.

Columbus Transit representatives feel that they are able to actively participate in the provision of transportation services to rural Bartholomew County; however, they feel support from County leadership is extremely low and ultimately prohibitive. Columbus Transit representatives also feel that a successful coordination program will be a springboard to future Section 5311 funding.

**GENERAL DESCRIPTION
OF AREA
TRANSPORTATION
PROVIDERS**

Columbus Transit would be a viable, eligible recipient for Section 5316 (Job Access and Reverse Commute) and Section 5317 (New Freedoms Initiative) funding.

Developmental Services, Inc.

Developmental Services, Inc. (DSI) participated in the on-line survey and the local stakeholder meeting. The agency is a private, not-for-profit organization assisting children and adults with mental, physical, and emotional challenges in Bartholomew, Decatur, Jackson, Jefferson, Jennings, Brown, Clark, Dearborn, Fayette, Floyd, Franklin, Harrison, Johnson, Lawrence, Monroe, Morgan, Ohio, Ripley, Rush, Scott, Shelby, Switzerland, Union, Washington Counties. Organization functions include:

- ◆ Transportation
- ◆ Social Services
- ◆ Counseling
- ◆ Employment
- ◆ Job Placement
- ◆ Residential Facilities

DSI provides demand response transportation services for agency consumers. Client transportation is provided using agency vehicles. Various agency employees use agency vehicles to transport clients on an as needed basis. Also, agency employees operate personal vehicles and are reimbursed for mileage or auto expenses. Transportation services are provided in Brown, Bartholomew, Decatur, Jackson, Jennings, Jefferson, Switzerland, and Monroe Counties.

DSI operates a fleet of thirty-two (32) vehicles in Bartholomew County. The fleet includes fourteen (14) sedans, ten (10) minivans, four (4) standard 12- to 15-passenger vans, and four (4) converted 12- to 15-passenger vans. Seven (7) vehicles are equipped with accessible lifts or ramps.

Curb-to-curb service is provided on an as-needed basis and available 24 hours a day. Consumers are requested to develop transportation schedules in advance with agency staff. Agency staff is encouraged to provide group transportation when possible to minimize individual trips.

DSI provided 283,634 agency-wide trips (multiple counties serviced) at a cost of \$15,881,521¹.

¹ This figure represents total operating cost for Developmental Services, Inc. as a whole. Transportation costs are included in this figure.

Agency transportation expenses and revenues are part of each agency program that utilizes a vehicle. Therefore, a true analysis of inner-agency transportation expenses was not available.

DSI has indicated that previous barriers to coordination included liability and insurance concerns, “turf-wars” among providers, and the unique characteristics of DSI clients posing an issue to various providers. The agency has also indicated that a significant improvement to individual mobility could begin with the expansion of the public transportation program beyond the city limits of Columbus.

DSI currently coordinates training and maintenance services with QUINCO Behavioral Health Systems. The Agency also offers maintenance services to the Wheels-to-Work Program, a program which provides auto expense assistance to low income families in Bartholomew County.

DSI representatives feel that Columbus and the surrounding areas could easily become a strong, valuable economic link to surrounding counties with a more complete array of county-wide transportation services.

DSI would be a viable, eligible recipient for Section 5310 (Specialized Transportation), Section 5316 (Job Access and Reverse Commute), and Section 5317 (New Freedoms Initiative) funding.

QUINCO Behavioral Health Systems

QUINCO Behavioral Health participated in the on-line survey and the local stakeholder meeting. The agency is a private, not-for-profit behavioral health organization providing behavioral health services to Decatur, Jennings, Jefferson, Jackson, Scott, Clark, Brown, Bartholomew, and Ripley Counties. Organization functions include:

- ◆ Transportation
- ◆ Social Services
- ◆ Counseling
- ◆ Day Treatment
- ◆ Diagnostic Evaluation
- ◆ Job Placement
- ◆ Residential Facilities
- ◆ Screening

QUINCO provides demand response transportation services for agency consumers. QUINCO recently underwent an agency restructuring

wherein the transportation dedicated personnel were reassigned to various other agency duties. As of August 1, clients are provided transportation on a group basis by case- and social-workers using agency vehicles.

Within Bartholomew County, QUINCO operates a fleet of three (3) vehicles. The fleet includes one (1) minivan and two (2) standard 12- to 15-passenger vans.

Drivers use cellular telephones during provision of transportation services. Door-to-door service is provided on an as-needed basis Monday through Friday from 8:00 am to 6:00 pm. No advance reservation is required. Case- and Social-workers are encouraged to schedule use of vehicles for group trips to minimize individual trips and maximize vehicle utilization. QUINCO also purchases transportation services from the following agencies:

- ◆ Bartholomew County Youth Service Center
- ◆ Columbus Area Visitors Center
- ◆ Columbus Transit
- ◆ Columbus Regional Hospital Ambulance Service
- ◆ Developmental Services, Inc.
- ◆ Human Services, Inc.
- ◆ STAT Ambulance
- ◆ Edinburgh Transit Authority

QUINCO reported a total agency operating expense of \$302,000 for FY 2007 and \$287,000 in FY 2006. Agency drivers provided a total of 28,114 trips in 2006. QUINCO has estimated the transportation expenses for Bartholomew County to be \$28,650 for provision of 6,055 trips.

QUINCO has indicated that, since the disbanding of the transportation-dedicated department, coordination of services throughout Bartholomew County has become a high-priority issue. Previous barriers to coordination included “turf-wars” between providers and low funding streams.

QUINCO representatives have indicated the desire to provide leadership and future direction to the Committee and Bartholomew County.

QUINCO currently coordinates training and maintenance services with DSI. Quinco representatives indicated that county-wide transportation services are an essential element of the services their consumers require to maintain individuality and remain vital members of the Bartholomew County society.

QUINCO would be a viable, eligible recipient for Section 5310 (Specialized Transportation), Section 5316 (Job Access and Reverse Commute), and Section 5317 (New Freedoms Initiative) funding.

Senior Center Services, Inc.

Senior Center Services (SCS) participated in the on-line survey and the local stakeholder meeting. The agency is a private, not-for-profit senior citizen organization providing services to Bartholomew County. Organization functions include:

- ◆ Transportation
- ◆ Nutrition
- ◆ Counseling
- ◆ Employment
- ◆ Job Placement
- ◆ Information and Referral
- ◆ Recreational and Social Events
- ◆ Housing

SCS provides demand response transportation services for agency consumers only. Services are provided via a fleet consisting of one (1) standard 12- to 15-passenger van and one (1) 16- to 24-passenger light-duty bus equipped with a wheelchair accessible lift. Drivers communicate via cellular telephones when providing transportation services.

No advance notice is required for door-to-door service being provided on an as-needed basis under the following schedule:

Monday:	9:00 am to 3:00 pm
Tuesday:	Shift 1 – 9:00 am to 5:00 pm Shift 2 – 12:00 pm to 10:00 pm
Wednesday:	8:00 am to 5:00 pm
Thursday:	9:00 am to 1:30 pm
Friday:	8:00 am to 5:00 pm

Senior Center Services provided approximately 6500 one-way passenger trips in 2006 at an estimated cost of \$40,000².

Senior Center Services representatives have indicated that a large barrier in coordination of local services has been a lack of understanding and financial support from county government. SCS feels a broader outreach

² Actual figures for Senior Center Services were not available.

and education program aimed at county funding agencies may yield a higher source of local funding.

Senior Center Services would be a viable, eligible recipient for Section 5310 (Specialized Transportation), Section 5316 (Job Access and Reverse Commute), and Section 5317 (New Freedoms Initiative) funding.

Aging and Community Services of South Central Indiana

Aging and Community Services (ACS) participated in the on-line survey and the local stakeholder meeting. The agency is a not-for-profit senior citizen organization providing services to Brown, Bartholomew, Jackson, Jennings, and Decatur Counties. Organization functions include:

- ◆ Transportation
- ◆ Health Care
- ◆ Social Services
- ◆ Nutrition
- ◆ Counseling
- ◆ Diagnostic Evaluation
- ◆ Income Assistance
- ◆ Screening
- ◆ Information Referral
- ◆ Recreational/Social Events
- ◆ Homemaker/Chores Services
- ◆ Mental Health Assistance

ACS provides demand response transportation services, and purchases transportation for agency consumers. Client transportation is provided using agency vehicles. Both agency employees and designated transportation operators use agency vehicles. Also, agency employees operate personal vehicles and are reimbursed for mileage or auto expenses. ACS also provides information and referral about other community transportation resources.

ACS drivers use cellular telephone communications when operating a fleet of two (2) converted 12- to 15-passenger vans and four (4) light duty 16- to 24-passenger busses. All vehicles are equipped with wheelchair accessible lifts or ramps.

Door-to-door service is provided on an as-needed basis Monday through Friday from 9:00 am to 1:00 pm. No advance reservation is required, but 24-hour notice is preferred.

ACS would be a viable, eligible recipient for Section 5310 (Specialized Transportation and Section 5317 (New Freedoms Initiative) funding.

Bartholomew Consolidated School Corporation

Bartholomew County School Corporation (BCSC) participated in the on-line survey and the local stakeholder meeting. The agency is a county-wide public school system offering instruction to students in grades K-12. Students are transported to and from various schools via standard yellow 25- to 60-passenger school buses.

Transportation services are restricted to school-aged children currently enrolled in an education program within Bartholomew County. Transportation expenses are part of each individual school budget. Therefore, a true analysis of inner-agency transportation expenses was not available.

BCSC representatives indicated that a significant improvement to individual mobility could begin with the expansion of the public transportation program beyond the city limits of Columbus. Additionally, BCSC believes that a single individual or agency tasked with gathering and analyzing day-to-day availability of all Bartholomew County providers would lead to a successful coordination strategy for the County.

Healthy Communities

Healthy Communities (HC) participated in the on-line survey and the local stakeholder meeting. The agency is a county medical facility servicing Bartholomew County. Organization functions include:

- ◆ Health Care
- ◆ Social Services
- ◆ Nutrition

Healthy Communities does not currently provide, arrange, or offer information pertaining to transportation services to patients or agency consumers.

Healthy Communities would be a viable, eligible recipient for Section 5310 (Specialized Transportation and Section 5317 (New Freedoms Initiative) funding.

First Call for Help 2-1-1

First Call for Help 2-1-1 (FCH) participated in the on-line survey. The agency is an information referral organization servicing Bartholomew,

Brown, Decatur, Jackson, and Scott Counties. FCH is a division of Aging and Community Services of South Central Indiana and offers information referral for such community resources as:

- ◆ Neighborhood Utilities
- ◆ Clothing
- ◆ School Supplies
- ◆ Medical Facilities
- ◆ Shelter/Emergency Lodging
- ◆ Housing
- ◆ Nutrition
- ◆ Therapy

Information referral is available 7-days a week from 8:00 am to 5:00 pm. FCH does not currently provide or arrange transportation services to consumers. FCH does maintain an active database of all Bartholomew County transportation providers based on passenger need.

First Call for Help believes that transportation services and individual mobility will improve vastly with the expansion of public transportation beyond the Columbus city limits. FCH representatives also believe that the current call-center operation and active transportation database provides an ideal location for a “*central dispatch*” of coordinated services.

Human Services, Inc – Head Start

Human Services, Inc. (HSI) participated in the on-line survey. The agency is private not-for-profit agency providing quality of life services to Bartholomew, Brown, Jackson, Johnson, Decatur, and Shelby Counties. Organization functions include:

- ◆ Transportation
- ◆ Social Services
- ◆ Nutrition
- ◆ Job Training
- ◆ Job Placement
- ◆ Income Assistance
- ◆ Screening
- ◆ Information Referral
- ◆ Housing Assistance

HSI reported current transportation services are limited to school buses operating on a fixed route to low-income families. School-aged children are transported to and from Head Start programs operating throughout the serviced counties. In Bartholomew County, children are transported via eight (8) 16- to 24-passenger yellow school buses. Each bus is equipped with a two-way radio for communications with a dispatch office.

Human Services, Inc. would be a viable, eligible recipient for Section 5310 (Specialized Transportation), Section 5316 (Job Access and Reverse Commute), and Section 5317 (New Freedoms Initiative) funding.

Trafalgar Family Health Center

Trafalgar Family Health Center (TFHC)) participated in the on-line survey. The agency is a primary care health clinic offering services to Bartholomew, Brown, Johnson, Morgan, and Shelby Counties. Organization functions include:

- ◆ Health Care
- ◆ Social Services
- ◆ Counseling
- ◆ Diagnostic Evaluation
- ◆ Information Referral

Transportation services are currently purchased in Johnson County only. No services are provided in Bartholomew County at this time.

Columbus Regional Hospital

Columbus Regional Hospital (CRH) participated in the on-line survey. The agency is a full-service county hospital servicing Bartholomew County. Organization functions include:

- ◆ Health Care
- ◆ Social Services
- ◆ Rehabilitation Services
- ◆ Diagnostic Evaluation
- ◆ Screening

CRH drivers use cellular telephone and two-way radio communications when operating one (1) 12- to 15-passenger converted van for all non-emergency patient transportation. Door-to-door service is available Monday through Friday from 8:00 am to 5:00 pm for non-wheelchair assisted ambulatory passengers with no access to transportation.

CRH representatives indicated that previous barriers to coordination included the special needs of niche client organizations as well as a lack of public interest. Funding constraints were also mentioned as a possible obstacle to future coordination efforts.

VEHICLE INVENTORY

The CAMPO transportation service providers whose information was available to the preparers of this Plan operate a total of fifty-two (52) vehicles. The following table in Exhibit IV.1 indicates the vehicle types currently operated by these agencies:

**Exhibit IV.1
Bartholomew County Vehicle Inventory by Vehicle Type**

Vehicle Type	Number
Sedans	14
Minivan	12
Standard van	7
Converted van	6
Light Transit Vehicle	5
Large School Bus	8
Total Vehicles	52

Vehicles have been purchased through a variety of methods: the Federal Transit Administration Section 5310 Specialized Transportation Program and 5311 Rural Transit Program, other federal programs, local funds, general revenue funds, and private donations, etc.

NUMBER OF TRIPS

The providers described above in this section provided approximately 57,000³ demand response trips in 2006 according to trip information gathered from surveys or other sources. This is a relatively low number of trips for the amount of vehicles available in the County. The initial assumption could be made that several agencies are under-utilizing vehicles. The average vehicle in the region is only providing about 3.79 trips per day (assuming a 250-day service year). However, it is noted that

³ FY 2007 Section 5310 Application submitted to the Indiana Department of Transportation listed 283,634 demand response trips provided in 2006. DSI transportation services are available to 8 counties in Indiana including Bartholomew County. No trip information was available for Bartholomew County separate from that of agency wide data. For estimation purposes, the total number of trips provided was divided by the number of counties serviced.

VEHICLE INVENTORY

NUMBER OF TRIPS

provider records are not designed to track trip information in a detailed, public transit fashion. Many providers have indicated that trips are provided for which there may be no record. For comparison purposes, an average rural transit system with an 8-hour operating day averages 2.0 trips per hour or 16 passengers per day.

UNMET TRANSPORTATION NEEDS

Once existing transportation services were identified and inventoried, the next step was to identify the various types of transportation challenges and “gaps” in existing transportation services. Several methods (transit demand estimation techniques, demographic analysis, agency surveys, stakeholder meetings, and transit needs analysis) were utilized to determine the unmet need for transportation services, especially for the transportation disadvantaged (low income, seniors and persons with disabilities). Those methods and the results are described below in this section.

STAKEHOLDER MEETINGS

During the Transportation Plan kick-off meeting, those stakeholders in attendance pointed to the following weaknesses in the region’s transportation services which could be improved through coordination:

- Lack of operating funding
- Driver recruitment
- Mechanical failure of vehicles
- Mechanical failure of lift equipment
- Lack of reputable maintenance vendors
- Public transit has limited service area
- Public perception
- Leadership support
- Unique characteristics of “*common*” passengers

NEEDS ASSESSMENT

The following demand estimate methodologies were employed utilizing demographic information for Bartholomew County:

Transit Propensity

Transit Propensity is a measure of the inclination for transit use among an identified population. The Transit Cooperative Research Program (TCRP) Report 28: *Transit Markets of the Future, The Challenge of Change*, outlines a series of demographic factors and corresponding levels of transit

**UNMET
TRANSPORTATION
NEEDS**

**STAKEHOLDER
MEETINGS**

propensity, as measured against the overall community’s propensity. The report identifies a set of demographic populations that are consistently more likely to use transit as their principal mode for commuting to work. A weighted factor is identified for each group that measures the strength of that group’s transit propensity. For instance a factor of 1.18 indicates reliance upon transit for commuting that is 18 percent higher evidenced by the overall community. Transit demand generated by this population will be addressed in overall project planning.

As illustrated in Exhibit IV.2, the highest concentration of users likely to have the highest propensity for transit use lay near the cities of Elizabethtown, Hope, and Taylorsville.

Peer Comparison

The non-urbanized population for Bartholomew County is 32,376 people; these are citizens living outside the Columbus city limits. That area encompasses 380.84 square miles and is moderately rural in nature. Utilizing annual trip information for rural transportation systems of similar square mileage and non-urbanized populations, it is estimated that an average of 0.9158 trips per capita can be applied to Bartholomew County. Based on the non-urbanized population of 32,376 residents, it is estimated that demand estimate trips for rural Bartholomew County may increase to 29,650. Figure IV.3 indicates the counties with similar square mileage and non-urbanized populations used to extrapolate the estimated increase.

**EXHIBIT IV.3
PEER COMPARISON TABLE FOR BARTHOLOMEW COUNTY**

System	Population	Square Miles	Trips 2006	Trips per Capita
Huntington County, IN	38,075	382.59	33,289	0.8743
Wabash County, IN	34,960	413.17	28,362	0.8113
Wells County, IN	27,600	369.96	22,438	0.8130
Carroll County, OH	28,836	388.00	26,609	0.9228
Champaign County, OH	38,890	428.00	37,518	0.9647
Shelby County, OH	47,910	409.00	47,430	0.9900
Fayette County, OH	28,456	408.00	29,437	1.0345

AVERAGE TRIPS PER CAPITA: 0.9158

Exhibit IV.2

**COORDINATED
HUMAN SERVICES
TRANSPORTATION
PLAN**

Transit Cooperative Research Program Project B-3

Agencies engaged in planning, operating, or funding passenger transportation services in rural areas require methods to assess their investment in services, to estimate the demand for transportation, and to evaluate the effect of changes in services on expected ridership. The research results of TCRP Project B-3 present the views of representative agencies on the needs for and the use of demand estimation methods; review previously developed methods for their adequacy in meeting expressed needs; and document a new methodology, based on detailed data collected from a targeted sample of 39 rural counties across the United States. The companion Workbook, which presents the methodology in simplified form by providing computation worksheets and step-by-step instructions, was utilized to estimate the increase in current available transportation services as well as the overall demand for rural Bartholomew County.

The methodology reported is applicable in rural counties. It is designed to estimate demand for passenger transportation services. Demand is defined as the ridership that is expected when a given quantity of service is provided. Demand is not the same as need.

Passenger transportation is defined to include all services where the driver is acting as an agent for some entity. Passenger transportation is broader than public transportation because it includes services that are restricted to use by individuals that are eligible by virtue of their meeting specific criteria such as age, disability, or enrollment in a social service program. Passenger transportation demand includes public transportation demand.

The demand estimation methodology treats separately two distinct types of passenger transportation demand. These types are *program-related* demand—trips that would not occur but for the existence of specific social service program activities—and *nonprogram-related* demand that includes all other trips. Program-related demand is estimated as a function of program enrollment. Methods are provided for estimating enrollment in individual program types based on population characteristics. Nonprogram-related demand, including "general public travel," is estimated as a function of a) the size of the three population groups most likely to use a rural passenger transportation service, i.e., the elderly, persons with disabilities, and persons in poverty; b) the size of the service area; and c) the amount of service (measured in annual vehicle-miles) available to each of the population groups. The "county" is the service area unit for which these relationships were developed.

Two approaches to applying the developed methodology are provided in the Workbook. An incremental method, designed for use where passenger

transportation services already exist, estimates the expected change in demand when population composition or service supplied changes. A synthetic method, designed for use where there are no current services for one or more groups, estimates the demand to be expected if a given amount of service is supplied.

The methodologies contained in the final report and Workbook were used to prepare an estimate of the demand for passenger transportation services in Bartholomew County. Exhibit IV.4 illustrates an estimated increase in available transportation services of 4.57%. The table also estimates an overall transportation demand of 18,983 trips for the non-urbanized area of Bartholomew County.

Based on the disparity between the estimated trips calculated using the Peer Comparison method (29,650 trips) and the estimated trips calculated using the TCRP Project B-3 Demand Estimate (18,983 trips), a median estimate of 24,316 additional trips has been calculated as shown in Exhibit IV.5.

According to the vehicle inventory illustrated in Exhibit IV.1, the estimated trips would add an average of 1.87 trips per 8-hour operational day, assuming 250 operational days per year. Based on Steering Committee discussions, the estimated vehicle availability will provide eleven (11) vehicles for provision of services to rural Bartholomew County during an 8-hour operational service day. Using the median estimated trips (24,316), each available vehicle would provide 8.84 trips per operational day. For comparison purposes, a single vehicle operating an 8-hour service day would provide 97.26 trips per operational day, assuming 250 operational days per year.

**EXHIBIT IV.4
DEMAND ESTIMATES FOR BARTHOLOMEW COUNTY**

	Current Year	Estimate Year
Total Population	74,444	74,600
Persons Age 60 or Over	13,921	13,949
Persons Age 16-64 with a Mobility Limitation	8,701	8,718
Persons Age 64 or Less Residing In Households Below Poverty Level	6,849	6,863
Ridership		
Age 60 or Over	6,500	7,053
Age 16-64 w/Mobility Limitation	40,472	42,175
Age 64 or Less Below Poverty Level	10,076	10,439
Total	57,058	59,667
Estimated New Ridership for Rural Bartholomew County		

Age 60 or Over		7,623
Age 16-64 w/Mobility Limitation		8,200
Age 64 or Less Below Poverty Level		3,160
Total Estimate		18,983

**EXHIBIT IV.5
MEDIAN DEMAND ESTIMATE FOR BARTHOLOMEW COUNTY**

Estimation Method	Estimated Trips
Peer Comparison	29,650
TCRP Project B-3	18,983
Median Estimate	24,316

DEMOGRAPHIC ANALYSIS

Based on analysis of demographic information from the U.S. Census 2000 and other sources, the characteristics of Bartholomew County that are related to transportation need are listed below:

- Bartholomew County is growing very rapidly and the transportation system has not kept pace with demand for public transit and highway capacity. The Indiana Business Research Center estimated that the 2005 population for Bartholomew County would be 70,878. The U.S. Census Bureau placed the 2000 population at 71,435 and has estimated the 2006 population to be 74,444; a 4.2% increase.
- The number of persons with disabilities is expected to increase from 3,035 to 3,355 by 2015; an increase of 10.54%. Such a significant increase will place an additional strain on the public transportation system.
- The estimated 2006 population of persons 65 years and older is 9,678. This is an increase of 11.86% over the U.S. Census Bureau's 2000 population information. The population of senior citizens is expected to increase to 10,911 by 2015; a 26.1% increase from 2000.
- There are an estimated 2,570 households in the county who are living below the Federal poverty level. There are 1,539 households with no vehicle available.
- Region residents have an average commuting time of 18.9 minutes with 84% driving alone and 10% using carpool alternatives.

**DEMOGRAPHIC
ANALYSIS**

**SUMMARY OF UNMET
NEEDS**

SUMMARY OF UNMET NEEDS

The following list is a summary of the unmet needs as described by regional stakeholders and as ascertained by various transit demand estimation techniques and demographic analysis:

- A local agency or individual “champion” for coordination of services needs to be identified.
- There is a need for additional operating funding for county transportation providers. Coordination opportunities should be explored which would help alleviate the need for additional funding.
- There is a need for better driver recruitment for transportation providers in the region. Good drivers provide good service and good service produces more passengers.
- There is a need for transportation services to be made available throughout Bartholomew County. The Columbus urbanized area houses a large concentration of medical facilities, retail venues, and a host of social services. Bartholomew County residents currently living outside of the city limits have no access to public transportation, thereby making it difficult to experience independent living or utilize the available social service programs.
- Community awareness of and public perception of coordinated and public transportation should be improved.
- There is a lack of support for transportation coordination in the county by local leaders.
- Areas not currently in the public transportation service area experience a high volume of employee and retail visitors often requiring transportation services not currently available.
- Larger employers located in Bartholomew County are relocating to more rural areas not currently serviced by public transportation.
- Relationships with state agencies that fund local transportation services need to be improved.
- Communication between all parties who could be involved in transportation coordination in the region needs to be improved.
- There will be a greater need for transportation services in the near future as the number of persons with disabilities and seniors is expected to grow at a significant rate for at least the next five (5) years.

A transit needs map illustrating the need for public transportation in the study area can be found in Exhibit IV.2

V. COORDINATION STRATEGIES

Using the United We Ride Framework for Action for communities as a foundation, strategies to implement transportation coordination generally fall into five (5) basic functional areas: leadership (making things happen by working together); data collection and planning (taking stock of community needs and moving forward); customer service (putting customers first, especially people with disabilities, older adults, and low-income riders); funding (adapting funding for greater mobility); and the actual provision of transportation services (moving people efficiently). Strategies within these five (5) areas vary in each region being studied depending on the resources available, the size of the market for each strategy, the availability of existing services, and the extent to which these services are duplicated or gaps exist.

Below are the five (5) functional areas, a description of the goals and/or activities which typically are associated with successful coordination for each area and the recommended strategies in each area for Region IX. The next section (Section VI) then provides a prioritization of these strategies, who is responsible for accomplishing them, the timeframe for accomplishment of each strategy, any potential funding sources, and performance measures for each strategy.

LEADERSHIP

In order for a transportation coordination project to be successful in any community, local leaders need to be committed to supporting the delivery of coordinated transportation services. This includes elected officials, agency administrators, leaders of community groups, etc. All must have a shared vision for improving services and resource management.

Typical coordination efforts to improve leadership in a community include the following activities:

- Education and marketing efforts aimed at government officials, agency administrators, community leaders and also the general public.
- Formation of a Coordinated Transportation Advisory Group which is comprised of local elected officials, agency administrators, consumers, and transportation providers. This body will provide the forum for discussing and deciding coordination issues, an opportunity for networking and a united group to conduct advocacy efforts at the state and even national levels.
- Application for grants which fund coordination activities/services.

LEADERSHIP

- Development of written agreements or memorandums of understanding between agencies involved in the coordination project.
- Hiring of a transportation coordinator or mobility manager to oversee the coordination project.
- Ensuring transportation providers are “at the table” when government officials are making decisions regarding funding for transportation programs or programs to which clients will need transportation.

Based on the unmet needs in Bartholomew County related to leadership noted in the section above and the current coordination efforts thus far, the following strategies are recommended:

Leadership Strategy #1:

Educate all transportation related agencies, government officials, and the general public on the benefits of coordination transportation planning and coordinated transportation services. This will address community awareness and public perception issues. Educational activities can include but are not limited to the following:

- Conduct presentations on public and coordinated transportation at County Commissioners’ meetings. Develop a Power Point presentation to be used during the presentations that include ridership figures, trip purposes and testimonials/comments from riders.
- Conduct open houses for local government officials and agency representatives of transportation facilities. Items on display could include brochures; pictures of vehicles, riders, employees, facilities, special events; maps of service areas; and vehicles. Demonstrations on such things as how to load a wheelchair could also be given.
- Submit informational articles on public and coordinated transportation to the local newspaper and to agency newsletters. Encourage riders/consumers to write positive letters to the editor.
- Attend agency and government meetings where networking opportunities exist and where information on transportation can be presented.
- Distribute information on public and coordinated transportation at local fairs, job fairs, employee health fairs and community events (set up booths). Possible promotional activities could include a drawing for free rides, having a vehicle on display, or offering rides to the elderly and disabled around a fair in a golf cart labeled with the coordination project’s name.

- Make presentations on public and coordinated transportation at local civic club meetings – Lions, Rotary, Moose, Elks, Kiwanis, etc.

Leadership Strategy #2

Create a Coordinated Transportation Advisory Committee/Group for Bartholomew County with representatives from government, agencies, businesses, the disabled community, senior organizations, and public riders serving as members. This will create a leadership organization for coordination in the region and should improve communication between transportation stakeholders in the area.

Leadership Strategy #3

Develop a subcommittee from the Coordinated Transportation Advisory Committee/Group who are responsible for improving relationships with state (and federal if necessary) agency officials. This smaller subcommittee could meet with officials to discuss regulatory and reporting barriers to coordination and how those barriers could be removed.

DATA COLLECTION AND PLANNING

The gathering of data on vehicles, existing services, number of trips provided, number of employees, etc. is an essential element in the transportation coordination planning process. Existing conditions must be known so that planning on how drivers, dispatchers, vehicles and services can be brokered, shared and/or consolidated can move forward. The real “nitty-gritty” of coordination (planning on and figuring out how to work together) begins after existing conditions data is gathered and analyzed.

Typical coordination efforts to address data collection and planning include the following:

- Designation of a lead agency to head the data collection and planning processes.
- Incorporation of local planners (city, county, MPO) into the transportation coordination planning process.
- Utilization of the Coordinated Transportation Advisory Group/Committee to gather detailed data on existing vehicles, employees, services, technology, facilities, etc.
- Preparing and updating a coordinated transportation plan or strategic plan.
- Monitoring of successful completion of strategies in coordinated transportation plan.

LEADERSHIP

DATA COLLECTION AND PLANNING

DATA COLLECTION AND PLANNING

- Members of the Transportation Advisory Group/Committee serve on other planning committees for local government and local social service agencies to ensure transportation coordination is a consideration in the planning process.
- Regular reporting to community leaders by representatives of the coordination project on coordination benefits and successes.

Data collection and planning strategies recommended specifically for Bartholomew County are listed below:

Data Collection and Planning Strategy #1

Officially designate a lead agency to continue with the coordination planning process and to lead the Coordinated Transportation Advisory Group/Committee. It appears that the Columbus Area Metropolitan Planning Organization may be an appropriate agency to do this as their membership represents the area well. However, the appropriate agency to assume the lead agency role should be discussed among coordination project participants.

Data Collection and Planning Strategy #2

Complete additional work regarding the inventory of vehicles in the area and the utilization of those vehicles as well as a more detailed inventory of services, drivers, dispatchers, mechanics, facilities, etc. in the County. Specifically, information such as a maintenance schedule for each vehicle, historic hours of operation (quarterly, yearly) for each vehicle, and any repair work performed on each vehicle should be examined to determine the most effective utilization.

Data Collection and Planning Strategy #3

Update this Coordinated Plan for the County on an annual basis and monitor the successful completion of its strategies. Plans are “living” documents which should be updated periodically to reflect changes in the community.

Data Collection and Planning Strategy #4

Gather data on the successes and benefits of the coordination project and report them to local and state officials. Government support should increase as awareness of the benefits of the regional coordination project (doing more with the same resources) increases.

**DATA COLLECTION AND
PLANNING**

CUSTOMER SERVICE

Coordination projects should ensure that consumers, especially people with disabilities, older adults, and low-income persons, have a convenient and accessible means of accessing information and transportation services. Consumers should play a vital role in evaluating coordinated transportation services and identifying unmet needs in the community.

Typical strategies used by coordination projects in the area of customer service to ensure consumer access to information and transportation services include the following:

- Creating a “one stop” type of information center where consumers can obtain information about coordinated services. This could be in the form of a website, a central call number for transportation providers, or an existing “one stop” social service agency office.
- Use of a mobility manager who is the central point of contact for consumers who need information and services and the providers who operate the services.
- Development of coordination system information in accessible formats – Braille, large print, audiotape, website, etc.
- Use of technology such as a dispatching software system or an interactive website to make reserving a trip or accessing information as easy as possible for the consumer and also making the coordination of trips easy for the coordination project providers.
- There is some form of consumer education program to assist consumers with accessing and riding coordinated and public transportation services.
- Coordination of fare payment systems to make switching from one service provider to another as “painless” as possible for the consumer.
- Representation of consumers/consumer groups on the Coordinated Transportation Advisory Group/Committee.
- Creation of a suggestion and complaint procedure regarding the services of the coordinated transportation system. This could be a procedure for each individual provider or a procedure established for the whole project through a central point of contact.
- Development of a marketing program to promote the coordinated transportation services available to consumers and how to use them.

Coordination strategies recommended for Bartholomew County area are highlighted below:

CUSTOMER SERVICE

Customer Service Strategy #1

Ensure that discussion of the significant transportation needs of persons with disabilities and seniors in the next five (5) years is included in transportation coordination planning discussions. These two demographic groups are typically the largest users of transportation services and their numbers will be growing dramatically over the next decade.

Customer Service Strategy #2

Discuss the potential for developing a central call number (toll-free) for information and referral and trip reservation purposes for anyone in Bartholomew County who needs transportation. Discussions have taken place during previous meetings as to the possibility of a single agency housing a call-center style operation. Under such an operation, a passenger could dial a specific telephone number to request a trip. A database of provider availability would be maintained so that a provider could be identified at the time of request. The call-center associate would then contact the provider with the necessary trip information. The coordination project participants should explore using this central call number to coordinate other transportation services and provide a “one stop” access to services for consumers.

Customer Service Strategy #3

Standardize policies and procedures as much as possible to ensure consistency for consumers among coordination project providers. These standard policies and procedures should include the following:

- Fare policies
- No-shows
- Cancellations
- Accident/incident procedures
- Vehicle evacuation procedures
- Seatbelts
- Car seats
- Inclement weather
- Passenger behavior
- Bags, packages/parcels on board
- ADA-related policies – wheelchair assistance, oxygen transport, riding on lifts, service animals, etc.

CUSTOMER SERVICE

Customer Service Strategy #4

Ensure that all materials regarding the coordination project are available to consumers in accessible formats. This could include large print brochures, Braille brochures, audiotapes, a Bobby-compliant website, etc.

FUNDING

Funding is one of the most important considerations when planning a coordinated transportation system. Without it, services cannot be operated and vehicles and equipment cannot be purchased. There could also be regulations attached to the receipt of funding which may restrict or hinder coordination.

However, with the recent increased focus on transportation coordination at the state and federal levels, regulations are changing to allow coordination (sharing of trips and vehicles, etc.) between different agencies/funding sources and local coordination projects across the country are developing innovative ways to combine local, state and federal funds to provide transportation services.

General examples of coordination efforts related to funding include the following:

- Creation of common financial and operating data definitions so that information can be shared among participating agencies – ability to compare “apples to apples”.
- Creation of a unified billing system among participating agencies based on a common agreed upon unit and price – per hour, per trip, per mile, etc.
- Creation of a common reporting system so that information on coordination project accomplishments can be collected for grant reporting purposes and reporting to local officials.
- Application for additional grants which support coordination activities.

Funding strategies recommended for Bartholomew County coordination project are listed below:

FUNDING

FUNDING

Funding Strategy #1

Explore ways to coordinate the sharing of trips (especially out-of-state trips) and increasing the usage of the county's transportation vehicles in order to provide more service with little additional financial resources.

Funding Strategy #2

Explore additional funding sources to increase the amount of service available in the county. Consideration should definitely be given to applying for Job Access Reverse Commute (Section 5316) funding to assist with transporting employees for the growing number of employers relocating to rural county areas. There should also be consideration given to applying for the Section 5317 New Freedoms Initiative Funding to help provide additional services to persons with disabilities. Agency representatives should also discuss what sources of funding are available through their respective state and federal funding agencies to support coordination activities. A funding subcommittee could be created within the Coordinated Transportation Advisory Group/Committee to explore these items.

Funding Strategy #3

Create a common data reporting system to allow for easier communication among agencies regarding operating and financial statistics. At a minimum, this means data definitions must be developed by participants in the coordination project. If computerization of the reporting is possible, it should be pursued.

Funding Strategy #4

Create a common billing system if trips, hours, miles, etc. are to be billed for between agencies involved in the coordination project. The acquisition of a computer system which allows for the electronic creation and submission of bills should be explored.

TRANSPORTATION SERVICES

Transportation coordination involves creating a seamless transportation network for consumers with multiple providers and modes. That network must also be operationally and organizationally sound for the transportation providers.

The transportation services area deals with putting service "on the street" and the support services necessary to accomplish this. In this area,

TRANSPORTATION SERVICES

discussions will focus on sharing trips, providing additional services, vehicles, drivers, dispatchers, mechanics and facilities.

Typical strategies employed by coordination project participants in the area of transportation services are the following:

- Creation of a brokerage system – a central “clearinghouse” for consumers to schedule trips with various providers – non-profit agencies, public transit systems, private taxi companies, wheelchair van services, etc.
- Coordination of essential support services for transportation providers – dispatching, maintenance, information technology, etc.
- Joint purchasing and/or leasing of facilities and equipment.
- Development of a centralized dispatch system so that agencies and mobility managers can easily schedule trips for clients with coordination project providers.
- Establishment of pick-up locations which can be used by any transportation provider which are safe and accessible and preferably out of the elements.
- Sharing of trips by multiple agency clients and general public riders, especially for long distance and out-of-state travel.

Strategies recommended for Bartholomew County to address the transportation service issues identified in this Coordinated Plan are found below:

Transportation Services Strategy #1

Coordinate/standardize driver training and driver/mechanic hiring requirements. In this regard, if agencies need to share drivers or mechanics, everyone will have the same basic qualifications and training. This also ensures a minimum level of quality service and maintenance throughout the entire region.

A suggested list of required training is as follows:

- OSHA Bloodborne Pathogens
- Passenger sensitivity training
- Customer service/dealing with difficult passengers
- Wheelchair securement training
- Defensive driving
- Accident/incident procedures
- Vehicle evacuation procedures
- First aid/CPR
- Pre-trip inspection procedures
- Safety and security

**TRANSPORTATION
SERVICES**

Substance abuse awareness
Radio or cell phone procedures
HIPPA training

A suggested list of hiring requirements includes the following items:

Minimum age
Minimum number of years of driving or maintenance experience
Knowledge of English
Possesses appropriate driver license
No criminal record
Meets certain physical requirements
ASE-certified or other similar certifications (mechanic only)
Ability to perform simple math
Reasonable knowledge of service area
Ability to read basic maps
Passage of a road test given by a supervisor
Passage of a written driving skills test.

Transportation Services Strategy #2

Work with a local technical school or other educational program to develop a driver training class where students could become “certified” drivers (and could even obtain their commercial driver license) and could work for local transportation providers after certification. This type of program has been successful in other areas. It can often be funded with monies from job programs for welfare recipients or low-income individuals.

Transportation Services Strategy #3

Explore the coordination and/or consolidation of maintenance services. A lack of in-house maintenance services can often lead to high maintenance costs and a lack of maintenance oversight. Consideration should be given to agencies contracting with transportation providers who perform their own maintenance or to the development of new centralized maintenance facilities for agencies without maintenance programs. Maintenance training programs could also be developed with local technical schools which included bus and lift maintenance so that qualified mechanics were available in the area to staff local facilities. Consideration should also be given to developing uniform preventative maintenance standards for the providers in the Gateway Region to make coordination of maintenance services easier.

**TRANSPORTATION
SERVICES**

Transportation Services Strategy #4

Expand capacity of existing transportation services in the area to fill existing demand for transportation services. This can be accomplished by trip sharing among agencies in the region and utilizing agency vehicles for general public or agency trips during “down time”. For example, the Human Services, Inc. agency has a significant number of vehicles which are not utilized for a good portion of the day if they are only used for Head Start transportation. These vehicles could provide contract trips for other agencies or for the general public (if Section 5311 funds are available to subsidize this or the public pays the full cost of the trip).

Transportation Services Strategy #5

Explore the possibilities for joint procurement of such items as fuel, office supplies, vehicle parts and supplies, etc. Often times agencies can save money when buying supplies in larger quantities.

VI. PRIORITIZATION OF STRATEGIES

After the strategies in the section above were generated, they were prioritized as High Priority (accomplished in the near term or within the next year), a Medium Priority (accomplished in the mid-term or within the next one to two years), and a Low Priority (accomplished in the longer term or within the next three to four years).

In addition, for each strategy listed, the parties responsible for the implementation of that strategy, the estimated cost for that strategy (if known), the capital requirements for that strategy, the strategy’s ridership implications, and possible performance measures to use to measure the success of that strategy are provided.

HIGH PRIORITY STRATEGIES

Customer Service Strategy #2

Develop a central call number for information, referral, and trip reservation for Bartholomew County citizens requiring transportation. The following implementation strategies will be addressed:

- ◆ Mobility Manager
 - Bartholomew County
 - Sponsor Agencies
- ◆ Training
 - County Agencies
 - Agency Employees
- ◆ Telephone Number
 - New
 - Existing
- ◆ Documentation
 - Daily Vehicle Utilization
 - Daily Driver Manifests
 - Daily Trip Denial Forms
- ◆ Dispatch Services
 - Software Requirements
 - Hardware Requirements
 - Medicaid Reimbursed Trips
- ◆ Costs
 - Cost per Trip
 - Potential Funding Sources

HIGH PRIORITY STRATEGIES

Bartholomew County Mobility Manager

Key to the success of a central call number for Bartholomew County will be the coordination of available resources from various service providers. Such resources include training, drivers, vehicles, maintenance practices, and availability. The Coordinated Transportation Advisory Committee should appoint a representative to serve as Mobility Manager for Bartholomew County.

The representative volunteering or appointed to serve as Bartholomew County Mobility Manager will have the following responsibilities:

- ✓ Create and maintain information on available service providers in Bartholomew County.
 - Name of provider
 - Number of available vehicles
 - Days/Hours of service
 - Contact information for primary contact
 - Contact information for scheduling/dispatching
- ✓ Gather schedule information for all available vehicles.
 - Daily or weekly compilation of vehicle availability for each provider
 - Specific notation to each vehicles daily availability
- ✓ Provide vehicle utilization information to dispatching employees and/or agencies.
 - Daily vehicle utilization by hour per vehicle
 - Dispatch contact information for sponsor agency
- ✓ Provide each sponsor agency with record keeping templates.
 - Daily driver manifest template
 - Daily trip denial template
 - Daily/Weekly vehicle utilization template
- ✓ Disseminate to all providers interval progress reports
 - Daily, weekly, or monthly ridership
 - Quarterly progress reports

Each agency should likewise appoint an employee to serve as primary contact for the Bartholomew County Mobility Manager. The sponsor agency employee will be responsible for assisting the Mobility Manager with gathering the above identified information for their agency.

Training

The Bartholomew County Mobility Manager will be assisted by sponsor agency employees in gathering resource information for service provision. As such, the Mobility Manager will need to conduct training on the proper methodology for compiling and communicating the appropriate resource

information. Topics such as document completion, established deadlines for communication of information, and back-up protocols will be discussed and implemented.

Additionally, each sponsor agency will need to conduct training with dispatchers and drivers on the goals of the Coordinated Transportation Advisory Committee and the sponsor agencies role in providing coordinated transportation services to Bartholomew County. All employees should be aware of the importance of providing consistent service to agency and county-wide riders alike.

Recommendation

The representative volunteering/appointed to serve as the Bartholomew County Mobility Manager will need to possess a degree of transportation knowledge. Management practices such as vehicle utilization, fleet resource allocation, and ridership analysis will be key duties performed by the appointee.

Among the coordination partners for Bartholomew County, Columbus Transit would seem the most apropos agency from which to appoint a Mobility Manager. The agency is currently servicing the City of Columbus in the public transportation industry and has the greatest abundance of available transportation-specific employees. Furthermore, the demand response nature of coordinated transportation can produce unique challenges that Columbus Transit has encountered through the provision of complimentary paratransit services.

Columbus Transit also currently conducts employee training specific to the public transportation service industry. Such established training programs will assist in providing a solid foundation for consistent service among all providers.

FTA Circular 9045.1, Section III.11(b)(4) provides funding for “*new mobility management and coordination programs among public transportation providers and other human service agencies providing transportation.*” Under this guidance, mobility management would qualify as an eligible capital cost reimbursed at a rate no greater than 80% of the net cost of the activity.

Telephone Number Development

Successful passenger transportation services rely heavily on simplicity and ease of use for passengers. The more difficulty a passenger encounters when attempting to utilize public transportation services, the lower the perceived quality of those services can become. In an environment of

several service providers, passengers can often become confused as to which provider best suits their individual needs.

A central call number for passenger transportation will rely on one phone number for passengers to schedule requested trips. The telephone number can be created and presented to citizens as a new number for county-wide service; or an existing number can be marketed to citizens as now offering county-wide service.

The establishment of a new telephone number, whether a toll-free or local exchange, will involve an initial capital cost. The cost will vary based on factors such as line usage (incoming calls), associated trunk lines for the facility, line maintenance charges, and flat rate service charges assessed by the carrier.

Recommendation

A primary goal in the development of the Columbus Area Coordinated Human Services Transportation Plan was to identify the available local resources and maximize utilization. The Columbus area is currently serviced by a public transportation provider, Columbus Transit. Due to service area restrictions, Columbus Transit has been providing service solely within the established Columbus city limits. Despite this restriction, Columbus Transit has prospered as a public transportation provider of both fixed route and demand response services.

As with the Mobility Manager, the agency volunteering/appointed to receive incoming calls must have a degree of familiarity with passenger transportation. Scheduling demand response passenger trips can often present unique challenges for passengers, drivers, and dispatchers.

Based on the unique requirements of demand response passengers, the initial capital costs potentially incurred, and the current status of public transportation provider, it is recommended that Columbus Transit market the existing telephone number as offering county-wide services and train employees on the goals of the Coordinated Transportation Plan as it relates to dispatch of various providers.

Documentation

Chief among the keys to successful public transportation efforts is record keeping. Dependable, accurate records play an important role in the efficient utilization of resources and in-depth analysis of performance. As citizens of Bartholomew County become aware of the availability of county-wide service, performance analysis will become a critical

component to the potential progression from coordinated human services transportation to formula funded public transportation.

The Bartholomew County Mobility Manager will compile and analyze various transportation records for each sponsor provider. Consistent methods for conveying data will be necessary to ensure the most accurate analysis of service performance. Information such as trip origination points, daily vehicle availability, trip request denials, and common destinations will be crucial to effectively managing the available resources for Bartholomew County.

The Bartholomew County Mobility Manager will need to create and distribute common record keeping documents to all sponsor agencies to ensure consistent reporting and analysis capabilities.

Exhibit VI.1 shows an example of a Daily Vehicle Utilization Chart. Daily vehicle utilization is critical to the success of any Coordinated Human Services Transportation Plan. Understanding a vehicles capacity and daily availability will allow dispatchers to ensure each passenger trip is conducted utilizing the most appropriate available vehicle. A sample Daily Vehicle Utilization Chart can also be found in Appendix B.

Exhibit VI.2 shows an example of a Daily Driver Manifest. Driver manifests are a daily log of passenger trips which provide drivers with scheduled pick-up times, origination and destination addresses, and any special needs assistance the passenger may require. Manifests also provide information on performance measures such as driver arrival time, trip cancellations or no-shows, and total drive time. A sample Daily Driver Manifest can also be found in Appendix B.

Exhibit VI.3 shows an example of a Daily Trip Denial tracking form. In order to maximize available resources toward eliminating service gaps and duplications, it is important to understand not only where passengers require transportation, but where available transportation is unable to meet passenger needs. Trip denials can occur under a variety of circumstances in a demand response environment. Factors such as available vehicles, available accessible vehicles, or appropriate hours of operation can contribute to a passenger's inability to schedule a necessary trip request. A sample Trip Denial Tracking Form can also be found in Appendix B.

Based on the operation of a fixed route service, Columbus Transit is required by 49 CFR Part 37.121 of the Americans with Disabilities Act (ADA) to provide complimentary paratransit services. The requirement also states that trip denial tracking must be performed for all

Exhibit V.1, V.2

Exhibit V.3

complimentary paratransit requests. The ADA regulations do not specify how tracking shall be recorded, only that the record must be kept.

The Columbus Area Coordinated Human Services Transportation Plan does not fall under the regulatory requirements of ADA. However, the existence of the requirement for tracking this valuable information is currently in place and adhered to by Columbus Transit.

Recommended trip denial tracking information should include the following:

- ◆ Date of request
- ◆ Date of requested trip
- ◆ Time of requested trip
- ◆ Rider classification (adult, senior, student, etc.)
- ◆ Number of passengers
- ◆ Wheelchair accessible vehicle request
- ◆ Reason for denial

Recommendation

Consistent provision of quality service to Bartholomew County will inevitably lead to an increase in individual mobility for all citizens. Management analysis and accurate record keeping are essential tools used in establishing a high quality transportation service.

In order to accomplish the highest degree of quality transportation service possible for Bartholomew County, each sponsor agency should utilize the same record keeping documentation. The Bartholomew County Mobility Manager should examine all current record keeping practices, specifically in the area of daily driver manifests, daily vehicle utilization, and daily trip denial tracking, and determine which method will best serve performance analysis methodology. Blank template forms for each of the key data areas should be created and distributed to each sponsor agency. Employee training on form completion and submittal should be conducted by both the sponsor agency and the Bartholomew County Mobility Manager.

Dispatch Services

A primary goal in the consolidation and coordination of transportation services for Bartholomew County is simplicity of use for potential passengers. As described in the examination of a telephone number for scheduling requests, the more difficulties experienced by transportation users, the lower the perception of the quality of available services; a condition that inevitably may lead to lower ridership and decreased individual mobility. As information relative to the daily vehicle

availability from sponsor agencies is compiled, it becomes equally important to assemble the information in such a manner as to facilitate expedient and appropriate vehicle dispatch.

In an effort to maintain a high degree of simplicity for passenger requests and a high degree of service quality, dispatch services would be most effective if performed by the same agency receiving incoming calls. In this scenario, the passenger request can be received and a trip scheduled during the initial incoming call. A subsequent dispatch call to the sponsor agency available to provide the trip would then be placed to discharge passenger trip information.

Though not critical to successful passenger transportation, computer hardware and software are effective tools utilized in vehicle dispatch. Record keeping, communications, and readily accessible inventory information are all enhanced through the use of computer hardware and software applications.

Transportation specific software, though effective, is not crucial to successful passenger transportation. Commonly used productivity software such as Microsoft Office can be formatted to enhance passenger trip scheduling and vehicle dispatch functions. Microsoft Excel versions of Exhibits VI.1, VI.2, and VI.3 are examples of the utilization of common productivity software. Appendix C reflects the vehicle utilization for the responding agencies.

Recommendation

The Bartholomew County Mobility Manager will need to assess the dispatch capabilities of the sponsor agency receiving inbound passenger requests. A sponsor agency need not possess computer hardware and/or software in order to effectively and efficiently perform dispatch functions. However, it is highly recommended that the sponsor agency, at a minimum, possess a business computer and the Microsoft Office productivity software suite.

Such digital resources will allow information to be passed from sponsor agency to Mobility Manager to dispatch agency to providing agency in a swift, reliable manner. Utilization of productivity software will also provide a reliable, user-friendly method of performance analysis and consistent data collection mediums.

Medicaid Reimbursed Trips

Steering Committee meetings revealed that many passenger trips provided in Bartholomew County are eligible for Medicaid reimbursement. Exhibit

VI.4 is an excerpt from the U.S. Department of Health and Human Services, Human Resources and Services Administration table of Indiana Medicaid Covered Services.

**EXHIBIT VI.4
INDIANA MEDICAID COVERED SERVICES**

Service	M/O	Process	Special Considerations	Payment Information
Necessary Medical Transportation	O	<p>Medicaid covers emergency ambulance or trips to or from hospital for inpatient admission/discharge.</p> <p>Non-emergency travel available for up to 20 one-way trips of less than 50 miles per year without prior authorization.</p>	<p>Services must be for transportation to or from an Indiana Medicaid covered service, or both.</p> <p>Transportation must be the least expensive type of transportation available that meets the medical needs of the recipient.</p> <p>Medicaid does not cover ancillary non-emergency transportation charges including parking fees, tolls, recipient meals or lodging and escort meals or lodging.</p>	<p>Ambulance services are subject to maximum allowable fees. Medicaid reimbursement is available for the following services:</p> <ul style="list-style-type: none"> • Loading fee; • Loaded mileage, which shall be paid for each mile of the trip; • Oxygen; and • Waiting time, except for the first 30 minutes, and only when the trip exceeds 50 miles one way and prior authorization has been obtained. <p>Intrastate wheelchair/non-ambulatory services are subject to maximum allowable fees, including a base rate plus applicable mileage.</p> <p>Intrastate commercial ambulatory services (including taxis, buses) are subject to maximum allowable fees and are reimbursed either flat fees or base rates plus mileage, depending on the service.</p>

Source: U.S. Department of Health and Human Services

Transportation providers are under no obligation to transport non-emergency Medicaid eligible passengers. Based on the lack of regulatory obligation, it is recommended that the discretion for provision of Medicaid reimbursed services be left solely to the available providing agency. Should an agency choose to provide a passenger trip deemed eligible for

Medicaid reimbursement, responsibility for invoice generation and submittal to appropriate state agencies shall fall to the providing agency.

Costs

Formula funded public transportation programs such as Section 5307 (Columbus Transit) and Section 5311 (Access Johnson County) operate as not-for-profit organizations. A combination of federal, state, and local funds are used to offset operational deficits generated by such business practices. In a coordinated transportation environment, operational deficits will arise in much the same manner as in public transportation ventures; with cost factors such as labor, fuel, and maintenance contributing to the overall deficit.

To minimize the deficit incurred by providing agencies, the cost of transportation can be recovered by utilizing several funding strategies, the most basic of which is passenger fares. Using the RLS & Associates developed Cost Allocation Workbook and budget information provided by the sponsor agencies, the fully allocated cost per passenger trip has been calculated using the cost factors illustrated in Exhibit VI.5

**EXHIBIT VI.5
COST ALLOCATION CALCULATIONS**

Calculated Cost Factors					
Fully Allocated Hours Rate	Fully Allocated Miles Rate	Fixed Cost Rate	Average Miles per Trip	Average Miles per Service Hour	Estimated Passenger Trips
\$33.68	\$0.76	18.0826%	5.41	11.44	24,316
Estimated Costs					
	<i>Calculation</i>		<i>Cost Factor</i>		<i>Estimated Cost</i>
	Estimated Annual Service Miles (Estimated Trips x Miles/Trip)	131,549.56	x FA Miles (rounded up to nearest dollar)		\$99,978
	Estimated Annual Service Hours (Estimated Service Miles/Average Miles/Trip)	11,499.09	x FA Hours (rounded up to nearest dollar)		\$387,290
			<i>Subtotal</i>		\$487,268
			<i>Fixed Cost Rate</i> (Subtotal x 0.180826)		\$88,111
	Total Estimated Cost of Service				\$575,379
	Estimated Cost per Passenger Trip (Total Cost of Service/Estimated Passenger Trips)				\$23.66

Passenger fares can be established wherein the boarding passenger would provide the fully allocated cost per passenger trip calculated in Exhibit VI.5. The Steering Committee has asked RLS staff to identify the funding revenue required to reduce the fully allocated cost per passenger trip to an amount lower than \$10.00 per one way trip. Based on the information contained in Exhibit VI.5, additional revenue of \$332,287 would be required to reduce the passenger trip cost to \$10.00 per one way trip.

Federal Transit Administration formula funding programs such as Section 5311 (Rural and Small Urban Areas), Section 5316 (Job Access/Reverse Commute), and Section 5317 (New Freedom) can provide funding for operating and administrative expenses. Locally generated revenue such as local government grants, local agency donations, or purchase of service contracts with local agencies can provide additional funding for operating and administrative expenses as well as the matching requirements of FTA formula programs.

The Bartholomew County Chamber of Commerce lists more than 2,200 employers currently operating within Bartholomew County generating more than \$16 billion dollars in annual revenue and employing more than 35,000 residents. The vast diversity of employers in Bartholomew County offers a variety of Job Access/Reverse Commute services concepts available for potential funding. Below are examples of funding strategies utilizing various funding resources:

Cummins Engine Company

Cummins, Inc., the largest employer in Bartholomew County, currently operates multiple facilities throughout the county. The McKinley Avenue manufacturing location houses the largest number of traditional shift employees. Cummins currently provides shuttle services to the various Columbus locations; however, no shuttle service is available from non-Cummins operated properties.

Transportation services offered to and from common “park-n-ride” locations to be operated at intervals corresponding to common personnel shift changes would meet the criteria for an eligible JARC project.

Eligible activities for JARC funding includes the operation of shuttle service (FTA Circular 9050.1, Section III.11(c)) intended to encourage new and expanded transportation capacity to connect low-income persons to jobs and employment services. Such service would be eligible for reimbursement of the Federal share of the eligible operating costs, not exceed 50% of the net operating costs of the activity.

Prime Outlets at Edinburgh

The City of Edinburgh is home to a Premium Outlets facility. Over eighty (80) private vendors are located in one complex and employ approximately 400 citizens from neighboring communities throughout Bartholomew County. At present, no public shuttle service is available for citizens of the City of Columbus or rural areas of Bartholomew County to the Edinburgh Prime Outlets (EPO).

Under the FTA Circular citation listed above, a daily shuttle service to the Edinburgh Prime Outlets would qualify as an eligible JARC project. With the diversity of retail vendors located at the EPO facility, research would be needed to identify a common shift start and end time. Shuttle services should correspond with such times.

Access Johnson County currently has a stop for the Johnson County Connector bus located at this facility. Coordination with Access Johnson County wherein Bartholomew County passengers arrive in Edinburgh and transfer to the Johnson County Connector would enable Bartholomew County residents to utilize various medical services currently offered in Johnson County.

FTA Circular 9045.1, Section III.11 (New Freedoms) identifies eligible activities as “*new public transportation services beyond those required by the Americans with Disabilities Act of 1990 (ADA).*” The circular further encourages recipients to “*meet the needs of individuals with disabilities in their communities.*” Such a broad definition of eligibility may provide an additional funding source for similar shuttle services to Edinburgh, Hope, Taylorsville, and Elizabethtown for use of medical and social services offered in those areas.

Appendix E provides an *INVENTORY OF FEDERAL PROGRAMS PROVIDING TRANSPORTATION SERVICES TO THE TRANSPORTATION-DISADVANTAGED*⁴. The inventory will help identify potential human service agencies operating in Bartholomew County that may be solicited for purchase of service contracts, increasing the available matching requirements needed to secure FTA formula funding. Such agencies will have been included in the public outreach efforts undertaken as part of this planning process; however, with the implementation of coordinated services may come an increased interest by some of the agencies previously unresponsive.

Leadership Strategy #1:

⁴ Source: GAO-03-697, TRANSPORTATION-DISADVANTAGED POPULATIONS: Some Coordination Efforts Among Programs Providing Transportation Services, but Obstacles Persist.

Educate all transportation related agencies, government officials, and the general public on the benefits of coordination transportation planning and coordinated transportation services.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time included in existing provider budgets. Staff involved in brochure development. Cost of printing brochures. Should print at least 5,000-10,000 brochures.
Capital Requirements:	None
Ridership Implications:	Possible increase in ridership from distribution of information or increases in contract ridership as County agencies become aware of transportation services available. Target populations also become more aware of transportation services available.
Performance Measures:	<ul style="list-style-type: none"> Number of presentations given. Number of local government officials reached. Number of open houses conducted. Number of brochures distributed. Number of new riders. Number of new agency contracts. Number of new coordination project partners. Number of articles and letters to the editor submitted and printed. Number of events attended. Number of people reached.

HIGH PRIORITY STRATEGIES

Leadership Strategy #2

Create a Coordinated Transportation Advisory Committee/Group for the Bartholomew County area with representatives from government, agencies, businesses, the disabled community, senior organizations, and public riders serving as members.

Parties Responsible:	Coordination project partners – Columbus Area Metropolitan Planning Organization to take the lead for creation of committee.
Budget/Costs:	Staff time involved. Possibly small copying budget for agendas and correspondence.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership as TAC members become aware of services available and “spread the word” in the community. Also chance for contract service as agencies become aware of coordination project.
Performance Measures:	TAC formed. TAC meetings held at least quarterly.

Data Collection and Planning Strategy #1

Officially designate a lead agency to continue with the coordination planning process and to lead the Coordinated Transportation Advisory Group/Committee.

Parties Responsible:	Coordinated Transportation Advisory Group/Committee members.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Lead agency designated. Coordination process continues.

Data Collection and Planning Strategy #2

Complete additional work regarding the inventory of vehicles in the area and the utilization of those vehicles as well as a more detailed inventory of services, drivers, dispatchers, mechanics, facilities, etc. in the County.

Parties Responsible:	Coordinated Transportation Advisory Group/Committee members.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership as resources are identified and utilized to their fullest extent possible to provide transportation services.
Performance Measures:	Detailed inventory completed.

HIGH PRIORITY STRATEGIES

Customer Service Strategy #1

Ensure that discussion of the significant transportation needs of persons with disabilities and seniors in the next five (5) years is included in transportation coordination planning discussions.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None
Ridership Implications:	Potentially an increase in service for persons with disabilities and seniors as agencies plan for expansion of services or new services.
Performance Measures:	Number of meetings attended. Increase in services for the disabled and senior citizens.

Funding Strategy #1

Explore ways to coordinate the sharing of trips (especially out-of-state trips) and increasing the usage of the region's transportation vehicles in order to provide more service with little additional financial resources.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	To be determined.
Performance Measures:	Number of trips and vehicles shared. Capital costs saved.

Funding Strategy #2

Explore additional funding sources to increase the amount of service available in the region.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved. Possible local matches for grants required.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership if new funding sources assist in the provision of new transportation services.
Performance Measures:	New funding sources secured. Additional transportation services funded. Increase in ridership from new service.

Funding Strategy #3

Create a common data reporting system to allow for easier communication among agencies regarding operating and financial statistics.

Parties Responsible:	Coordination project partners.
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**HIGH PRIORITY
STRATEGIES**

Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Common data definitions developed. Reporting system developed.

Transportation Services Strategy #4

Expand capacity of existing transportation services in the area to fill existing demand for transportation services. This can be accomplished by trip sharing among agencies in the region and utilizing agency vehicles for general public or agency trips during “down time”.

**HIGH PRIORITY
STRATEGIES**

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	To be determined.
Performance Measures:	Number of trips and vehicles shared. Capital costs saved.

Transportation Services Strategy #5

Explore the possibilities for joint procurement of such items as fuel, office supplies, vehicle parts and supplies, etc.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	Potentially an increase in ridership as more service is provided with money saved through joint procurements.
Performance Measures:	Dollars saved on items purchased through joint procurements.

MEDIUM PRIORITY STRATEGIES

Leadership Strategy #3

Develop a subcommittee from the Coordinated Transportation Advisory Committee/Group who are responsible for improving relationships with state (and federal if necessary) agency officials.

Parties Responsible:	Coordinated Transportation Advisory Committee/Group members.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	Potential for increase in ridership as state and federal barriers to coordination are lifted.
Performance Measures:	State and federal regulatory barriers to coordination are resolved. More funding from the state and federal levels for coordination activities.

Data Collection and Planning Strategy #3

Update this Transportation Plan for the County on an annual basis and monitor the successful completion of its strategies.

Parties Responsible:	Coordination project partners – CAMPO to take the lead.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Transportation Plan updated annually. Major update every four (4) years.

MEDIUM PRIORITY STRATEGIES

MEDIUM PRIORITY STRATEGIES

Data Collection and Planning Strategy #4

Gather data on the successes and benefits of the coordination project and report them to local and state officials.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	As local and state officials become more aware of the benefits of coordination, additional funding may be allocated to provide services (and thus increased ridership) through the coordination project.
Performance Measures:	Data collected and reported to local and state officials on a quarterly basis.

Customer Service Strategy #3

Standardize policies and procedures as much as possible to ensure consistency for consumers among coordination project providers.

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Policies and procedures developed.

Funding Strategy #4

Create a common billing system if trips, hours, miles, etc. are to be billed for between agencies involved in the coordination project.

Parties Responsible:	Coordination project partners.
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Budget/Costs:	Staff time involved. Possibly a budget needed for computer software and Internet access.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Billing system developed. Agencies successfully bill each other for transportation services provided.

Transportation Services Strategy #1

Coordinate/standardize driver training and driver/mechanic hiring requirements.

MEDIUM PRIORITY STRATEGIES

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved. Some training may involve costs if qualified in-house staff is not available. RTAP training should be taken advantage of as much as possible.
Capital Requirements:	None.
Ridership Implications:	Better quality service to riders.
Performance Measures:	All staff trained. No. of complaints about staff. No. of incidents/accidents handled properly. No. of pre-trip inspections performed properly.

Transportation Services Strategy #3

Explore the coordination and/or consolidation of maintenance services.

Parties Responsible:	Coordination project partners
Budget/Costs:	Staff time involved. Possible budget implications for staffing, facilities and equipment depending upon which type of coordination occurs.

STRATEGIES

Capital Requirements:	Potential for maintenance equipment and facility capital requirements.
Ridership Implications:	Perception of transportation vehicles could improve due to better appearance and reliability and thus people may be more likely to ride.
Performance Measures:	PM standards developed and implemented. Number of road calls. Amount of maintenance costs. Number of major repairs.

MEDIUM PRIORITY STRATEGIES

LOW PRIORITY STRATEGIES

Transportation Services Strategy #2

Work with a local technical school or other educational program to develop a driver training class where students could become “certified” drivers (and could even obtain their commercial driver license) and could work for local transportation providers after certification.

LOW PRIORITY STRATEGIES

Parties Responsible:	Coordination project partners.
Budget/Costs:	Staff time involved. Possibly budget involved for program marketing and supplies and instructors for class.
Capital Requirements:	None.
Ridership Implications:	None.
Performance Measures:	Driver training class developed. Number of students who become “certified” drivers and are hired by Region IX providers.

LOW PRIORITY STRATEGIES

VII. PUBLIC TRANSPORTATION FEASIBILITY

The authorization and increased funding levels made available in SAFETEA-LU are evidence of a more in-depth understanding of the need for individual mobility and transportation alternatives in rural areas. As niche providers partner with one another, partnerships blossom into service provision, and service provision increases mobility for citizens, additional sources of operational funding become necessary.

A major way the Federal Transit Administration (FTA) helps communities support public transportation is by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes. FTA programs are typically identified by a name and/or a section number (of Title 49 of the United States Code) – for example, the "Rural and Small Urban Areas" or "Section 5311" grant program. Each year Congress appropriates funds for each program and FTA awards grants to eligible recipients to meet the goals of that program.

A potential result of the implementation of this Coordinated Human Services Plan is the progression from coordinated niche providers to public transportation service. As partnerships realize success in service provision, the need for additional partners and funding strategies becomes imperative.

The Indiana Department of Transportation has identified specific criteria for the application and potential award of Section 5311 funding. One criterion is the application of a Feasibility Study to provide justification for the need of Section 5311 funds. Below is the prescribed content structure for the required study and relevant information contained in this plan.

- A. Identify Need for Public Transit Service
 - 1. Mobility Needs of Potential Passengers
 - 2. Mobility Needs of Employers
 - 3. Mobility Needs of Social Service Agencies and their clients

As illustrated in Section IV of this plan, the need for transportation services is evidenced by the estimate of 24,316 trips potentially generated in rural Bartholomew County. Two major employment areas (Cummins, Prime Outlets of Edinburgh) are located in areas with no current public transportation service. The social services available to the citizens of Bartholomew County are located within the City of Columbus, creating the need for transportation services to rural citizens requiring various services. Further evidence of the need for transportation in rural Bartholomew County has been illustrated in Exhibit IV.2.

B. Identify Potential Trip Generators

1. Major Employers
2. Primary Medical Facilities
3. Commercial Development Concentrations (shopping and strip malls)
4. Social Service Agencies w/heavy client traffic
5. Retirement, Nursing Home, and Apartment Communities

Major trip generators have been listed in Section III of this plan and illustrated through various exhibits included in that section and a listing of employers, medical facilities, and education facilities located throughout Bartholomew County. Exhibit III.12 identifies the top ten employers in Bartholomew County, several of which have satellite facilities not currently serviced by public transportation. Exhibit III.16 identifies the cluster of shopping and retail facilities located in the Columbus area. Citizens of rural Bartholomew County who do not have access to transportation services will encounter significant mobility obstacles when attempting to utilize these venues.

C. Calculate Demand for Service

1. Peak Passenger Trips
 - a) Employer data can be useful for morning and evening trips
 - b) Medical related data is useful for morning trips
 - c) Commercial hours of operation can impact peak demand for employee travel in the morning and for passengers who may trip-chain before going home in the evening (shopping, drug store, dry cleaning, etc.)
 - d) Social Service Agency appointment concentrations can assist in defining peak travel demand, especially in the morning
2. Off-Peak Passenger Trips
 - a) Commercial, medical, and social information is most useful
 - b) Activity schedules for retirement communities and social service agencies can be of great use as well

Analysis of Bartholomew County employers reveals that the manufacturing industry makes up nearly 35% of county employers with retail businesses (including restaurants) comprising nearly 11%. Manufacturing and retail positions are non-traditional shift positions (any shift which does not begin and end between the hours of 8:00 am and 6:00 pm). Based on the trends currently represented, peak passenger trips will fluctuate widely according to such factors as time of year (shopping seasons for retail, close-out seasons for manufacturing) and regional microeconomic conditions (retail layoffs during off-season in Columbus, but not Edinburgh).

D. Select Most Appropriate Service Type to Serve Defined Need

1. Fixed Route/Demand Response
2. Demand Response
3. Point-Deviated Fixed Route

Based on the concentration of employment, social service agencies, and retail shopping locations in the City of Columbus, a combination of Demand Response and Point-Deviated Fixed Routes would best benefit the citizens of rural Bartholomew County. Point-deviated fixed routes could be operated shuttling passengers from the City of Columbus to transfer points designated in neighboring cities such as Edinburgh, Hope, and Elizabethtown. Demand response service could be operated for passengers riding alone or in small groups.

E. Identify Capital Requirements to Meet Defined Need

1. Type of Rolling Stock (30ft. bus vs. minivan)
2. Passenger Facilities (shelters, transfer site)
3. Administrative and Maintenance Facilities
4. Office, Operational (*including communication and dispatching needs*), and Maintenance equipment

As indicated in Section IV (p. 39) an average rural transit system with an 8-hour operating day averages 2.0 passenger trips per hour, or 16 passengers per day. Using the estimated trips for rural Bartholomew County of 24,316 and applying the rural average number of trips per hour (assuming a 250-day operating year), the public transportation service would require 6.079 vehicles to meet the estimated need.

Based on the capacity of a standard light-transit vehicle (12-15 passengers based on accessibility configuration), a single vehicle would need to provide 12.16 passenger trips per operational hour, or 97 passengers per day, to meet the estimated need.

Columbus Transit, the recommended Section 5311 service provider, is currently situated with an existing administrative, operational, and maintenance infrastructure, thus requiring no immediate capital for such facilities.

F. Identify Proposed Public Transit Service Provider(s)

1. Transit experience of proposed provider(s)
2. Describe plans for coordination and collaboration with other community transit providers/organizations

As described throughout Section VI, Columbus Transit is the most apropos public transportation provider. As a current Section 5307 recipient, Columbus Transit provides a long history of successful public

transportation service provision. Active participation in the creation of this Coordinated Human Services Transportation plan is a perfect illustration of the collaboration with community organizations in the effort to meet the transportation needs of rural Bartholomew County citizens.

G. Identify Operating Costs to Fulfill Demand

1. Total Cost of Service
 - a) Salaries (admin, operations, maintenance)
 - b) Fringe benefits
 - c) Fuel, Tires, etc.
 - d) Insurance
 - e) Utilities
2. Fare Revenue
 - a) Fare Structure (average fare)
 - b) Calculated passenger trips
3. Net Cost for Service (total cost minus fare revenue)

Historic operating expenses were used to calculate the fully allocated cost described in Section VI of this plan. Expenses listed for Quinco, Inc. and Columbus Transit were used to arrive at the estimate of \$23.66 per one way trip. As part of the application process, the budget information provided as part of the Cost Allocation Plan (Appendix C) will need revised to reflect the resources planned for service provision.

H. Identify Necessary Revenue to Support Net Cost for Service

1. Local
2. Federal (cannot exceed 50% of net cost)
3. Other

The Coordinated Human Services Transportation Plan has described a wide variety of transportation funding resources. As the budget revisions described are calculated, the revenue sources identified above will require similar adjustments prior to application. Strong advocacy from the Committee members as well as the Bartholomew County Mobility Manager can result in an increased monetary contribution from local agencies.

I. Identify Local Commitment to Preserving Service

1. Will service continue to be financed if federal revenues dry-up?
2. Will the local revenue source be consistent and reliable?
3. If performance is such that federal revenue increases, will additional local match be available?

This plan has been created, implemented, and advocated on the premise that individual mobility is essential to the quality of life for all of the

citizens of Bartholomew County. The Mobility Manager will “wear many hats” when involved in the coordination of transportation services. Among those responsibilities, it can be said that none is more important than the responsibility of being an eager, enthusiastic, outspoken advocate for individual mobility. The routines of daily living can often create a limited understanding to the needs of those with limited transportation options. The Mobility Manager will play a vital role in educating community leaders about the need for prolonged public transportation services, even in the event of limited or no federal funding assistance.

VIII. SAFETY AND SECURITY FOR PUBLIC TRANSPORTATION

Transportation providers serving small and rural communities face a number of unique security challenges. Resources are limited, staff is small, and, typically, major security events are not the norm. For these reasons, security planning—especially for catastrophic events—is often set aside as a remote possibility that would divert precious resources from the prevailing, day-to-day need to provide transportation services.

Fortunately, the development of a sound security program can make good business sense if the effort is structured appropriately and targeted specifically to the needs of smaller agencies. Such a program must rely on processes that have cross-applicability to other issues facing agencies, and that, therefore, can provide a near-term return on investment. This approach is critical in leveraging scarce transit agency assets, such as the development of “all hazards” emergency response plans to address both security events and natural disasters (e.g., hurricanes). Such an all-hazards approach is the “state of the practice,” representing a practical and cost-effective means of addressing several eventualities with one well-designed methodology. In addition, an all hazards approach has now been required by recent regulations, discussed in more detail in the text that follows, to introduce uniformity and efficiency in the ways that local, regional, State, and Federal agencies plan for and respond to security and other emergencies. The likelihood of agency personnel absorbing and effectively employing such a practice in the event of an emergency is far greater using simple yet effective programs to approach a range of security issues and other hazards.

The template outlined in TCRP Project No. J-10D was designed to guide development of a transit agency’s plan that deals with security events that are severe (e.g., a bomb threat) as well as routine (e.g., disturbances on board vehicles). Fortunately, for transit agencies, many of the basic steps are the same for both types of events - e.g., training new employees in what to look for in a range of situations, providing simple step-by-step policies, making it clear to employees when to involve organizations outside the transit agency, and stressing communications with the dispatcher at all times.

The approach outlined in the document emphasizes the fundamentals:

- 1. Clear agency policies – Dozens of sample policies are offered in this document that transit agencies can use as templates.*
- 2. Training new employees in the basics – This training can be done in conjunction with other efforts.*

3. *Communications within the agency – When faced with situations, above all, employees should know what to do, and know when to communicate situations to others within the agency for guidance.*
4. *Communications with outside organizations - Law enforcement, fire, first responders, and emergency organizations near the transit agency have done much of the work and can offer assistance*
5. *Practicing – Whether in day-to-day operations (including security issues in the daily vehicle inspection sheet) or less frequency (emergency evacuation drills), practicing is an important part of a security plan.*

Though intended to address security issues primarily, the template is also flexible enough to encompass non-security events; preparation for security events such as terrorism should also help prepare employees and others to respond to more common safety-related events such as severe weather. Therefore, though non-security events are not the focus of the document, opportunities to encompass non-security hazards using security strategies are highlighted.⁵

To ensure consistency among operators throughout Bartholomew County and Indiana, each Hazard and Safety Plan in effect should be created using the HSP (TCRP Project No. J-10) “Security Planning Tools for Rural, Small Urban, and Community-based Public Transportation Operators Hazard and Security Plan.” A copy of the template can be found at http://www.cutr.usf.edu/bussafety/documents/security/F_HSP_Template_Instructions_September_2005.doc.

⁵ Source: Introduction, Security Planning Tools for Rural, Small Urban, and Community-Based Public Transportation Operations

IX. ADOPTION OF PLAN

This plan was adopted on December 31, 2007 at a stated meeting of the Columbus Area Metropolitan Planning Organization.

Columbus Area Metropolitan Planning Organization

Columbus Transit

QUINCO, Inc.

Senior Center Services

Developmental Services, Inc.

First Call for Help 2-1-1

