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**CUYAHOGA COUNTY
STRATEGIC PLAN FOR SENIOR
TRANSPORTATION**

PRESENTED TO:

**CUYAHOGA COUNTY SENIOR
TRANSPORTATION WORKING GROUP**

◆

**EXECUTIVE SUMMARY
JULY 09, 2004**



3131 S. Dixie Hwy, #545, Dayton OH 45439

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The preparation of this report has been financed in part through grants from the Mount Sinai Health Care Foundation. The opinions, findings, and conclusions expressed in this report are those of the consultant as guided by the Senior Transportation Working Group and do not necessarily reflect the position of study funding sources.



3131 S. Dixie Hwy, #545, Dayton OH 45439

DEDICATION

**The Cuyahoga County
Strategic Plan for Senior Transportation**

Is Dedicated to:

The Memory of

Ms. Lois Zaas

**Wife, Mother,
Community Activist, and Nature Lover**

and

**Founding Member
of the**

Transportation Consortium Coordinating Committee (TC³)

and

**Dedicated Member of the
Senior Transportation Working Group**

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**CUYAHOGA COUNTY
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Introduction

INTRODUCTION

Seniors, defined as persons over 60 years of age, comprise almost twenty percent of the County’s population, according to the 1990 Census of Population. Surveys of this population consistently reveal that transportation is a critical need necessary to maintain basic living standards. Without access to safe, reliable, efficient, and affordable transportation, senior may be unable to obtain medical care, groceries, banking services, or entertainment isolates seniors and diminishes their quality of life.

The Cuyahoga County Department of Senior & Adult Services (DSAS) and the Cuyahoga County Planning Commission (CPC) have undertaken a comprehensive study to develop a strategic plan that will provide for the availability of, and access to, sufficient transportation services for older adults in Cuyahoga County. This study is known as the “Cuyahoga County Strategic Plan for Senior Transportation.”

Purpose of the Study

The purpose of the study is to develop a strategic plan to provide comprehensive, coordinated, efficient, sustainable, and affordable transportation for seniors with mobility problems in Cuyahoga County. Specifically, the plan is designed to:

- ◆ Increase the quantity of transportation services available to seniors;
- ◆ Increase the quality of transportation available to seniors;
- ◆ Recommend a management plan to coordinate the delivery of these services;
- ◆ Identify the activities that should be undertaken by Cuyahoga County to achieve these objectives;
- ◆ Identify the facilities that will be needed to achieve these objectives; and
- ◆ Identify the funding required to achieve the study objectives.

Study Work Program

Work to prepare the Cuyahoga County Strategic Plan for Senior Transportation was undertaken in phases, as follows:

- ◆ Phase I – Define Community Standards

Introduction

- ◆ Phase II – Inventory and Analysis of Existing Conditions, Needs Assessment, Needs Projections, and Best Practices Review
 - Existing Conditions
 - Needs Assessment
 - Demographic Characterizations and Forecasts
 - Identification of Gaps
 - Best Practices Review

- ◆ Phase III – Identify Models, Short-Term, Intermediate Actions, and Long Term Strategies

- ◆ Phase IV - Prepare a Financial Analysis

- ◆ Phase V – Prepare an Organizational Analysis and Implementation Plan

Individual reports summarizing work completed in each phase were developed during the period March 2002 through March 2003. This draft final report contains the results of all work completed under the project.

Senior Transportation Working Group

Overseeing work conducted by the consultant on the project is an interagency committee known as the Senior Transportation Working Group. The group consists of representatives from the Cuyahoga County Department of Senior and Adult Services, the Cuyahoga County Planning Commission (CPC), the Northeast Ohio Areawide Coordinating Agency (the Metropolitan Planning Organization (MPO)), the Greater Cleveland Regional Transit Authority (GCRTA), the Western Reserve Area Agency on Aging, the City of Cleveland Department of Aging, and the Transportation Consortium Coordinating Committee (TC³) of the Jewish Community Center of Cleveland. A representative from the United Way's Senior success Vision Council also actively participated in the study process.

A list of Working Group members is contained in Appendix A of this report.

DEVELOPMENT OF COMMUNITY STANDARDS FOR SENIOR TRANSPORTATION

METHODOLOGY

A one-day seminar was held with the Senior Transportation Working Group on February 6, 2002 to establish community standards for senior transportation that will govern subsequent study work.

The approach adopted for facilitating discussion among the Senior Transportation Working Group members entailed a three-part discussion of market identification, subjective opinions on the best and worst features of existing senior transportation resources, and the development of community service standards for senior transportation.

SUMMARY OF KEY ISSUES

The Senior Transportation Working Group was asked to identify the relative importance of a series of critical issues surrounding senior transportation services. Based on these results, the following issues/topics represent the most important objectives identified by the Senior Transportation Working Group:

- ◆ Low Income Seniors (9.79)
- ◆ Full County Accessibility (9.50)
- ◆ Seamless Transit (9.46)
- ◆ Senior Customer Orientation (9.29)
- ◆ Frail Seniors (9.14)
- ◆ Countywide Trip Brokerage (9.14)
- ◆ Proactive Driver Information/Training (9.07)

ESTABLISHING GOALS AND OBJECTIVES FOR THE CUYAHOGA COUNTY STRATEGIC PLAN FOR SENIOR TRANSPORTATION

Based on the initial study objectives and on the discussions of the Senior Transportation Working Group, the following goals and/or service standards were developed for the Strategic Plan. The goals have been organized around the original project issues identified in the Senior Transportation Working Group's Request for Proposals.

Development of Community Standards for Senior Transportation

Study Issue: Increase the Quantity of Transportation Services Available to Seniors

Goals for increasing the quantity of senior transportation in Cuyahoga County were established by the Senior Transportation Working Group. The Strategic Plan should:

- ◆ Incorporate mobility management concepts to better coordinate user trip needs and available transportation resources in the community.
- ◆ Ensure, taking population, population density, and the location of trip generators into account, that appropriate levels of transit and paratransit services are available to seniors throughout Cuyahoga County.

Study Issue: Increase the Quality of Transportation Available to Seniors

Goals for increasing the quality of senior transportation in Cuyahoga County were established. The Strategic Plan should:

- ◆ Embrace the “family of services” concept in order to address the mobility needs of Cuyahoga County seniors with diverse socio-economic and demographic characteristics.
- ◆ Address transit options that provide alternatives to independent trip-making by seniors who, either by necessity or by choice, have given up use of their personal automobile.
- ◆ Include actions that increase the range of eligible trip purposes to enhance the level of personal, social, and recreational trips made by seniors in order to improve quality of life.
- ◆ Facilitate ease of use by adopting a curb-to-curb passenger assistance model for senior Services in Cuyahoga County.
- ◆ Adopt a standardized approach to driver training that emphasizes the special needs of senior should be promoted for all transit organizations providing transit services to the elderly.
- ◆ Adopt design specifications so that vehicles used for senior transportation contain user amenities and features with the older passenger in mind. Vehicles should be manufactured with low floors, minimal step heights, wide aisles, and with sufficient stanchions and handrails.

**Development of
Community
Standards for
Senior
Transportation**

Study Issue: Transit Services for Senior Should be Coordinated Discussion

Goals for ensuring the coordination of senior transportation services in Cuyahoga County were established. The Strategic Plan should:

- ◆ Incorporate the necessary management strategies to ensure that new services for seniors are integrated with and do not duplicate existing transit services.
- ◆ Incorporate provisions that permit seamless transportation for seniors between transit services in Cuyahoga County and adjacent counties, building on successful examples typified by GCRTA and Laketran.

Study Issue: Transit Services for Senior Should be Coordinated

Goals for ensuring the coordination of senior transportation services in Cuyahoga County are as follows:

- ◆ The strategic plan for senior transportation should incorporate the necessary management strategies to ensure that new services for seniors are integrated with and do not duplicate existing transit services.
- ◆ The strategic plan should incorporate provisions that permit seamless transportation for seniors between transit services in Cuyahoga County and adjacent counties, building on successful examples typified by GCRTA and Laketran.

Study Issue: Senior Transportation Services Should be Provided in as Efficient Manner as Possible

Goals for ensuring the efficient provision of senior transportation in Cuyahoga County were established. The Strategic Plan should:

- ◆ Identify and incorporate those transit technologies that can result in more efficient and effective transit service provision for seniors.
- ◆ Plan senior transit services predicated on identifiable demand consistent with consumer needs.

**Development of
Community
Standards for
Senior
Transportation**

Study Issue: Senior Transit Services Must be Affordable and Sustainable

The Strategic Plan should:

- ◆ Incorporate concepts such as a universal fare or debit card to facilitate ease of use transit services by seniors.
- ◆ Incorporate funding strategies and mechanisms that will result in continuous and sustainable service provision.

**Development of
Community
Standards for
Senior
Transportation**

SUMMARY OF EXISTING CONDITIONS

OVERVIEW

A survey of organizations in Cuyahoga County was conducted to determine if they were engaged in the provision of senior transportation and to update a similar survey conducted in 1995.

A total of 578 surveys were mailed to each listing in the survey address database. Based on feedback from the Senior Transportation Working Group, a decision was made to focus only those addressees located in Cuyahoga County. This reduced the database to 523 addresses. Of this number, 15 addresses were determined to be undeliverable by the U.S. Postal Service. Thus, a total of sample of 508 organizations, residential facilities, or related agencies were included in the sample survey. Ninety (90) organizations responded to the survey and/or agreed to provide information to support the study in a face-to-face interview conducted by the study team.

In addition to these surveys, some organizations, due to the complexity of the transit program, were interviewed in person to obtain information (*e.g.*, Greater Cleveland Regional Transportation Authority).

While the focus of this study is senior transportation, the identification of organizations that exclusively provide service to seniors and the quantification of those service units can be complex. While some organizations exclusively serve only those persons 60 years of age or greater, some organizations serve other populations and do not segregate service statistics by age of the passenger. Moreover, passenger accounting practices at organization that do not directly receive Federal or state financial support for senior transportation is lacking. Thus, a precise quantification of services is difficult at best.

SURVEY RESULTS

Greater Cleveland Regional Transportation Authority (GCRTA)

Overview

The GCRTA service area includes 59 municipalities and 460 square miles. RTA operates a rapid rail system and more than 750 buses and vans in fixed route and paratransit modes. The organization employs over 3,000 people in all divisions.

The system operates various modes of service, including:

- ◆ Rapid rail system
- ◆ Fixed route bus system, including:
 - Local/Radial
 - Crosstown/Feeder
 - Express/Flyer
 - Downtown Loop
 - Community Circulators
 - Seasonal/Supplemental Services
- ◆ Paratransit services

Special discount fares are available for senior citizens over the age of 65 years, persons with disabilities who qualify under the ADA, and Medicare recipients. In order to receive a GCRTA ID card, persons must make an application at an GCRTA office. With this card, the fare is \$.50 for all GCRTA bus and rail service, except for paratransit services, which are \$1.25.

GCRTA also offers a special discounted fare for off-peak travel. This allows unlimited rides on GCRTA local, express, and rapid rail service all day on Saturdays, Sundays and holidays. These passes can also be used on certain routes during the off-peak weekday times. This pass costs \$7.50 per week.

Paratransit Services

GCRTA operates paratransit services as part of the organization's statutory obligation to provide complementary paratransit under the Americans with Disabilities Act of 1990 (49 CFR part 37)(formerly known as "Community Responsive Transit" (CRT)). While meeting ADA requirements is the primary business mission of the paratransit service, this program also serves as a community-wide paratransit service for seniors. This mission stems from the origins of the service.

Paratransit was originated primarily to service seniors who required demand response transportation. Prior to the passage of the ADA, GCRTA

Summary of Existing Conditions – Survey Results

**Summary of
Existing Conditions
– Survey Results**

management reports that the vast majority of all paratransit users were seniors. While not provided countywide, GCRTA tried to operate this service based on a community needs model. Under this model, door-to-door services were provided to any destination within a five-mile radius of the individual's trip origin. When the ADA was implemented, a functional test of paratransit eligibility was imposed. Paratransit was designed to serve only those individuals who could not use an otherwise accessible fixed route bus/rail system. Additionally, the rules required that service be provided to any eligible whose trip origin was within $\frac{3}{4}$ mile on either side of a fixed bus route or within $\frac{3}{4}$ mile of a rail station.

To accommodate these new service standards, GCRTA adopted a tiered approach to service provision. ADA service standards were met on a priority basis, however, individuals who were previously served by CRT could still receive service under the second tier. By 1995, however, with increasing use of CRT by ADA eligible disabled persons, opportunities to continue to permit seniors diminished. By 1995, the GCRTA Board of Directors considered eliminating usage of CRT by anyone who did not meet ADA eligibility standards. Based on community feedback to this proposal, the Board retained the two-tiered service delivery structure and permitted seniors who were 65 years of age or greater before December 31, 1996 to continue to use the service. This policy remains in effect today.

Today, service is available 24 hours per day, seven days a week. Service is provided within the five-mile radius of the passenger's pick-up location and beyond if the destination is within the $\frac{3}{4}$ miles distance of a RTA fixed route or rail station. Service is provided by the Paratransit Division of the RTA, augmented by services supplied by contractors. GCRTA owns 77 paratransit vehicles used in paratransit service. The Authority also contracts with Hopkins Limousine Service to augment services provided directly by GCRTA. This private contractor provides an additional 20 vehicles to the capacity of the ADA fleet. Several other vendors provide overflow service during periods of peak demand. According to an internal evaluation, about 6,000 registered users were active riders during the first eight months of 2001. GCRTA paratransit services transports about 1,300 to 1,400 passengers per day. The system operates with an annual budget of \$13 million.

Exhibit 1 provides transit expense information filed by the RTA for FY 2000, the latest year in which the Federal Transit Administration publishes data under its National Transit Database. Overall, GCRTA expended just over \$219 million during FY 2000 for transit operations. Paratransit expenses were \$13,927, 400 during the year

Exhibit 1.
GCRTA Transit Operating Expenses by Mode and Function: FY 2000

Mode of Service	Operating Expenses (Dollars in 000's)				
	Vehicle Operations	Vehicle Maintenance	Non-Vehicle Maintenance	General Administration	Total
Demand Response	6,314.5	2,122.5	1,152.0	2,895.9	12,484.9
Demand Response - Purchased	895.2	194.0	7.8	345.5	1,442.5
Heavy Rail	10,655.1	6,168.3	3,220.2	4,958.7	25,002.3
Light Rail	6,884.6	3,579.8	2,199.3	3,212.0	15,875.7
Motor Bus	<u>82,563.1</u>	<u>32,266.7</u>	<u>13,783.7</u>	<u>35,602.0</u>	<u>164,215.5</u>
Total	\$ 107,313	\$ 44,331	\$ 20,363	\$ 47,014	\$ 219,021

Source: Federal Transit Administration, National Transit Database FY 2000.

Public Organizations that Primarily Serve the Elderly

Twenty-six public agencies were identified as paratransit service providers. Most of these local government organizations are municipal offices on aging or some type of multi-purpose city department that provides senior services. Most of the organizations directly provide transportation services as the primary mode of service.

The public organizations responding to the survey indicated that they own 111 vehicles used to support senior paratransit operations. Fifteen (15) agencies reported an active client roll of over 11,000 clients. The reporting agencies transport over 163,213 unlinked passenger trips annually. It was reported that about 5.5 percent of all trips are wheelchair trips. Public agencies report that they expend \$968,335 in senior transportation on an annual basis. In reviewing this data, many of the agencies are not fully reporting costs. In some instances, fuel and vehicle maintenance services are performed by other municipal departments are not reflected at all in the senior transportation budget. In one case, the entire transportation budget is not reflected at all in the senior program

Nonprofit Organizations that Primarily Serve the Elderly

Seventeen (17) nonprofit organizations were identified as paratransit service providers. Most, but not all, of the organizations do provide services exclusively to the senior population. The organizations range from multipurpose senior or neighborhood centers to adult day care facilities.

The nonprofit organizations responding to the survey indicated that they own 57 vehicles used to support senior paratransit operations. Converted 15-passenger vans represent almost one-half of the vehicle fleet. Almost all of the public entities providing service require an advance reservation. Policies on the length of advance notice varies substantially, with several entities requiring up to five days advance notice in order to get a ride.

Fourteen (14) agencies that responded to the number of persons served indicated that they had an active client roll of over 2,970 clients. The reporting agencies transport over 112,901 unlinked passenger trips annually. It was reported that only about one-half of 1 percent of all trips are wheelchair trips.

Nonprofit organizations report that they expend \$637,500.09 on senior transportation on an annual basis. Only 10 of the agencies in this segment of the survey reported expense data.

Residential Facilities That Serve the Elderly

Three (3) organizations responded to the survey. All organizations directly operate their own transportation programs. Eligibility for transportation services is limited to residents of the respective facilities. The organizations responding to the survey indicated that they own six (6) vehicles used to support senior paratransit operations.

Two of the three reporting organizations indicated that they provide 19,863 unlinked passenger trips annually.

Hospitals, Medical Facilities, and Health Centers That Serve the Elderly and Other Populations

Three (3) organizations responded in the hospital, medical facility or health center category. All organizations serve outpatient transports or other transit needs of patients/clients using the respective facility.

All organizations directly operate their own transportation programs. Parma Community General Hospital will periodically provide taxi vouchers when necessary to assist client transportation. Eligibility to access transportation services provided by these organizations is not age specific. While it was reported that most riders were seniors, these programs all serve other age cohorts of the general population within their service areas.

The facilities responding to the survey indicated that they own 11 vehicles used to support senior paratransit operations. The reporting agencies transport over 29,729 unlinked passenger trips annually.

Private, for-Profit Organizations That Serve the Elderly and Other Populations

Four (4) private transportation companies responded to the senior transportation survey. Three of the four companies provide traditional taxicab services, however, all four respondents provide a variety of services, including paratransit. Three of the four respondents provide service throughout Cuyahoga County. Southwestern Cab serves an area of the County below Brookpark Road.

The companies providing transportation in this category own 464 vehicles. Sixty-five percent of these vehicles are minivans.

The three cab companies provide service 24 hours per day, seven days per week. Hopkins Limousine indicated its service hours are from 6:00 A.M. to 12:00A.M., seven days per week.

The three cab companies all operate in real-time mode, meaning passengers may call for immediate transportation on-demand. Taxicabs serving the Cleveland area charge \$1.80 for first 1/6 mile, then \$0.40 each additional 1/4 mile thereafter (\$1.60 per additional mile). Southwestern Cab's fare is \$4.05 for 1st mile and \$1.60 each additional mile thereafter.

Summary Characteristics

Appendix B provides a summary of key characteristics for all transportation providers that serve, either on an exclusively or multiple user basis, the senior population.

CRITICAL ANALYSIS OF EXISTING SERVICES

The assessment provided in this section represents a combination of the consultant's analysis of survey data, interviews with transportation providers, and subjective comments sought directly from senior transportation providers regarding barriers to senior mobility in Cuyahoga County, elements that can enhance senior mobility, and recommended improvements that could best enhance senior mobility on transit services.

Positive Attributes of Existing Services

There are many positive attributes about the existing network of services that provide senior transit services in Cuyahoga County. The most important of these positive elements include:

- ◆ There exists a wide range of available providers in the public and private sectors that provide senior transit services.
- ◆ While coverage is not uniform, there is extensive geographic coverage throughout the County.
- ◆ Services are provided at relatively low cost to the senior consumer. As many of the service provider organizations are funded under the Older Americans Act, transit services are provided free of charge (a donation is suggested).

**Summary of
Existing Conditions
- Critical Analysis
of Existing Services**

- ◆ Services are provided primarily by neighborhood or community organizations. Such locally based services are generally favored by senior consumers because of simple reservation or ride request mechanisms and familiarity with transit system personnel.
- ◆ There are a substantial number of vehicles available in the County that are exclusively or almost exclusively dedicated to senior transportation. Moreover, recent capital acquisition strategies employed by the County has resulted in a relatively new fleet.
- ◆ GCRTA paratransit services are available 24 hours per day, seven days per week.
- ◆ GCRTA has introduced some new services as alternatives to traditional, line-haul bus transit. Neighborhood circulators, while not as productive as traditional fixed route service, are designed to enhance senior mobility. More recently, introduction of paratransit shuttles, is another step in the direction of service innovation that can mitigate demand for expensive paratransit services.
- ◆ GCRTA has been able to expand paratransit capacity at lower costs through private sector contracting.
- ◆ There is substantial local investment in the operation of these neighborhood services. Most of the local public bodies contribute some portion of transit operating costs and/or provide other “in-kind” contribution to the cost of administering and operating the transit service.
- ◆ There have been some recent local initiatives to coordinate service deliver (TC³) or coordinate acquisition of vehicles. While these efforts are on a relatively small scale, they represent positive developments in the provision of senior transportation.
- ◆ The private sector has invested considerable resources in larger, accessible vehicles.

Negative Attributes of Existing Services

Public and Nonprofit Organizations that Primarily Serve the Elderly

- ◆ Most neighborhood senior transit providers impose geographic service area constraints on consumers. While service may be excellent within a single community, or even to adjacent communities, most of these

**Summary of
Existing Conditions
- Critical Analysis
of Existing Services**

providers will not meet mobility needs that extend beyond this immediate and limited service area.

- ◆ Hours and days of service are limited. Most services operate only Monday through Friday, and generally only during the normal administrative business hours of the operating entity (*e.g.*, 8:00 A.M. to 5:00 P.M.). Service after these hours cannot be met. Few providers offer weekend service.
- ◆ Service eligibility is typically limited only to those individuals who reside within the sponsoring entity's jurisdiction. Even if the service is operated outside the municipality, only residents may use the service.
- ◆ Trip restrictions or limitations are imposed or priorities are placed on certain trip purposes (*e.g.*, medical trips).
- ◆ There is generally little or no coordination among the majority of providers. As a result, it is difficult for seniors to use public or nonprofit paratransit services for trips outside their local jurisdiction.
- ◆ There are widely varying service policies among providers of senior transportation in the areas of quality assurance, maintenance of vehicles, passenger assistance, and driver training.
- ◆ Some operators have relative small fleets. This factor, combined with low productivity, means that even consumer friendly neighborhood services may experience trip denials due to capacity constraints.
- ◆ Many entities do not fully account for the total cost of transportation. Failure to recognize the cost of facilities, administrative overhead, etc., means that system management may not know the fully allocated cost of service provision. This may limit the entity's ability to effectively evaluate alternatives to the current method of service provision.
- ◆ There is a lack of long-range planning, particularly as it relates to fleet replacement and capital financing.
- ◆ Productivity, expressed in terms of passenger trips per year per vehicle, are exceptionally low, indicating under-utilization of vehicles.

Greater Cleveland Regional Transit Authority

- ◆ GCRTA paratransit services must address its statutory requirements under the ADA at the expense of legacy services (*e.g.*, non-disabled senior transportation). Increasing demand among the disabled means

that GCRTA has diminishing capacity to deal with even modest levels of senior paratransit demand.

- ◆ The public may not understand the two-tier service level structure in place at GCRTA. This results in negative impressions about the CGRTA with respect to service reliability that may not be justified.
- ◆ GCRTA does have significant capacity problems during most of the operating day. These capacity constraints have existing for some time, resulting in excessive trip denials, further adding to the public's negative perception about the availability of paratransit services.
- ◆ Recent GCRTA efforts (July 2002) to expand capacity through the addition of "overflow" contractors will only address current unmet demand among the disabled and will not provide any additional capacity to meet senior paratransit needs.
- ◆ Telephone wait and hold times may be excessive, resulting in abandoned calls by individuals seeking to book trips on GCRTA paratransit services.
- ◆ Capacity constraints have resulted in service reliability problems (late pick-ups).
- ◆ GCRTA is revenue constrained and lacks flexibility in accommodating new services or expansion of existing services.
- ◆ The cost of GCRTA paratransit services, when expressed in terms of cost per passenger, is high.

Private Sector (Serving Elderly & Disabled)

- ◆ Transportation may be limited to participants or residents of the respective facilities.
- ◆ Several of the organizations impose trip priority restrictions on consumers.

Private Sector (Serving the General Public, Including the Elderly)

- ◆ Seniors on limited or fixed incomes cannot afford full metered fares if the private sector is their only transit option.

**Summary of
Existing Conditions
- Critical Analysis
of Existing Services**

- ◆ Anecdotal evidence suggests that some drivers (who are independent contractors) avoid senior customers due to relatively short trip lengths and/or perception that lower tips will be earned.
- ◆ There are varying degrees of training in the special needs of senior customers in this provider market.

COMMUNITY OUTREACH EFFORTS

Outreach efforts undertaken as part of the Strategic Plan can be summarized as low-tech, low-cost, and non-scientific. The aim of the survey process was not to produce a statistically significant sample of the senior population. Nevertheless, the survey results are applicable to the long-range strategic plan.

The survey was successfully distributed through two venues. The survey was published in Senior Circle Magazine, which covers Cleveland Clinic Health System, and Eastern Region Hospitals. For complete geographic coverage, Western Region Hospitals released the survey in a similarly distributed publication. Second, person-on-the-street interviews took place at key locations, such as medical facilities and public meeting places, where seniors were known to frequent. The same basic survey instrument was used in all survey efforts. Surveys were solicited in English and Spanish. There are a total of 333 valid surveys. Thirty-one surveys were completed in Spanish. Only responses from seniors were tabulated in the following tables.

Among the survey respondents, 62 percent (196) use a private automobile as their primary means of transportation. Eleven percent (35) of the respondents indicated that GCRTA bus or rail is their primary means of transportation. The same number of respondents indicated that they use the Senior Program Van as their primary means of transportation. A slightly smaller number of respondents, eight percent (27) rely on GCRTA paratransit. Fewer respondents rely on taxi service, friends, family, neighbors, or some other means of transportation.

Most of the senior respondents, approximately 30 percent, reported making five to ten trips out of the home during an average week. Another 27 percent (86) of respondents reported making three to five trips per week. And, 24 percent (75) make ten to twenty trips out of the home during an average week.

The majority of survey respondents indicated *limited hours of service*, *inconvenient routing*, and *difficulties in scheduling* as the biggest barriers to the use or greater use of transit service. *Limited days of service* was the least commonly indicated barrier to transportation. Several respondents also

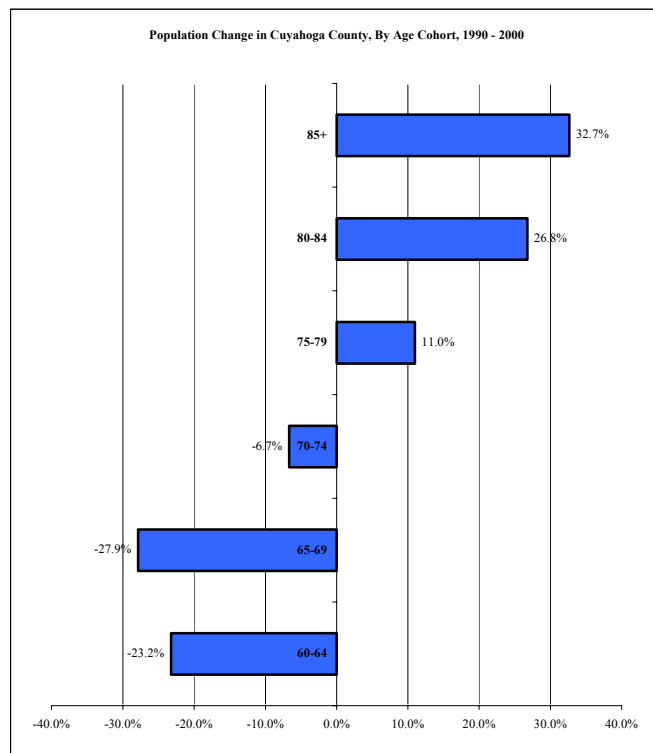
indicated *other* problems such as ‘no rain shelter’, ‘long travel times’, and ‘no physical help’ as barriers to use of the various transit modes.

Better Connections and Transfers, and *Increased Hours of Service* were the factors most commonly mentioned by survey respondents that would make existing transit services better and more easy to use for people age 60 and older. *Lower Fares* was also commonly mentioned as an improvement to better serve senior riders.

DEMOGRAPHIC ANALYSIS

The elderly population in Cuyahoga County, defined as the population 60 years of age or greater (pursuant to the definition employed by the Senior Transportation Working Group) totaled 273,212 persons according to Census 2000. This represents a decline of 7.6 percent during the decade. The decline in senior population, however, occurs in the age cohorts from 60 through 74 years of age. Thereafter, Cuyahoga County is experiencing a net growth in older adults. Exhibit 2 reflects the change in senior age cohorts for Cuyahoga County.

**Exhibit 2
Population Change in Cuyahoga County, 1990 - 2000**



Source: Census 2000.

**Demographic
Analysis**

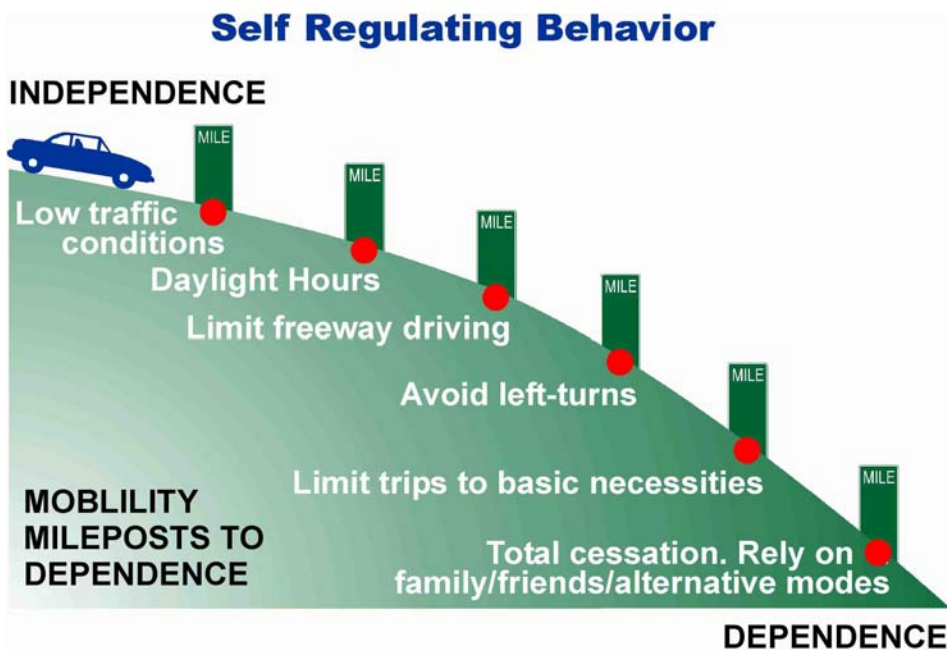
An examination of the growth rates suggests that each age cohort from 75 years or above is growing at comparable rates to that as the United States as a whole. When expressed as a percentage of the total population, elderly age cohorts in Cuyahoga County represent a larger percentage of the population than that of the United States.

IMPLICATION OF DEMOGRAPHIC DATA

While the trend suggests that the elderly population is declining in Cuyahoga County, seemingly lessening elderly demand for transit services, closer examination of the data reveals another conclusion. The growth in the population in the 75 years or older cohort, combined with the fact that residency in nursing homes is declining among this group, suggests that an increasing number of highly transit dependent persons, who reside independently in their own homes, is an issue for transit planners.

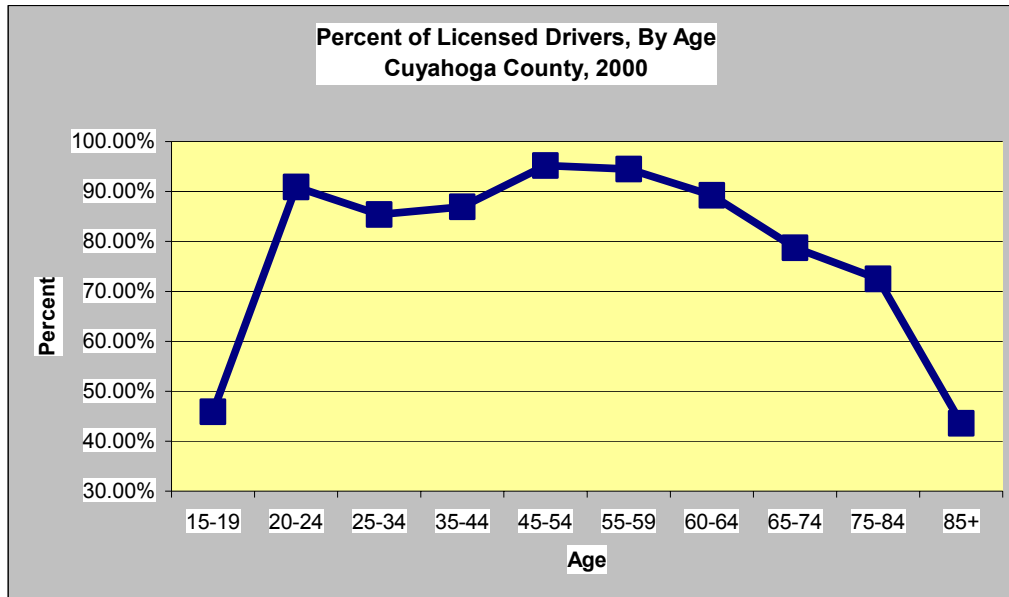
Previous research has shown that seniors exhibit a “self-regulating” behavior in their personal mobility habits. Exhibit 3 reflects a depiction of the decreasing mobility of seniors.

**Exhibit 3
Illustrative Example of Self-Regulating Mobility
Behavior Among Seniors**



This general depiction of behavior is borne out when an examination of Ohio Bureau of Motor Vehicles data is undertaken. When plotted against a graph, the decline in licensed drivers is revealed. While a noticeable decline begins to appear beginning at age 60, the decline is dramatic in the over 75 age range (Exhibit 4), precisely the population growing at the fastest rate among the elderly.

**Exhibit 4
Percent of Licensed Drivers, by Age Cohort, Cuyahoga County: 2000**



**Demographic
Analysis**

DEMOGRAPHIC PROJECTIONS

The Gerontology Center study of “*Projections of Disabled Older Population in Cuyahoga County 1995 to 2010*,” includes a brief summary of findings on growth of the older population, information on the projected older population through 2010, data on the size of the older population at different levels of disability for 1995, 2000, 2005, and 2010, and a detailed breakdown of the older population by gender at different levels of disability for 1995 through 2010, by five-year age categories. Those findings are summarized in the following points (Ohio Long-Term Care Research, Scripps Gerontology Center, Miami University).

- ◆ The size of the older population in Cuyahoga County is projected to decrease 19.3 percent from 221,110 in 1990 to 185,300 in 2010.
- ◆ The oldest age group (those age 85 and above) will increase from 20,510 in 1990 to 28,300 in 2010.

- ◆ In 1990, Cuyahoga County had 71,549 disabled older people; of this group, 33.2 percent (23,775) are estimated to be severely disabled.
- ◆ The disabled population of Cuyahoga County is projected to decrease to 64,438 by 2010 (a decrease of 9.9 percent).
- ◆ The decrease in the number of disabled older people in the county is primarily due to the reduction in the number of people 65-74 years old.

**Demographic
Analysis**

GEOGRAPHIC PATTERNS IN THE ELDERLY POPULATION, CUYAHOGA COUNTY: 2000

Exhibit 5 displays the absolute number of elderly persons, 60 years of age or greater, by block groups, according to the 2000 Census. The exhibit also provides a more insightful view by expressing the population in terms of density (elderly persons per square mile).

POTENTIAL DEMAND FOR PARATRANSIT SERVICES AMONG THE ELDERLY

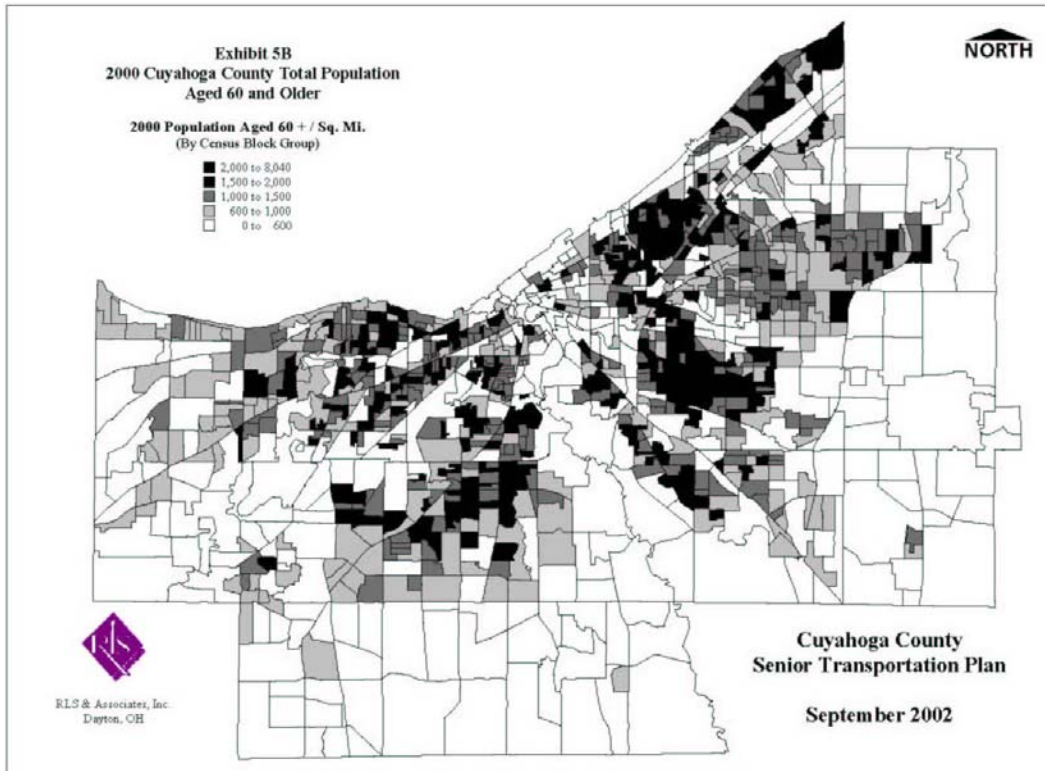
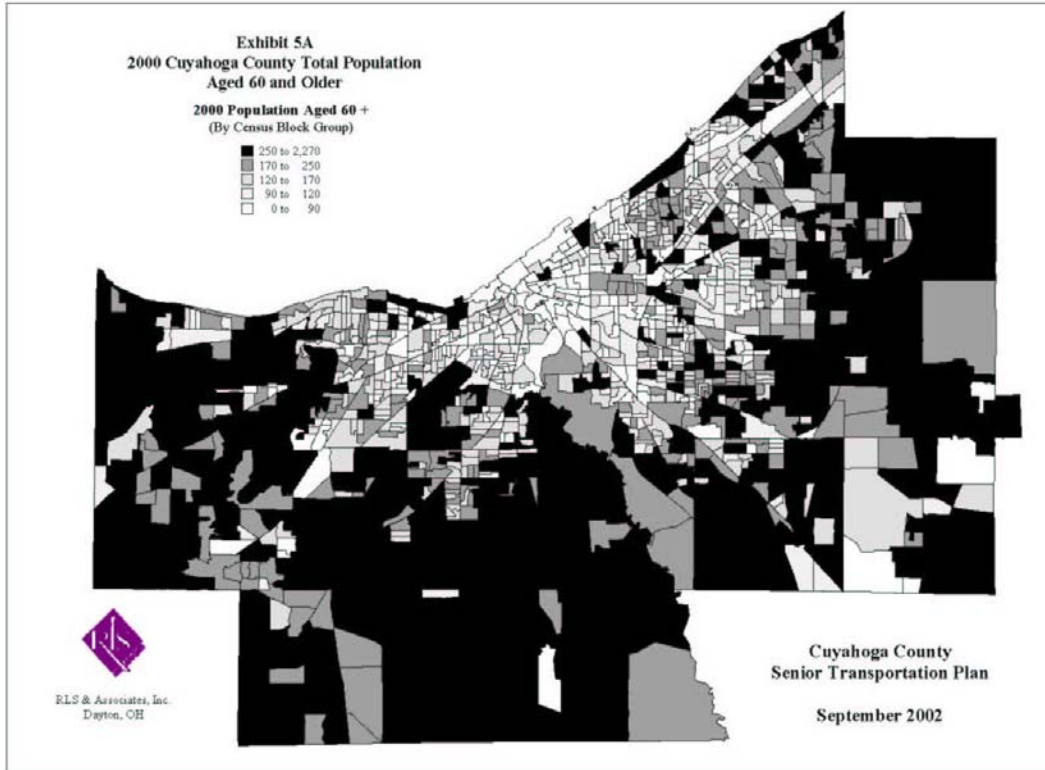
**Potential Demand
for Paratransit
Services Among the
Elderly**

PARAMETERS AND LIMITATIONS

Based on the availability of data from the summary of existing conditions and potential limitations of more detailed population and/or housing characteristics associated with data not yet released by the U.S. Bureau of the Census for 2000, the following parameters were employed in the development of the project demand for transit services:

- ◆ The model must project demand for paratransit services, not total transportation need.
- ◆ The model must project demand based on transit travel characteristics of the elderly, not the general population as a whole.
- ◆ The model must project demand for public or agency paratransit, not fixed route transit services or for taxicab service.
- ◆ The model must be based on travel behavior in urban areas.
- ◆ The model must not rely on service based input variables.

Exhibit 5 Geographic Concentrations of Elderly in Cuyahoga County, 2000



PROJECTED DEMAND

Exhibit 6 provides the results of the application of two different demand models that met the above referenced criteria. Results are expressed in terms of unlinked passenger trips per year. Demand estimates are based on the elderly population 60 years of age or greater.

**Exhibit 6
Projected Demand for Paratransit Services**

Elderly	<u>2000</u>		<u>2010</u>	
	(Low)	(High)	(Low)	(High)
Frail Elderly	601,012	1,699,289	541,279	1,530,403
Non-Frail Elderly	1,693,969	3,024,945	1,418,191	2,532,484
Total Elderly	2,294,981	4,724,234	1,959,470	4,062,887

Source: RLS & Associates, Inc., November 2002.

COMPARISON TO EXISTING SERVICES

A comparison of the low projected trip volume indicates that projected demand for paratransit services among the elderly in 2000 is about 2.3 million trips per year.

Based on the summary of existing conditions, existing public and nonprofit organizations are providing about 355,673 unlinked passenger trips per year to the elderly while institutional for-profit corporations (housing/residential and medical facilities) are providing an additional 26,827 trips per year.

At present, no breakdown is available from GCRTA regarding the number of annual CRT trips that are taken by persons 60 years of age or greater. Management speculates that about 30 percent of all trips may fall into this category. This translates to an additional 93,268 unlinked passenger trips per year. Total existing services provide 475,768 annual unlinked passenger trips for the elderly.

**Potential Demand for
Paratransit Services
Among the Elderly**

Compared to the “low” level of projected demand, existing services are providing about 20 percent of the latent demand for paratransit services among the elderly.

BEST PRACTICES IN SENIOR TRANSPORTATION

OVERVIEW

Best practices were identified from news accounts in various trade journals (e.g., *Passenger Transport*), consultant staff participation at various trade conferences and expositions, scholarly papers documenting such practices (e.g., Transportation Research Board (TRB) papers), and the consultant’s own understanding of such best practices. This process was facilitated by the fact that a national conference on senior transportation was held in early 2002. The “*National Conference on Aging & Mobility*,” was a national showcase of best practices in senior mobility in the 21st Century.

Among the types of innovation that will be sought will be successful examples of:

- ◆ Coordination and/or consolidation of programs and resources that result in more effective and more accessible senior transportation services
- ◆ Integration of ADA and human service agency transportation
- ◆ Suburban mobility strategies that are designed to facilitate access for the older traveler
- ◆ Re-design of existing, traditional transit services to facilitate access by seniors and/or disabled travelers (service routes, for example)
- ◆ Applications of new technologies that facilitate greater coordination and control of transit vehicles, promoting greater efficiencies in vehicle operations
- ◆ Applications of universal fare card or payment systems that enable transit patrons to travel more conveniently on a variety of transit modes
- ◆ Traveler information systems that provide ready and convenient access to transit information for various modes

In conducting this search, it was observed that the total number of projects throughout the United States was rather limited. In some cases, the innovative practice involving the transportation of seniors was very limited in size, scale and scope. Indeed, many of the showcased best practices at the “*National Conference on Aging & Mobility*,” fell into this category. It was also observed that most innovation in non-traditional or specialized transit service in the last decade was focused on services targeted for the disabled, not

Potential Demand for Paratransit Services Among the Elderly

necessary the elderly. This focus corresponds with the transit industry's efforts to implement the service standards imposed by the Americans with Disabilities Act of 1990. Local transit authorities and much of the private sector have focused extensively through direct services and contractual services to meet service standards for complementary paratransit. These efforts, it has been suggested, have come at the expense of investment of similar services for the non-disabled elderly. As a result, the number of best practices is more limited.

Nevertheless, transit systems in the public and private sectors were contacted and literature searches conducted to identify potential best practices. Based on this review, the following projects have been identified:

- ◆ Washington Elderly Handicapped Transportation Service, Washington, D.C.
- ◆ Council for Jewish Elderly Shalom Transportation Service, Chicago, IL
- ◆ Midway-Kansas Chapter of the American Red Cross Transportation Program, Wichita, KS
- ◆ Connecticut Legislative Program Review and Investigations Committee – Study on Elderly Transportation, Hartford CT
- ◆ Florida Commission for the Transportation Disadvantaged (CTD), Tallahassee, FL
- ◆ Ride Connection, Portland OR
- ◆ Jewish Family Services Senior Transportation Project, Albuquerque, New Mexico
- ◆ Regional Action Plan on Aging & Mobility, Maricopa County, AZ
- ◆ Community Arranged Resident Transportation Program (C.A.R.T.) Project, New York, New York
- ◆ Summit on Specialized Transportation Needs, King County Department of Transportation Accessible Services Advisory Committee, Seattle, WA
- ◆ Access Services, Los Angeles, CA
- ◆ Rider's Choice, Regional Transportation Program and Independent Transportation Network (ITN), Portland, ME
- ◆ Elderly Mobility & Safety Final Plan of Action, SEMCOG, Detroit, MI
- ◆ Transportation Reimbursement and Information Project (TRIP), Riverside County, CA
- ◆ Flexline Mobility Service, Gothenburg, Sweden

**Best Practices in
Senior
Transportation**

SELECTION OF PROJECTS FOR PARTICIPATION IN THE BEST PRACTICES COMMUNITY FORUM

Topical Categories

In addition to the selection criteria used to identify best practices, the consultant, based on consultation with the Senior Transportation Working Group at the March 25, 2002 meeting, determined that projects to be featured at the community forum on best practices should exemplify a best practice in each of the following areas:

- ◆ Planning
- ◆ Coordination
- ◆ Technology
- ◆ Alternatives to Fixed Route Transportation

Project Selection

From the compiled list of best practices, four (4) selected projects were invited to attend the “Best Practices Community Forum,” held in Cleveland on June 20, 2002. The purpose of this forum was to allow a wide range of project participants, project stakeholders, and other communities of interest in Cuyahoga County to learn more about innovative practices being employed in other communities to improve and enhance senior transportation services. The forum was organized as a series of formal presentations and individual break out session permitting participants to directly interact with selected speakers.

Based on these four categories, four projects were selected for participation in the forum:

- ◆ Planning – Regional Action Plan on Aging & Mobility, Maricopa County, AZ
- ◆ Coordination – Ride Connection, Greater Portland, OR
- ◆ Technology – Access Services, Los Angeles, CA
- ◆ Alternatives to Fixed Route Services – Flexline Mobility Service, Gothenburg, Sweden

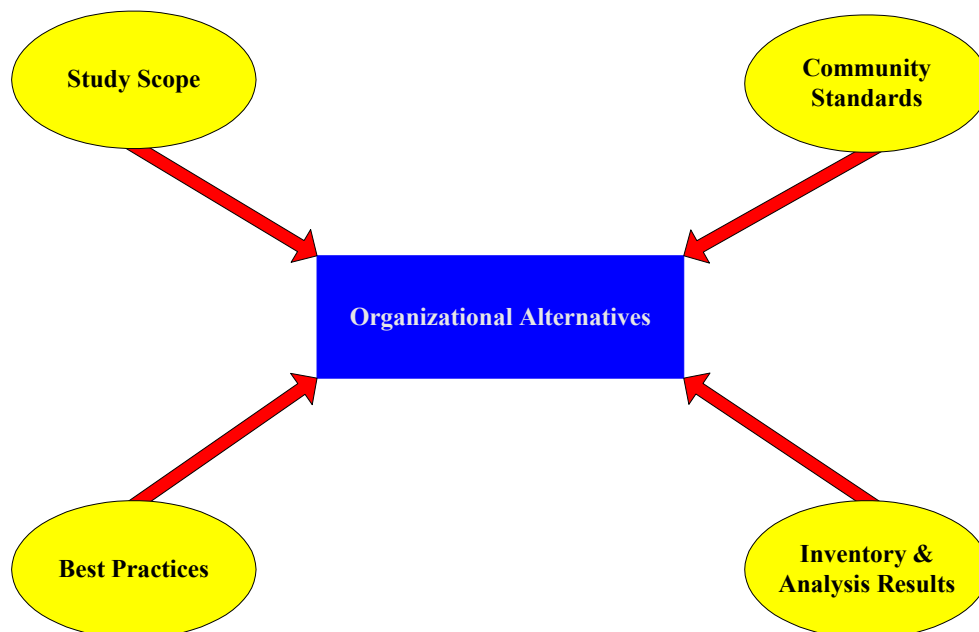
Best Practices in Senior Transportation

BASIS OF ORGANIZATIONAL ALTERNATIVES DEVELOPMENT

INTRODUCTION

The development of management or organizational alternatives included in this report have been developed specifically for Cuyahoga County based on four primary factors (Exhibit 7):

**Exhibit 7
Development of Organizational Alternatives**



Basis of Organizational Alternatives Development

STRUCTURE OF ORGANIZATIONAL ALTERNATIVES

Overview

In determining organizational alternatives to address senior transportation needs, it is necessary to recognize the demographics of senior mobility and the existing infrastructure of public transportation.

First, the senior market is not a single market. Research has shown that many seniors in the 60 – 74 year old age cohort, while more transit dependent than the general population, have active lifestyles, retain and use their driving privileges, and maintain automobile ownership. A recent national survey

**Basis of
Organizational
Alternatives
Development**

indicates that for persons age 50 years or older, 91 percent have a driver's license and that fully 86 percent drive regularly.¹

For this segment of the senior population, public transportation alternatives provide mobility options. This population still utilizes traditional public transportation services, such as those offered by GCRTA. For this market segment, the so-called "family of services" approach will provide the most mobility. Under this concept, a range of public transit services, from fixed route, route deviation, and other traditional type service designs, are integrated with non-traditional types of services, such as neighborhood circulators, on-demand buses, or paratransit.

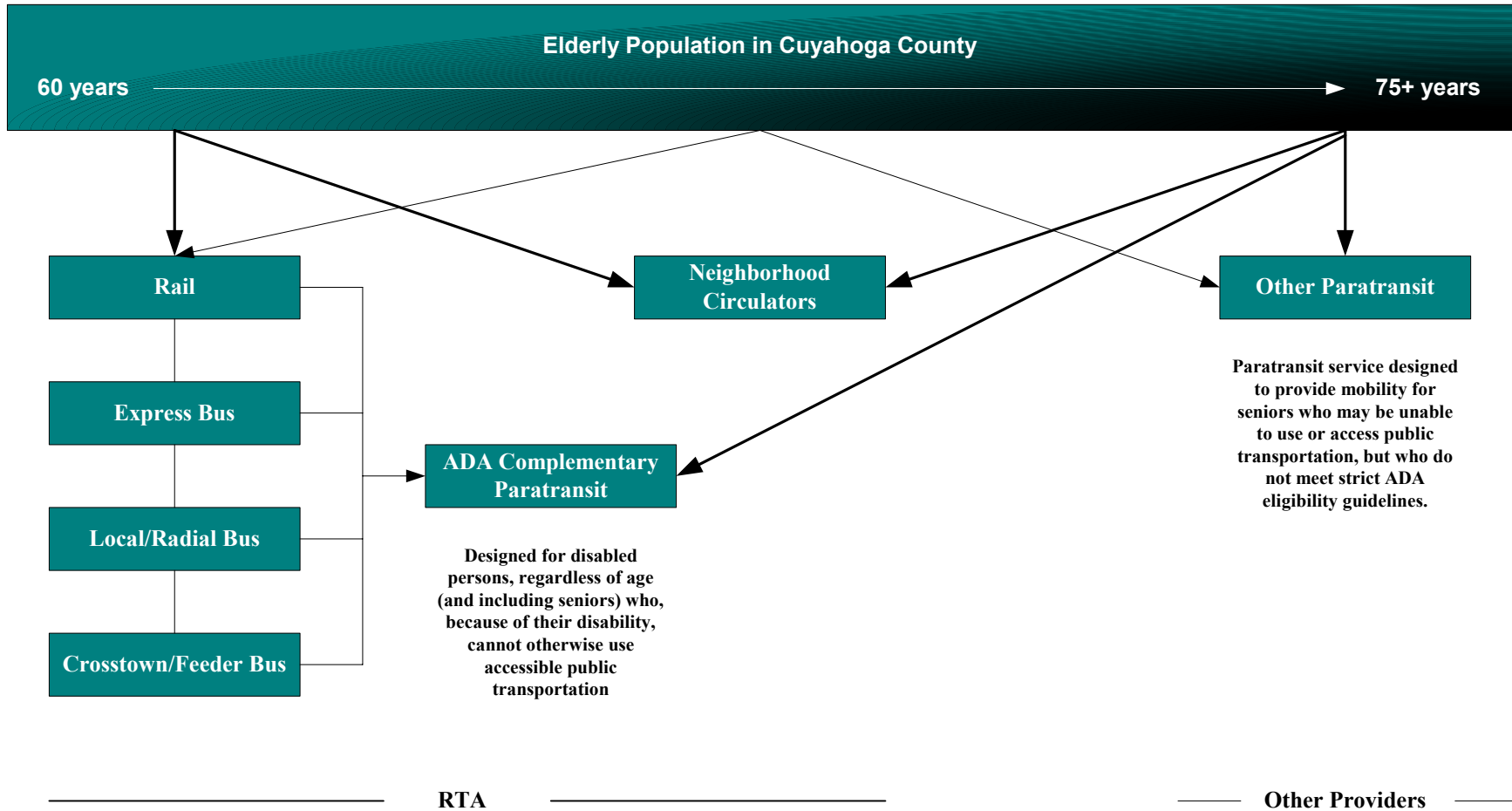
For the population 75 years of age or greater, there is a greater dependence on transit. Current driver license data for Cuyahoga County indicates a substantial drop in licensed drivers in this age category, as seniors exercise "self-regulating" behavior and cease to drive their automobiles. While this population also benefits from the family of services concept, the percentage of this age cohort with disabilities or other frailties will limit use of traditional public transit services. This segment of the senior population would benefit most from the provision of door-to-door paratransit. Additionally, the previously referenced AARP survey identifies a critical distinction in seniors over the age of 75 by health and disability status, noting that age alone is not a good indicator of mobility status.

This is the mode of service most appropriate for the frail elderly or elderly persons with disabilities. This framework for service delivery is schematically depicted in Exhibit 8.

While such an approach facilitates demographic analysis and development of organizational alternatives, it is recognized that seniors may not fall cleanly that about 35 percent of all seniors ages 65 to 74 reported having one or more disabilities. Thus, some seniors in the younger cohort will require paratransit. Thus, the strategic plan must ensure sufficient capacity to address the range of mobility challenges presented in all persons 60 years of age or greater. The role of the CGRTA must be reflected in providing senior friendly traditional and non-traditional public transportation services.

¹ Ritter, Anita Stowell, et. al., *Understanding Senior Transportation: Report and Analysis of a Survey of Consumers Age 50+*, prepared by the AARP Public Policy Institute, 2002.

Exhibit 8
Senior Mobility, the Age Continuum, and the Family of Transit Services Concept



Source: RLS & Associates, Inc., December 2002.

Second, there is substantial existing public transportation infrastructure in place in Cuyahoga County; the strategic plan should build upon these existing services, promoting greater utilization and resource efficiency. The role of GCRTA must be reflected in providing senior friendly traditional and non-traditional public transportation services.

Assumptions and Understandings

The management alternatives describe herein all embrace the fundamental service delivery network developed in the previous section. All alternatives embrace the following elements:

- ◆ GCRTA non-traditional transit (neighborhood circulators, for example) and paratransit services should have sufficient capacity to deliver 1.96 million unlinked passenger trips by the year 2010. Of this amount, 541,279 unlinked trips will be required on paratransit modes, through a combination of GCRTA paratransit services and other senior oriented services.
- ◆ GCRTA will, in the short-range and intermediate-range planning horizon, be the management entity for ADA paratransit. Due to statutory obligations, GCRTA, in the intermediate planning horizon, will focus on those services required by law for the disabled. In order to perform this role more effectively, GCRTA may or may not have responsibility for paratransit for non-ADA senior, turning this responsibility over to the management organizations developed or named in this strategic plan. Primary responsibility for senior non-ADA paratransit will be vested and/or coordinated in some form or fashion under the auspices of GCRTA or another organization(s).
- ◆ GCRTA's non-traditional modes of transit (neighborhood circulators, for example) and paratransit services should have sufficient capacity to deliver 1.96 million unlinked passenger trips by the year 2010. Of this amount, 541,279 unlinked trips will be required on paratransit modes, through a combination of GCRTA paratransit services and other senior oriented services.
- ◆ GCRTA must, as a matter of law, provide sufficient capacity for the senior, ADA eligible population. This currently accounts for an estimated 93,250 unlinked trips per year, based on RTA management estimates. With projected declines in the senior transportation population as a whole, and declining incidence of disabling conditions (as projected in the Scripps study and a special Census study), the

Basis of Organizational Alternatives Development

number of senior ADA trips is not projected to increase during the planning horizon.

- ◆ Taking into account the scope of services currently provided by existing public and nonprofit organizations (an estimated 418,956 annual unlinked trips²). A total projected demand of about 1.9 million trips are forecast for the elderly, meaning that about 1.5 additional million trips would be required in 2010 to satisfy senior transit needs (provided by non-traditional transit modes and paratransit).
- ◆ The strategic plan addresses the gap in existing paratransit services and projected demand on a two-step strategy of increasing the efficiency of existing services and expansion of capacity.

ORGANIZATIONAL ALTERNATIVES TO IMPROVE AND EXPAND THE DELIVERY OF SENIOR TRANSPORTATION SERVICES IN CUYAHOGA COUNTY

Six (6) different organizational alternatives were developed. Based on a preliminary review of Alternatives 1 – 6 at a meeting of the Senior Transportation Working Group on December 4, 2002, two additional alternatives were developed. These two (2) alternatives are hybrids of previously developed options, combining features deemed most capable of meeting project objectives by the Working Group. The eight (8) alternatives considered:

- ◆ ***Alternative 1: Consolidate the Provision of Senior Paratransit Services Under the Auspices of a Single, Countywide Organization*** – This alternative would consolidate the management and operational responsibilities for senior paratransit under the auspices of a single entity. Under this proposed management alternative, a senior paratransit organization would be either established as a new entity, or an existing entity would be designated and charged with responsibility for consolidating senior paratransit services.
- ◆ ***Alternative 2: Establish a Brokerage/Mobility Manager for Senior Adult Public Transportation*** – This alternative would establish a transportation brokerage for senior adult transportation. In this

² *Inventory and Analysis of Existing Conditions, Supplemental Data Report*, Exhibits 7, 13, 17, and 23, prepared for the Cuyahoga County Senior Transportation Working Group, prepared by RLS & Associates, Inc., October 24, 2002. These totals, combined with GCRTA management estimates of senior ridership on authority operated paratransit services, are estimated to total 418,956 annual unlinked passenger trips.

organizational model, the broker would not operate transportation services. Rather, the broker maintains comprehensive information, in computerized databases, of all existing transportation services. All requests for service and information would be directed to this one, single point of contact. The broker would operate a centralized call-taking center, on a countywide basis, to receive all requests for service. The broker would then match consumer trip needs and geographical characteristics of the trip with the most appropriate provider.

- ◆ ***Alternative 3: Establish a Public Transit/Nonprofit Agency Service Collaborative*** – This alternative is modeled after the best practice example of the Ride Connection in Portland, OR. The alternative has been re-designed somewhat to better meet the needs of Cuyahoga County. This option is similar to Alternative 2 but more directly addresses the combination of brokerage and direct operation of services. Under this alternative, the existing public transportation provider, key leaders in the aging network, other advocates of senior mobility, and existing transportation providers would establish a new nonprofit corporation to directly operate and broker transportation services. The organization would depend on GCRTA for many support services in the initial development of the service. It is envisioned that RTA would provide business “incubator” services on behalf of the new organization.
- ◆ ***Alternative 4: Establish Independent Regional Paratransit Collaboratives Throughout Cuyahoga County*** – This alternative takes a Cuyahoga County “best practice” and implements the system throughout the County. This alternative proposes to take the TC³ system design and establish at least one (1) TC³ organization in each of the County’s eight planning regions.
- ◆ ***Alternative 5: Establish Integrated Regional Paratransit Collaboratives Throughout Cuyahoga County*** – This option is identical to Alternative 4, except that some integration of certain centralized functions common to all eight regional coordination organizations would occur. This alternative reduces duplication of effort that would occur in Alternative 4 with no linkages between any of the eight coordination entities.
- ◆ ***Alternative 6: Establish a Voluntary Association of Paratransit Providers in Cuyahoga County*** – This alternative represents a minimum level of effort to improve the quality and quantity of transportation providers in Cuyahoga County. If consensus cannot be reached on any other management alternative or hybrid/combination of alternatives, then existing service providers should be encouraged to form a voluntary association of service delivery providers that would

Organizational Alternatives

work with the stated purpose to improve the quality of existing services through information sharing, joint training, group procurement activities, etc.

- ◆ ***Alternative 7: Establish a Nonprofit Agency to Manage and Coordinate Regional Service Delivery Collaboratives*** – This alternative is a combination of Alternatives 1, 3 5. This option incorporates the Alternative 1 concept of central management of paratransit services, the Alternative 3 concept of close coordination with GCRTA, and adopts the regional service concept of Alternative 5. Under this alternative, the existing public transportation provider, key leaders in the aging network, other advocates of senior mobility, and existing transportation providers would establish a new nonprofit corporation to directly manage transportation services. The organization would depend on GCRTA for many support services in the initial development of the service. It is envisioned that GCRTA would provide business “incubator” services on behalf of the new organization.

- ◆ ***Alternative 8: Establish a Nonprofit Agency to Manage and Coordinate Regional Service Delivery Collaboratives with Plans for Long-Range Service Consolidation*** – This alternative combines the concept of Alternative 1 (centralized administration) with the regional service delivery collaborative concept of Alternative 5. This options differs from Alternative 5 in that establishment of regional collaboratives is a short-range strategy only; ultimately, service will be coordinated throughout the county by the end of the 10-year planning horizon encompassed by this study. While this alternative envisions consolidation under the auspices of a single entity (per Alternative 1), this option does not necessarily dictate consolidation. Subsequent planning may recommend that additional providers will provide the most sense from a service efficiency standpoint (*e.g.*, one provider for Cleveland, one provider for the eastern suburbs, and one provider for the western suburbs).

THE RECOMMENDED ALTERNATIVE: ESTABLISH A NONPROFIT AGENCY TO MANAGE AND COORDINATE REGIONAL SERVICE DELIVERY COLLABORATIVES

Concept

The selected management option incorporates the concepts of central management of paratransit services, close coordination with GCRTA, and a regional service delivery model.

**Organizational
Alternatives**

**The Recommended
Alternative**

In this scenario, the existing public transportation provider, key leaders in the aging network, other advocates of senior mobility, and existing transportation providers would establish a new nonprofit corporation (STO) to directly manage senior transportation services. The STO would depend on GCRTA for many support services in its initial development. It is envisioned that GCRTA would provide business “incubator” services on behalf of the STO.

The role of the GCRTA in the establishment of this organization would be:

- ◆ Provide technical assistance
- ◆ Provide interim administrative offices until the organization establishes its own administrative facility
- ◆ Provide capital assistance
- ◆ Provide the resources for the new organization to implement centralized call-taking and trip reservations

The role of the STO in support of GCRTA would be to:

- ◆ Provide input on the design and implementation of senior friendly services
 - Additional community circulators
 - Vehicle design
 - Community outreach
- ◆ Serve as a distribution outlet for system materials, promotions, etc. of interest to senior consumers who may not currently be RTA riders
- ◆ Serve as a referral source for seniors who are not deemed eligible for complementary paratransit

A general schematic depiction of the selected alternative is contained in Exhibit 9.

Creation of the STO

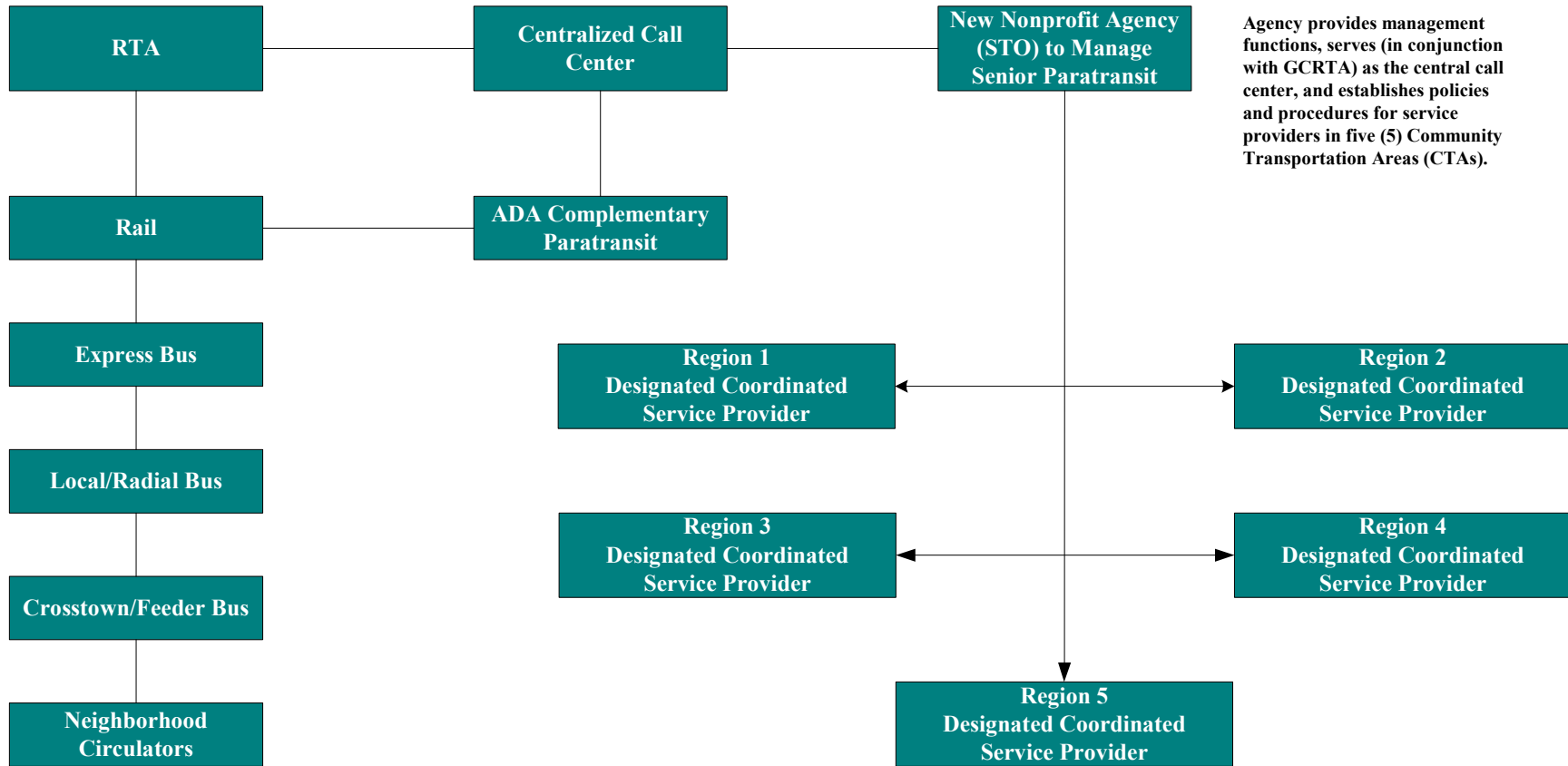
Following completion of the Strategic Plan, steps should be taken to organize and charter the STO. This step should be preceded, however, with an opportunity to gain public and agency input into the plan through a series of public forums held in each of the designated service areas.

Recommended Public Participation Process

Project sponsors should conduct a series of public forums in each of the designated service areas to present the plan, seek additional input on implementation, and to provide an opportunity to seek public comment on the

The Recommended Alternative

Exhibit 9
Organizational Schematic of the Preferred Alternative:
Establish a Nonprofit Agency (STO) to Manage and Coordinate Regional Service Delivery Collaboratives
(to be called, "Senior Transportation Organization")



Source: RLS & Associates, Inc., March 2003.

document. The public participation process is designed to educate and inform both existing transportation service providers and consumers of senior transportation services on the short, intermediate, and long-range recommendations contained in the Strategic Plan.

Lead Responsibility in Incorporating the STO

Following the public forums and execution of the memorandum of understanding, several key parties should take lead responsibility for creating the new nonprofit organization. In this scenario, the Cuyahoga County Planning Commission (CPC) would take lead responsibility for getting the new organization organized and chartered.

Mission of the New Organization

While the organizational structure adopted by the Senior Transportation Working Group is based primarily on the need to coordinate, manage, and operate existing paratransit services, the organization's mission will be more broadly stated in order to address the range of transit mobility needs of Cuyahoga County's senior citizens. The primary mission of the STO will be to:

- ◆ Manage a network of coordinated service providers dedicated to providing senior paratransit services
- ◆ Act as an advocate for senior mobility
- ◆ Serve as the focal point for information about transit and paratransit resources in Cuyahoga County
- ◆ Serve as the agent for coordination in and among the designated service regions
- ◆ Serve as the central point for paratransit reservations throughout the County
- ◆ Act as a liaison to GCRTA providing planning assistance on system design and implementation to facilitate use by older adults
- ◆ Coordinate grant funding and capital needs planning to ensure systematic and needs appropriate vehicle acquisition and replacement
- ◆ Implement uniform driver qualifications and training with special focus on working with the needs of older adults.

In order to successfully carry out this mission, this strategic plan is recommending nothing less than a wholesale change in the manner in which senior transportation services are delivered in Cuyahoga County.

A recent transportation research project focused on changes in the delivery of passenger transportation services in the United States in the 21st century.

The Recommended Alternative

Emulating business models adopted in the private sector (particularly the freight industry), it was suggested that there are six dimensions of fundamental changes necessary to effect a new paradigm in the passenger transportation field: mission shift, customer focus, collaboration, integration, information technology, and organization structure. Exhibit 10 defines how the chosen alternative will work to establish a new paradigm for the provision of senior transportation services.

Governance – Policy and Oversight

A board of directors will be established to oversee and govern the STO. The Working Group did not, however, adopt final recommendations on who should be represented on the board. This task was left to the implementation phase.

The board of directors would meet monthly (or more often, as needed) during the initial 36 months of operation. Thereafter, the board may elect to meet less frequently, but no less often than once per quarter.

On-Going Input from Stakeholders

One common element of any successful effort to coordinate transportation services is the opportunity for participants and stakeholders to have a meaningful opportunity to have input on service and policy decisions. This input will be required in the initial stages of planning regional services (setting operational boundaries, determining inter-regional travel destinations, and providing uniform client/passenger data to the STO) as well as on an on-going basis in trouble-shooting service delivery problems and quality of service issues.

This proposal would establish regional service advisory councils that would meet on a quarterly basis and develop formal recommendations for consideration by the board of directors of the STO.

Organization Structure

The proposed organizational structure is designed to reflect the mission of the organization. Management will consist of an Executive Director, supported by an Administrative Assistant. Management will be responsible for communication with the board and the public, day-to-day management of the organization, interagency relations, GCRTA relations, ensuring objectives are met, and long-range planning, including capital planning (with possible third party assistance). Three departments are proposed: customer service,

The Recommended Alternative

Exhibit 10

Dimensions of Change Resulting in a New Paradigm for the Provision of Senior Transit Services in Cuyahoga County

Dimension*	Previous Scope	Proposed Scope
1. Mission Shift	Individual operators of owned assets providing capacity to limited geographic area.	Mobility manager utilizing the assets of multiple providers over a broad region.
2. Customer Focus	Limited senior markets with provider imposed trip restrictions.	Expanded market with customer driven trips and destinations served.
3. Collaboration	Limited, voluntary collaboration.	Formal collaboration throughout the County and across various modes of transit service.
4. Integration	No integration.	Formal integration of facilities, equipment, and systems across all systems with responsibility for mobility.
5. Information Technology	Little or no use of information technologies.	Full scale introduction of state-of-the-art customer information and scheduling technologies across multiple organizations.
6. Organization Structure	Fragmented organizational structure based on jurisdictional boundaries.	Top down organizational structure to support new strategic mission.

Source: Dimensions of change modeled after Stanley, Robert G., "Support for Fundamental Change in Public Transportation," *Research Results Digest*, Transit Cooperative Research Program, Number 55, sponsored by the Federal Transit Administration, December 2002.

operations, and fiscal services. Exhibit 11 provides a schematic of this organization structure.

The recommended management and organizational alternative embraces the concept a public/private partnership with the GCRTA. As proposed, GCRTA will provide business incubation services in several key management functions, including:

- ◆ Accounting and finance
- ◆ Personnel and labor relations
- ◆ Marketing and public relations
- ◆ Purchasing and procurement.

First and foremost, GCRTA would provide administrative office space during the initial two years of operation. This tenancy may be continued by mutual agreement among the parties. This proposal assumes that GCRTA has sufficient space to fulfill this need. .

Operational Components

The operational components of the STO will revolve around the specific mission statement embodied in the organization's charter.

- ◆ Serve as the focal point for information about transit and paratransit resources in Cuyahoga County.
- ◆ Manage a network of coordinated service providers dedicated to providing senior paratransit services (Exhibit 12)
- ◆ Serve as the central point for paratransit reservations throughout Cuyahoga County.
- ◆ Serve as the agent for coordination in and among the five community transportation areas.
- ◆ Act as an advocate for senior mobility
- ◆ Act as a liaison to GCRTA providing planning assistance on system design and implementation to facilitate use by older adults
- ◆ Coordinate grant funding and capital needs planning to ensure systematic and needs appropriate vehicle acquisition and replacement
- ◆ Implement uniform driver qualifications and training with special focus on working with the needs of older adults.

The Recommended Alternative

Exhibit 11
Proposed Organizational Structure – Senior Transportation Organization (STO)

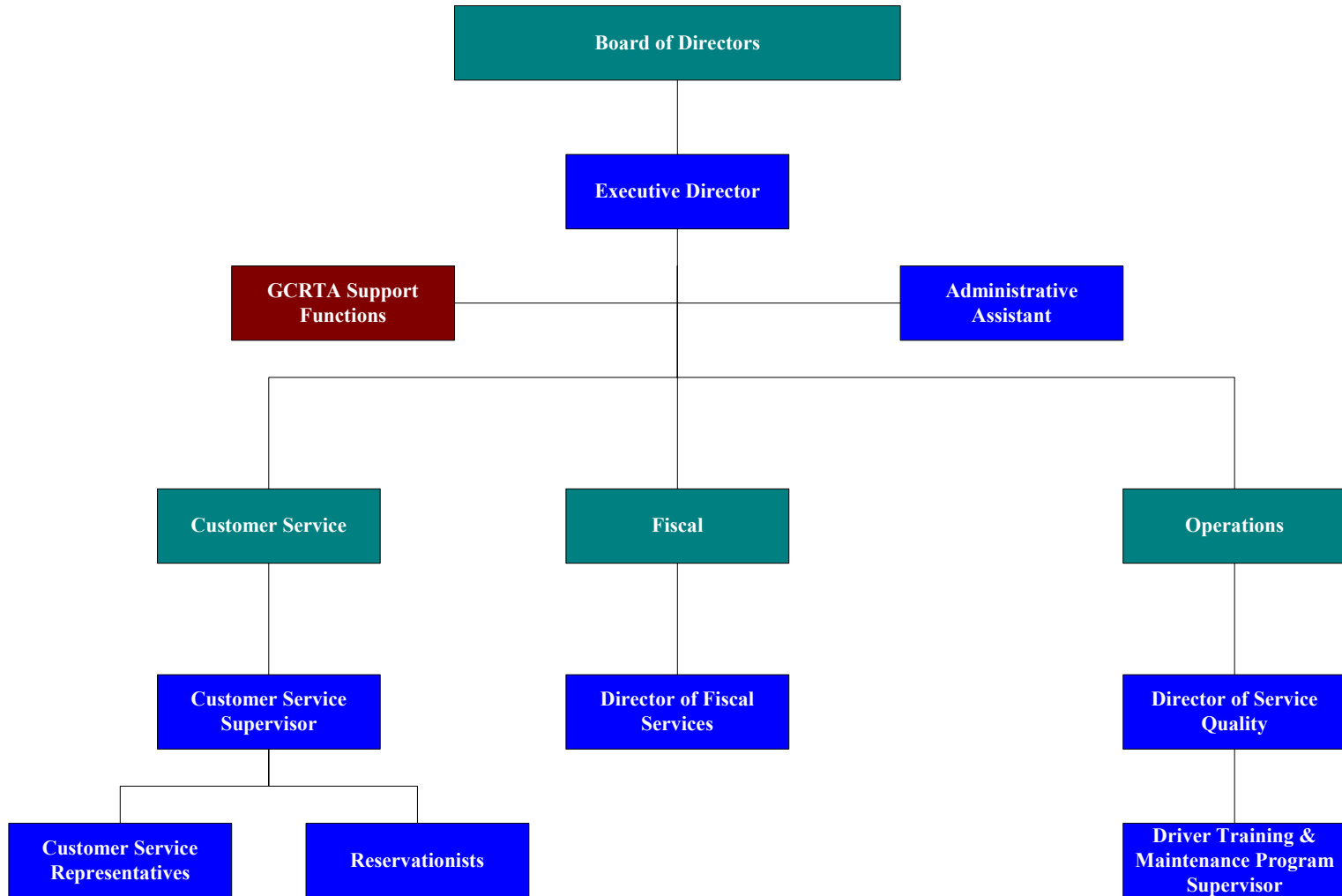
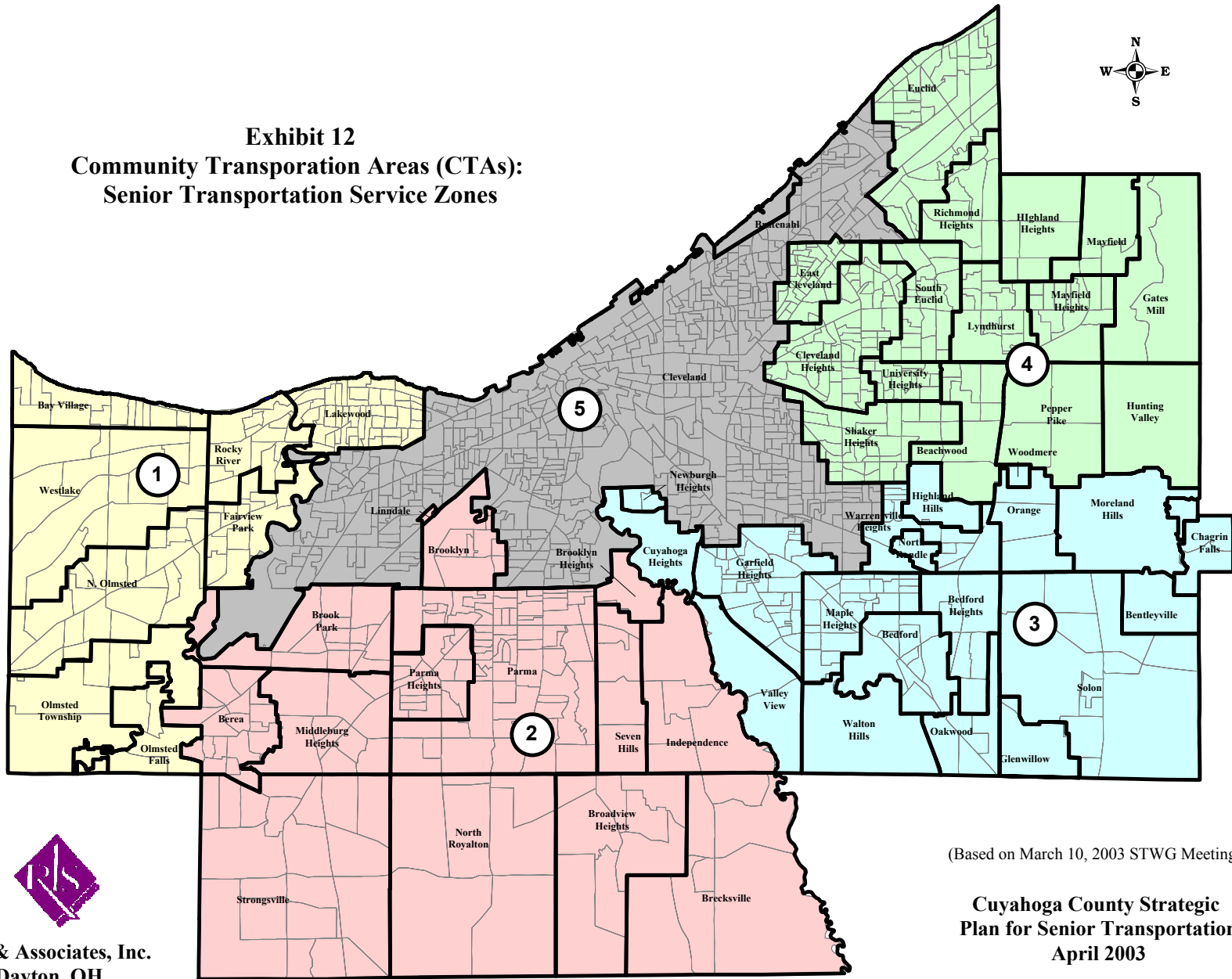


Exhibit 12
Community Transportation Areas (CTAs):
Senior Transportation Service Zones



(Based on March 10, 2003 STWG Meeting)

Cuyahoga County Strategic
Plan for Senior Transportation
April 2003



RLS & Associates, Inc.
Dayton, OH

FINANCIAL ANALYSIS OF THE COSTS TO IMPLEMENT THE RECOMMENDED ALTERNATIVE TO IMPROVE SENIOR TRANSPORTATION IN CUYAHOGA COUNTY

ASSUMPTIONS USED IN THE DEVELOPMENT OF THE FINANCIAL ANALYSIS

In this report, several assumptions were employed by necessity to arrive at the costs of the preferred alternative. The primary assumptions were:

- ◆ The Working Group’s final five (5) service region configuration is the basis for population enumeration, demand estimation, and scenario forecasting.

It should be noted that the regional boundaries as used herein are not an absolute construct. The boundaries of any one region may be changed as necessary to facilitate implementation of the preferred alternative. For example, if two or more municipalities have demonstrated inter-local governmental coordination experience (in transportation or other public endeavors) and these two municipalities were not in the same region described herein, the regional boundary would be changed to reflect local desires to participate in the same region.

- ◆ In developing the financial analysis, some milestones had to be established for the implementation of the selected alternative. Based on guidance provided by the Senior Transportation Working Group, an aggressive implementation program was proposed wherein organizational activities would be programmed for the first year of operation. Thereafter, successive years of implementation would bring about local service delivery in at least two regions per year, leading to full operational implementation by year five of the plan.

It should be noted that “full operational implementation,” in this context, means merely that a designated service provider(s) would be selected and brought under the organizational model proposed in the selected alternative. The Senior Transportation Working Group recognized that regardless of the merits or the benefits of the proposed alternative, some municipalities may choose not to participate.

- ◆ The inventory of senior transportation providers was a survey sample of operators done on a voluntary participation basis. Not all operators elected to participate. In estimating the level of current services in a given region, it was necessary to account for entities that did not respond. The consultant employed an analytical model first developed for the Ohio Department of Transportation that used population and

Financial Analysis

land area as surrogate factors to account for transportation service variables. In this manner, levels of service necessary in each region to meet projected demand could be estimated, taken into account the entire region, not just data submitted by survey respondents.

After review of the demand estimates for all seniors, previous research findings in the literature, and on research results from this study, the Senior Transportation Working Group opted to focus implementation efforts on meeting a level of demand based on a more narrowly defined group of seniors. The Working Group opted to determine demand based on those seniors 75 years of age or greater and those seniors who are disabled. The Working Group does not intend to exclude non-disabled seniors ages 60 through 75 from benefiting from the services proposed under this plan, only that the service parameters will be based on this more narrowly restricted projected demand level.

Financial Analysis

RECOMMENDED FINANCIAL PROGRAM

Transportation Demand Based on Seniors 75 Years of Age or Greater and Disabled/Frail Elderly

Service levels (not program eligibility) were established based on the projected demand for paratransit services by seniors 75 years of age or greater and those seniors 60 years of age or greater with one or more limitations in activities of daily living. Based on this analysis, a low estimate of 1,258,828 annual trips and a high estimate of 3,559,186 annual trips were developed. Financial projections are based on achieving, or approaching full achievement of the low estimate.

Annual Operating Expenses – Combined STO and Designated Service Providers

A ten-year forecast of projected expenditures for the proposed program at the full demand level for the older senior market was developed. Where possible, potential revenues have been identified. These revenues include: maintenance of continued local investment (in existing services) by converting these funds from direct services provision to purchase of service revenues; user membership fees (\$5), GCRTA in-kind (to be reported), and other sources.

To meet all projected demand (e.g., provide 1.26 million annual trips), new funding ranging from \$2.8 million in Year 2 to \$10.5 million after full

implementation in all five CTAs in Year 4 must be found to augment existing funding sources (Exhibit 13).

Like the previous analysis, however, the Senior Transportation Working Group's goal of increasing the quantity of transportation can still be met with a program that meets a portion of projected demand. Two alternative scenarios were developed:

- ◆ Alternative Scenario 1: Increase Senior Paratransit Service by 50 Percent Over Current Service Levels (less Senior ADA Demand)
- ◆ Alternative Scenario 2: Increase Senior Paratransit Service by 100 Percent Over Current Service Levels (less Senior ADA Demand)

Based on review of the financial forecasts by the Senior Transportation Working Group, a service model wherein the STO would increase service by 50 percent over current levels was adopted. In this scenario, the level of trips provided by the regional providers would total about 573,750 passenger trips per year (45.6 of total projected demand). New funding ranging from \$1.25 million in Year 2 to \$3.46 million after full implementation in all five CTAs in Year 4 must be found to augment existing funding sources (Exhibit 14).

Projected Cost of Capital (Rolling Stock)

Projected capital costs for vehicles are based on either replace or expansion of the fleet. "Expansion" refers to the number of vehicles required for acquisition to meet projected fleet size requirements. Replacement refers to the routine replacement of rolling stock that has exceeded its useful life. Vehicles in this class generally have a useful life of seven years. A routine capital improvement program will replace one-seventh of the fleet on an annual basis.

For purposes of this analysis, all 168 vehicles owned by public entities and nonprofit organizations were assumed in the strategic plan's implementation phase. Additionally, the 11 vehicles operated by various hospitals were also included, for a total existing fleet of 179 vehicles.

A fifty percent increase over current service levels can be accomplished with the existing fleet, reflecting the benefits and expanded productivity associated with centralized fleet management.

Exhibit 15 reflects one-time capital outlays and recurring capital replacement costs. As noted above, the recommended service level scenario can be implemented with no new additional capital outlays for expansion (the

Financial Analysis

Exhibit 13
Projected Cost - STO and DSPs, by CTA - Low Estimate, 2000 (Full Demand Level)
Seniors 75 Years of Age and/or Seniors 60 Years of Age and Disabled

Expense/Revenue	Year 1 FY 2004	Year 2 FY 2005	Year 3 FY 2006	Year 4 FY 2007	Year 5 FY 2008	Year 6 FY 2009	Year 7 FY 2010	Year 8 FY 2011	Year 9 FY 2012	Year 10 FY 2013
<u>Projected Expenses</u>										
Operating Expenses - New Nonprofit	\$ 165,587	\$ 685,766	\$ 808,106	\$ 927,283	\$ 1,046,262	\$ 1,077,650	\$ 1,109,979	\$ 1,143,279	\$ 1,177,577	\$ 1,212,904
Operating Expenses - Regional Operators										
CTA 1	\$ -	\$ -	\$ 1,599,867	\$ 1,645,146	\$ 1,690,426	\$ 1,735,705	\$ 1,780,984	\$ 1,826,264	\$ 1,871,543	\$ 1,916,822
CTA 2	\$ -	\$ -	\$ -	\$ 2,725,829	\$ 2,800,852	\$ 2,875,874	\$ 2,950,897	\$ 3,025,920	\$ 3,100,943	\$ 3,175,966
CTA 3	\$ -	\$ -	\$ -	\$ 1,254,180	\$ 1,288,699	\$ 1,323,218	\$ 1,357,737	\$ 1,392,255	\$ 1,426,774	\$ 1,461,293
CTA 4	\$ -	\$ 2,770,375	\$ 2,851,065	\$ 2,931,756	\$ 3,012,446	\$ 3,093,137	\$ 3,173,827	\$ 3,254,518	\$ 3,335,209	\$ 3,415,899
CTA 5	\$ -	\$ -	\$ 3,560,521	\$ 3,661,291	\$ 3,762,060	\$ 3,862,830	\$ 3,963,599	\$ 4,064,369	\$ 4,165,138	\$ 4,265,908
Other Expenses	\$ 250,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal - Expenses	\$ 416,087	\$ 3,456,141	\$ 8,819,560	\$ 13,145,485	\$ 13,600,745	\$ 13,968,414	\$ 14,337,024	\$ 14,706,604	\$ 15,077,184	\$ 15,448,792
<u>Projected Revenues</u>										
United Way Start-Up Grant	\$ 395,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GCRTA In-Kind Contributions	\$ 20,832	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Purchase of Service Revenues	\$ -	\$ -	\$ -	\$ 1,837,560	\$ 1,888,135	\$ 1,938,710	\$ 1,989,285	\$ 2,039,860	\$ 2,090,435	\$ 2,141,010
User Memberships	\$ -	\$ 179,795	\$ 505,221	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302
New Revenues	\$ -	\$ -	\$ -	\$ 73,502	\$ 77,178	\$ 81,036	\$ 85,088	\$ 89,343	\$ 93,810	\$ 98,500
Subtotal - Revenues	\$ 416,086	\$ 179,795	\$ 505,221	\$ 2,660,365	\$ 2,714,615	\$ 2,769,049	\$ 2,823,676	\$ 2,878,505	\$ 2,933,548	\$ 2,988,813
<u>Unfunded Portion</u>	-	\$ 3,276,346	\$ 8,314,338	\$ 10,485,120	\$ 10,886,130	\$ 11,199,365	\$ 11,513,348	\$ 11,828,099	\$ 12,143,636	\$ 12,459,979

Source: RLS & Associates, Inc., May 2003.

Exhibit 14
Projected Cost - STO and DSPs, by CTA - Low Estimate, 2000 (Increase of 50 Percent Over Current Service Level)
Seniors 75 Years of Age and/or Seniors 60 Years of Age and Disabled

	Year 1 FY 2004	Year 2 FY 2005	Year 3 FY 2006	Year 4 FY 2007	Year 5 FY 2008	Year 6 FY 2009	Year 7 FY 2010	Year 8 FY 2011	Year 9 FY 2012	Year 10 FY 2013
<u>Projected Expenses</u>										
Operating Expenses - New Nonprofit	\$ 165,587	\$ 685,766	\$ 808,106	\$ 927,283	\$ 1,046,262	\$ 1,077,650	\$ 1,109,979	\$ 1,143,279	\$ 1,177,577	\$ 1,212,904
Operating Expenses - Regional Operators										
CTA 1	\$ -	\$ -	\$ 678,047	\$ 697,237	\$ 716,427	\$ 735,617	\$ 754,807	\$ 773,997	\$ 793,187	\$ 812,377
CTA 2	\$ -	\$ -	\$ -	\$ 1,155,246	\$ 1,187,041	\$ 1,218,837	\$ 1,250,633	\$ 1,282,429	\$ 1,314,224	\$ 1,346,020
CTA 3	\$ -	\$ -	\$ -	\$ 531,540	\$ 546,169	\$ 560,799	\$ 575,428	\$ 590,058	\$ 604,687	\$ 619,317
CTA 4	\$ -	\$ 1,174,125	\$ 1,208,323	\$ 1,242,520	\$ 1,276,718	\$ 1,310,916	\$ 1,345,114	\$ 1,379,312	\$ 1,413,510	\$ 1,447,707
CTA 5	\$ -	\$ -	\$ 1,509,000	\$ 1,551,708	\$ 1,594,416	\$ 1,637,123	\$ 1,679,831	\$ 1,722,538	\$ 1,765,246	\$ 1,807,953
Other Expenses	\$ 250,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal - Expenses	\$ 416,087	\$ 1,859,891	\$ 4,203,476	\$ 6,105,533	\$ 6,367,033	\$ 6,540,942	\$ 6,715,792	\$ 6,891,612	\$ 7,068,431	\$ 7,246,279
<u>Projected Revenues</u>										
United Way Start-Up Grant	\$ 395,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GCRTA In-Kind Contributions	\$ 20,833	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Purchase of Service Revenues	\$ -	\$ 416,651	\$ 1,204,885	\$ 1,837,560	\$ 1,888,135	\$ 1,938,710	\$ 1,989,285	\$ 2,039,860	\$ 2,090,435	\$ 2,141,010
User Memberships	\$ -	\$ 179,795	\$ 505,221	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302	\$ 749,302
New Revenues	\$ -	\$ 16,666	\$ 48,195	\$ 73,502	\$ 77,178	\$ 81,036	\$ 85,088	\$ 89,343	\$ 93,810	\$ 98,500
Subtotal - Expenses	\$ 416,087	\$ 613,112	\$ 1,758,302	\$ 2,660,365	\$ 2,714,615	\$ 2,769,049	\$ 2,823,676	\$ 2,878,505	\$ 2,933,548	\$ 2,988,813
<u>Unfunded Portion</u>	\$ -	\$ 1,246,779	\$ 2,445,174	\$ 3,445,168	\$ 3,652,418	\$ 3,771,893	\$ 3,892,116	\$ 4,013,107	\$ 4,134,884	\$ 4,257,466

Source: RLS & Associates, Inc., May 2003.

Exhibit 15
Projected Capital (Rolling Stock) Costs Under the Recommended Implementation Scenarios

Scenario	Total Vehicles Required	Required Peak Vehicles	Current Vehicles	Expansion Vehicles Required	Annual Replacement Vehicles	Expansion Cost	Annual Replacement Cost
Full Demand Level	815	677	179	498	116	\$ 23,012,580	\$ 5,380,164
Alternative Scenarios							
Current Service Level	126	103	179	None	18	\$ -	\$ 831,780
50 Percent Above Current Service Level	186	153	179	None	27	\$ -	\$ 1,227,866
100 Percent Above Current Service Level	244	202	179	23	35	\$ 1,062,830	\$ 1,610,749

Notes:

- ◆ Expansion vehicles not included for the 50 percent scenario as ODOT policy does not fund expansion vehicles for spares.
- ◆ Vehicles programmed represent 14-17 passenger LTV vehicles at a unit cost of \$46,210.
- ◆ All costs are in 2003 dollars.

Source: RLS & Associates, Inc., May 2003.

existing fleet has enough vehicles) and the fleet can be sustained with an annual investment of \$1.28 million dollars.

POTENTIAL SOURCES OF REVENUES TO SUPPORT SENIOR TRANSPORTATION

PROJECTED REVENUE SOURCES

We have previously identified the following potential revenue sources:

- ◆ United Way (allocated to start expenses only in our analysis)
- ◆ GCRTA in-kind contributions (amount not identified nor included in revenue totals; awaiting GCRTA's in-house analysis)
- ◆ Purchase of service revenues
- ◆ User membership fees
- ◆ New revenues

Using the scenario of increase the quantity of senior transportation to levels 50 percent over the current non-ADA senior paratransit, we currently project deficit in operations that ranges from ranging from \$1.25 million in Year 2 to \$3.46 million after full implementation in all five CTAs in Year 4. This gap must be closed if the services are to operate at this level.

However, the gap does not take into consideration certain revenues, unknown at this point in time, but that are likely to be available under the program, including:

- Existing expenses include some GCRTA in-kind costs, but not the corresponding revenue. GCRTA is in the process of conducting an analysis of the value of these contributions. This action will enhance revenue (in-kind).
- No fare revenues are included in this total. The STWG indicated that it would be appropriate to charge some fare, even if at nominal levels. At a \$1.00 fare or donation, about a half million dollars per year would be generated.
- The estimates of "new" revenues are exceptionally conservative. Recent discussions with peer projects in Portland, OR and Denver, CO suggest that peer nonprofits have demonstrated great capacity to generate revenues from third party contracts and grant sources, with each system having more than 30 funding sources.

Potential Revenues to Support Senior Transportation

- The revenue estimates do not include any funding that may be generated from special FTA grants arising from demonstration projects undertaken pursuant to the FTA/AoA memorandum of understanding.
- The revenue estimates do not include any special ODOT funding.

If these potential revenue sources are insufficient to close the gap between projected expenditures and revenues, the STWG may pursue two strategies.

Increase Local Revenue

Increased revenues are typically generated from local sources. One such source would be an increase in the existing GCRTA revenue stream. Alternatively, some specialized transportation services have had success in getting approval for a \$1.00 voluntary check-off fee when renewing driver licenses or license plates. Currently, a \$1.00 check-off for license plates is in place for specialized transit in Florida.

Decrease Programmed Expenses

Projected expenditures are based on the recommended operating and service levels that would provide an additional 50 percent service over current level. Expenses could be reduced, if revenues are insufficient, to 125 percent or any other level necessary to establish a balanced budget.

IMPLEMENTATION

ROLES AND RESPONSIBILITIES

Exhibit 16 defines the major roles and responsibilities of three major participants in the implementation of the proposed improvement program for senior transportation in Cuyahoga County. These participants include:

- ◆ Local agencies that currently provide transportation services to seniors who, under the proposed plan, will enter into purchase of service agreements with the respective Designated Service Providers (DSPs).
- ◆ The newly established nonprofit organization, the Senior Transportation Organization (STO), that will coordinate services throughout the County.
- ◆ Designated Service Providers that will deliver service under contract to the STO.

Potential Revenues to Support Senior Transportation

The responsibilities of the respective organizations will require greater refinement as the parties move to the implementation stage.

SCHEDULE

Exhibit 17 graphically defines the schedule for major implementation activities during the first twelve (12) months following completion of the strategic plan.

Exhibit 18 defines implementation over the remainder of the ten-year planning horizon, including other short-range, intermediate-range, and long-range activities. Based on decisions made the Senior Transportation Working Group, it was determined that an accelerated implementation schedule should be followed. In the proposed plan, virtually all activities are programmed to occur within the short- and intermediate time periods.

Implementation

Exhibit 16

Roles and Responsibilities – Senior Transportation Organization, Designated Service Providers (DSP), and Agencies Participating in the Senior Transportation Program

Topic	Roles or Responsibilities		
	Agencies and/or Consumers	Senior Transportation Organization	Designated Service Providers
Determination of Provider(s) in Five (5) Community Transportation Service Areas (CTAs)	Participate in regional meetings to select DSP(s) in the respective regions	Participate with local jurisdictions and participating agencies in the selection of DSPs	None
Contracting with Designated Service Providers (DSPs)	None	Develop contract agreement with selected DSPs detailing the terms of service and rate of payment of paratransit services	Operate fleet of paratransit vehicles with trained drivers in accordance with STO/DSP agreement
Coordination of Vehicle Fleets	Identify vehicles for operation by DSP; enter into lease agreement with DSP	Develop model lease agreement for use by DSPs	Enter into vehicle lease agreements with owning agencies
	Enter into a purchase of service agreement with the STO for client/passenger transportation services		
	Permit inspections of all vehicles for determination of whether vehicle will be included in coordination service delivery	Maintain customer database information on addresses, emergency contacts, program sponsors, trip histories	Maintain minimum levels of liability coverage and replacement value collision insurance (STO owned vehicles only) in accordance with STO/DSP agreement
	Enter into lease agreements with the DSP permitting coordinated use of rolling stock by the DSP (\$1.00 per year arrangement)	Establish minimum service policies (e.g., advance reservation period, trip cancellation procedures, etc.) for all DSPs	Maintain leased vehicles in accordance with STO preventive maintenance schedules during the term of the lease
	Serve as distribution outlet for consumer/client education materials	Maintain excess liability insurance coverage (if necessary to ensure adequate coverage beyond that held by DSPs)	Indemnify and hold harmless owning agencies from claims arising from DSP operation of leased vehicles
	Provide customer/client database information adhering to STO confidentiality policies	Field all incoming consumer requests for transit information	Electronically receive trip orders
	Provide on-going feedback to the STO on service issue/potential service	Develop minimum driver qualification standards to be used by all DSPs	Develop schedules for next-day service delivery (this will be done at

	improvements		the DSP level on an interim basis until the STO obtains scheduling software)
	Communicate new client registration/intake data to the STO on advance basis to the STO prior to service	Develop vehicle preventive maintenance schedules to be followed by DSPs	Operate daily schedules with some two-way communication capacity between dispatch and drivers/vehicles
	Communicate subscription changes, cancellations, temporary suspensions to the STO on a timely basis	Develop driver professional development training curriculum	Maintain driver logs recording requiring information necessary pursuant to STO/DSP agreement (e.g., time of pick-up, odometer reading, etc.)
	Process in a timely fashion requests for payment for transit services rendered submitted by the STO based on rate schedule in the purchase of service agreement	Conduct countywide driver training classes	Development of periodic operations reports (on a frequency determined by the STO) providing detailed and summary service statistics (designed to meet funding source and in-house performance evaluation requirements)
	Provide timely notice to the STO when new programs/services are initiated and/or terminated that impact client transportation	Establish fare/membership fee policies	Report trip cancellations to the STO call-center
		Collect customer membership fees from mail-in submission and other points of sale	Collect and tabulate passenger fares
		Refer incoming customers information requests or inquiries to fixed route, circulator, or rail service, where appropriate	Serve as a collection point for customer membership fees
		Book and confirm all senior paratransit trip requests	Maintain project revenues in secure fashion
		Compile daily trip orders in on a next day basis in chronological order for appropriate DSP	Assist the STO in investigation and resolution of passenger complaints
		Transmit daily trip orders by 3:00 PM (or other agreed time) to the DSPs	Assist the STO in the conduct of accident investigations
		Communicate trip cancellations on a real-time basis to DSPs	When necessary, comply with Federal regulatory requirements such as CDL and drug/alcohol testing regulations

		Coordinate with GCRTA ADA services for cross-regional senior paratransit travel	
		Conduct periodic quality assurance reviews of DSP operations	

**Exhibit 17
Implementation Timeline - Short-Range Actions**

Action or Task	Responsible Party	2003						2004						
		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Plan Adoption and Public Participation														
Acceptance of the Project Report by STWG	STWG	█												
Conduct of Five (5) Regional Meetings to Publicize Plan	CCPC/STWG		█	█	█									
Develop information brochure for aging network/stakeholders	CCPC/STWG		█	█	█	█	█							
Nonprofit Corporation Formation														
Draft by-laws and articles of incorporation	CCPC/STWG/Legal Counsel	█	█											
Finalize plans for governance board representation	CCPC/STWG/Legal Counsel	█	█											
Solicit board nominations from respective communities of interest	CCPC/STWG	█	█											
Convene meeting of new nonprofit board	STO BoD			█										
Adopt by laws and articles of incorporation	STO BoD				█									
Submit incorporation papers to State of Ohio	Legal Counsel					█								
GCRTA/New Organizational Relationships														
Execute memorandum of understanding	Stakeholders			█	█									
Execute memorandum between STO/GCRTA	BoD/GCRTA					█								
Regional Organization of Providers														
Evaluate and select designated service provider(s)(DSP) - Region 4	CCPC/Reg. Advisory Council						█	█	█	█				
PNP execution of contracts with DSP(s) - Region 4	STO BoD/Executive Director									█	█	█		
Hiring of Executive Director														
Develop job description and salary range	STO BoD/GCRTA			█										
Establish benefits	STO BoD/GCRTA				█	█	█							
Advertise position & accept applications	STOBoD				█	█								
Review applications and short-list candidates	STO BoD						█							
Conduct interviews	STO BoD							█						
Offer and acceptance	STO BoD								█					
Finalize office space with GCRTA	STO BoD/GCRTA								█	█				
Acquire office furniture for executive director	STO BoD/GCRTA								█	█				
Acquire office computers/software for management staff	STO BoD/GCRTA								█	█				
Initiation of executive director employment	STO Executive Director									█	█	█	█	█
Other STO Administrative Development Issues														
Establish bank accounts	STO Executive Director/GCRTA									█	█			
Establish agency accounting structure	STO Executive Director/GCRTA									█	█			
Establish payroll procedures	STO Executive Director/GCRTA									█	█			
Establish purchase order procedures with GCRTA	STO Executive Director/GCRTA									█	█			

**Exhibit 17
Implementation Timeline - Short-Range Actions**

Action or Task	Responsible Party	2003						2004						
		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Scheduling and Customer Information Software Acquisition														
Determine senior database, client info, reporting requirements	CCPC/AoA		█	█										
Appoint interim liaison to GCRTA software procurement committee	STO BoD		█	█	█									
Software specifications/procurement	GCRTA				█	█	█	█	█	█	█	█	█	█
Hiring of Other Management Staff														
Develop job description and pay scales	Executive Director/GCRTA							█	█					
Hire other management staff	Executive Director/GCRTA									█	█			
Start date for management staff	STO											█	█	
Pre-Implementation Planning - First Service Region														
Develop transit information database	GCRTA/Executive Director							█	█	█	█	█	█	█
Finalize membership fees and fare policy	STO							█	█					
Establish telephone infrastructure	STO Executive Director/GCRTA										█	█	█	█
Develop and distribute customer information brochure	STO									█	█	█	█	█
Establish client database(s) for Region 4 customers	STO											█	█	█
Develop standardized maintenance procedure	STO											█	█	█
Develop standardized driver qualifications/training program	STO											█	█	█
Develop and finalize interim, manual or semi-automated trip reservation procedures	STO											█	█	█
Hire and train customer service agents	Executive Director/GCRTA											█	█	█

Abbreviations:

- STWG: Senior Transportation Working Group
- CCPC: Cuyahoga County Planning Commission
- STO: Senior Transportation Organization, a new nonprofit organization formed to manage and administer regional coordination initiatives.
- GCRTA: Greater Cleveland Regional Transportation Authority
- DSP: Designated service provider(s) in five community transportation areas.
- AoA: Western Reserve Area Agency on Aging

Source: RLS & Associates, Inc., May 2003.

Exhibit 18
Implementation Timeline - Intermediate- and Long-Range Actions

Action or Task	Responsible Party	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Regional Organization of Providers											
Establish regional advisory provider council - Region 1	CCPC/STO BoD	■									
Evaluate and select designated service provider(s)(DSP) - Region 1	CCPC/Reg. Advisory Council	■	■								
PNP execution of contracts with DSP(s) - Region 1	STO BoD/Executive Director		■								
Region 5 negotiation with GCRTA to be DSP	City of Cleveland/STO/GCRTA	■									
PNP execution of contracts with DSP(s) - Region 5	STO BoD/Executive Director		■								
Establish regional advisory provider council - Region 2	STO BoD/Executive Director		■								
Evaluate and select designated service provider(s)(DSP) - Region 2	City of Cleveland/STO/GCRTA		■	■							
PNP execution of contracts with DSP(s) - Region 2	STO BoD/Executive Director			■							
Establish regional advisory provider council - Region 3	STO BoD/Executive Director		■								
Evaluate and select designated service provider(s)(DSP) - Region 3	City of Cleveland/STO/GCRTA		■	■							
PNP execution of contracts with DSP(s) - Region 3	STO BoD/Executive Director			■							
Regional Operation											
Commence operation in Region 4	Designated Service Provider(s)	■						Continued Operationd Based on Study Outcome			
Commence operation in Region 1	Designated Service Provider(s)	■						Continued Operationd Based on Study Outcome			
Commence operation in Region 5	Designated Service Provider(s)	■						Continued Operationd Based on Study Outcome			
Commence operation in Region 2	Designated Service Provider(s)	■						Continued Operationd Based on Study Outcome			
Commence operation in Region 3	Designated Service Provider(s)	■						Continued Operationd Based on Study Outcome			
Long Range Actions											
Conduct of study to determine further consolidation of regions and/or consolidation of senior and ADA services	Consultant					■					

Abbreviations:

- STWG: Senior Transportation Working Group
- CCPC: Cuyahoga County Planning Commission
- STO: Senior Transportation Organization, a new nonprofit organization formed to manage and administer regional coordination initiatives.
- GCRTA: Greater Cleveland Regional Transportation Authority
- DSP: Designated service provider(s) in five community transportation areas.
- AoA: Western Reserve Area Agency on Aging

Source: RLS & Associates, Inc., May 2003.



APPENDIX A
SENIOR TRANSPORTATION
WORKING GROUP

Appendix A
Senior Transportation Working Group

<u>Name</u>	<u>Title</u>	<u>Organization</u>
<u>Working Group</u>		
Mr. Joseph Calabrese	CEO	Greater Cleveland Regional Transportation Authority
Ms. Jane Fumich	Director	Office on Aging, City of Cleveland
Mr. Jack Hall	Senior Transportation Planner	NOACA
Mr. Robert Levine	Director	TC ³
Ms. Fatima Perkins	NMO	United Way Services
Ms. Ellen Rosen	Director	Myers Center for Creative Living
Ms. Susan Schwarzwald	Director, Planning and Development	Western Reserve Area Agency on Aging
Mr. Sean Shacklett	Executive Assistant	Cuyahoga County Department of Senior and Adult Services
Ms. Eleanor Steigman		
Ms. Marlene Stoiber, Ph.D.	Consultant	United Way Services
Ms. Lynn Wieland	Coordinator of Advocacy	Community Office on Aging
Mr. Michael York	Deputy General Manager - Operations	Greater Cleveland Regional Transportation Authority
Ms. Lois Zaas		
<u>Planning Commission Staff</u>		
Mr. Paul Alsenas	Director	Cuyahoga County Planning Commission
Ms. Claire Kilbane	Program Officer	Cuyahoga County Planning Commission
Ms. Marionette Richardson	Transportation Specialist	Cuyahoga County Planning Commission



APPENDIX B
SUMMARY OF SENIOR
TRANSPORTATION PROVIDERS

Appendix B
Summary Data on Senior Transportation Services

Provider	Type of Service	Scope of Service	Advanced Reservation Minimum	Response Time	Eligibility Requirements	Geographic Area Served	Service Hours	Trips Per Year	No. Vehicles	Cost Per Trip	Fare
Public Agency Providers											
Greater Cleveland Regional Transit Authority	ADA-DR	Agency owned vehicles supplemented by contracted service	Next-day advance notice	At time requested	Functional disability requirements plus elderly	Cuyahoga County	24 hours/7 days	93,000	77	\$ 44.80	\$ 1.25
City of Bay Village Department of Community Services/Sr. Ctr	DR	Agency owned vehicles and use of personal vehicles	24 hour advance notice	At time requested	Residents age 60 years of age or greater and disabled	City of Bay Village and "reasonable" distances as permitted by published schedules	Monday - Friday, 8:00 AM to 4:30 PM	11,535	3	\$ 4.67	No fare; no set senior donation
City of Bedford - Recreation Department	DR	Agency owned vehicles	Next day advance notice; medical trips on real time	At time requested	N/R	N/R	Monday - Friday, 8:00 AM to 5:00 PM	N/R	1	N/A	\$ 2.00
City of Bedford Heights Senior Department	DR	Agency owned vehicles and use of personal vehicles	3-day advance notice	At time requested	Residents age 60 years of age or greater and disabled	Bedford Heights, Cleveland, Severance, Solon, Richmond Heights, Bedford, Hillcrest	Monday - Friday, 7:45 AM to 4:15 PM	N/R	3	N/A	N/R
City of Berea Recreation Department	DR	Agency owned vehicles	24 hour advance notice	At time requested	Residents age 60 years of age or greater and disabled	City of Berea only	Monday - Friday, 8:45 AM to 3:00 PM, Saturday on Demand Only	6,000	3	\$ 1.04	\$1.00 senior donation
City of Brecksville Senior Center	DR	Agency owned vehicles driven by volunteers; purchase of service from private entity for once a month field trips	One week advance notice	At time requested	Residents age 65 years of age or greater and disabled	City of Brecksville and within 15 miles of city limits	Monday - Friday, 8:30 AM to 4:30 PM, Saturday on Demand Only	2,100	6	\$ 7.69	None

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City of Broadview Heights - Human Services Department	DR	Agency owned vehicles driven by volunteers and use of personal vehicles	As soon as possible up to a month in advance	At time requested	Seniors who do not drive, disabled, general public for specific trip purposes	Broadview Heights only	Monday - Friday, 7:00 AM to 5:00 PM	N/R	4	N/A	Senior donations requested
City of Cleveland - Department of Aging	DR	Agency owned vehicles, use of personal vehicles, periodic group trips	Real time depending upon capacity	At time requested	Low income seniors	City of Cleveland only	Monday - Friday, 8:00 AM to 5:00 PM	N/R	4	N/A	N/R
City of Cleveland Heights Office on Aging	DR	Agency owned vehicles, use of personal vehicles, volunteers, and pre-purchased passes on other providers	24 hour advance notice	At time requested	Residents only age 60 years of age	Cleveland Heights only, but will go throughout eastern suburbs for medical trips	Monday - Friday, 8:45 AM to 5:00 PM, Saturday - Special Events	5,926	3	\$ 10.75	\$0.25 senior donation
City of Fairview Park - Senior Life Office	DR	Agency owned vehicles; Charters	One week advance notice	At time requested	Older and disabled adults	Fairview Park only	Monday - Friday, 9:30 AM to 3:30 PM	11,684	3	\$ 0.47	\$0.50 senior donation
City of Independence Senior Services	DR	Agency owned vehicles	Real time	At time requested	Residents age 60 years of age or greater and disabled	Cuyahoga County; medical trips - 15 miles.	Monday - Friday, 7:00 AM to 3:30 PM	N/R	6	N/A	None
City of Lakewood Division on Aging	DR	Agency owned vehicles and purchase of service	As soon as possible up to a month in advance	At time requested	N/R	City of Lakewood only	Monday - Friday, 8:15 AM to 4:30 PM	46,186	14	\$ 4.25	Senior donations requested, varies by distance

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City of Maple Heights Senior Center	DR	Agency owned vehicles	Next-day advance notice	At time requested	Residents only age 60 years of age and/or disabled	Maple Heights and bordering communities (only to immediate area over the border)	Monday - Friday, 8:00 AM to 3:00 PM	N/R	10	N/A	\$1.00 senior donation
City of Mayfield Heights	DR	Coordinated demand response with TC ³	Five-day advance notice	At time requested	Residents of Mayfield Heights only	Participate with TC ³	Monday - Friday, 8:30 AM to 9:00 PM, Saturday 8:30 AM - 5:00 PM, Sunday 8:30 AM - 5:00 PM	1,900	0	N/A	\$ 1.00
City of North Royalton Office on Aging	DR	Agency owned vehicles and volunteers	24 hour advance notice	At time requested	N/R	North Royalton	N/R	2,500	3	\$ 6.31	None
City of Parma - Parma Senior Center/Parma Office on Aging	DR	Agency owned vehicles and volunteers	48 hour advance notice	At time requested	Residents only age 60 years of age. Coordinates with Seven Hills	Parma, Seven Hills, Parma Heights	N/R	12,000	14	\$ 21.05	N/R
City of Rocky River Senior Center	DR	Agency owned vehicles and use of personal vehicles	48 hour advance notice; 1 week advance notice for medical trips	At time requested	Rocky River residents only age 60 years or greater	Cuyahoga County	Monday - Friday, 9:00 AM to 4:00 PM	9,078	3	\$ 7.54	Senior donation requested
City of Shaker Heights, Adult and Senior Services	DR	Agency owned vehicles and volunteers	One week advance notice	At time requested	Residents only age 60 years of age	City of Shaker Heights; University Heights - Medical trips only.	Monday - Friday, 8:30 AM to 4:00 PM	11,637	4	\$ 12.71	N/R

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Village of North Randall - Housing Office Inspector	DR	Agency owned vehicles	Next-day advance notice	At time requested	Persons age 55 or greater or disabled	Five mile radius or less. Will go countywide for medical trips.	Monday - Friday, 9:00 AM to 4:00 PM; Saturday on Request	960	2	\$ 29.17	\$ 5.00
Village of Valley View Community Center	DR	Agency owned vehicles	Varies by trip purpose	At time requested	None	Village of Valley View	N/R	N/R	4	N/A	N/R
Private, Nonprofit Agency Providers											
A New Day Adult Care Center	DR	Agency owned vehicles and purchase	Real time unless outside the service area	At time requested	Persons 60 years of age	Lakewood, Cleveland (near westside), Old Brooklyn, Archwood Dennison area, Brooklyn, Fairview Park, Westlake, Bay Village, North Olmstead, Rocky River	Monday - Friday, 7:30 AM to 5:00 PM, Saturday 7:30 AM - 5:00 PM	3,000	4	N/A	Sliding scale and \$1.00 senior donation
Benjamin Rose Institute - Community Services Division	DR	Agency owned vehicles	All standing orders; DR trips handled on a case-by-case basis	At time requested	Adult day program participants	Approximate 10-mile radius from Center; other trips throughout the County are scheduled on a limited basis	N/R	4,848	N/R	N/A	None
Catholic Charities Services of Cuyahoga County	DR	Agency owned vehicles	N/R	At time requested	Low income persons 60 years of age	West Cleveland	N/R	1,114	2	N/A	Senior donation requested
East End Neighborhood House	DR	Agency owned vehicles	One week advance notice	At time requested	Low income persons 60 years of age	Cleveland - Buckeye/Shaker & Woodland Hills	Monday - Friday, 8:00 AM to 2:00 PM	6,226	5	\$ 3.21	\$0.50 senior donation

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Golden Age Centers	DR	Agency owned vehicles	Next-day advance notice	At time requested	Elderly persons age 60 years of age and spouse, regardless of age	City of Cleveland, Village of Oakwood	Monday - Friday, 8:00 AM to 5:00 PM	23,836	5	\$ 8.75	\$0.50 senior donation
Goodrich - Gannett Neighborhood Center	DR	Agency owned vehicles, use of personal vehicles, volunteers, and pre-purchased passes on other providers	24 hour advance notice	At time requested	Low income disadvantaged elderly	City of Cleveland - St. Clair/Superior and Goodrich Kirtland Payne SPA	Monday - Friday, 9:00 AM to 7:00 PM, Saturday 10:30 AM - 2:00 PM	7,566	3	\$ 4.91	\$0.50 senior donation
Jennings Center for Older Adults	DR	Agency owned vehicles	24 hour advance notice	At time requested	Persons 60 years of age	Cuyahoga County	Monday - Friday, 8:00 AM to 5:30 PM	200	1	N/A	Fares included in fees assessed clients
Jewish Community Center of Cleveland	DR	Coordinated demand response with TC ³	None	At time requested	Persons 60 years of age who live in catchment area	Northeastern suburbs	Monday - Friday, 10:00 AM to 2:00 PM	18,370	4	\$ 1.61	\$0.50 senior donation
Jewish Community Housing	DR	Agency owned vehicles	Written requests only	At time requested	Residents only	Cedar Center and Warrensville Community Apts.	Monday - Friday, 8:30 AM to 5:00 PM	N/R	1	N/A	N/R
Jewish Family Services Association of Cleveland	DR	Agency owned vehicles, use of personal vehicles, volunteers, and pre-purchased vouchers for cabs	N/R	At time requested	Clients only	Easter Cuyahoga County suburbs	Monday - Friday, 8:30 AM to 9:00 PM, Saturday 8:30 AM - 5:00 PM, Sunday 8:30 AM - 5:00 PM	N/R	11	N/A	Senior donation requested

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Merrick House	DR	Agency owned vehicles, use of personal vehicles, and volunteers	N/R	At time requested	Persons 60 years of age who live in catchment area	Limited areas of Cleveland	N/R	14,867	2	\$ 3.90	\$0.25 senior donation
Murtis Taylor Multipurpose Senior Center	DR	Agency owned vehicles	48 hour advance notice	At time requested	Not specified	Not specified	Monday - Friday, 9:00 AM to 3:00 PM	8,000	N/R	N/A	\$0.50 senior donation
Recovery Resources	DR	Agency owned vehicles	None	At time requested	Clients only	Cuyahoga County	Monday - Friday, 8:30 AM to 3:30 PM	1,040	1	\$ 5.77	No set policy
Senior Citizens Resource Center	DR	Agency owned vehicles, use of personal vehicles, and pre-purchased passes on other providers	One week advance notice	At time requested	Persons 60 years of age	Old Brooklyn	Monday - Friday, 9:00 AM to 4:00 PM	6,842	4	\$ 23.10	\$0.50 senior donation
Transportation Consortium Coordinating Committee (TC ³)	DR	Agency owned vehicles	Five-day advance notice	At time requested	Residents only age 60 years of age and/or disabled	Eastern suburbs/East Cleveland	Monday - Friday, 8:30 AM to 9:00 PM, Saturday 8:30 AM - 5:00 PM, Sunday 8:30 AM - 5:00 PM	7,865	6	N/A	\$ 1.00
University Settlement	DR	Agency owned/intergovernmental loaned vehicles	N/R	At time requested	Persons 60 years of age	Southeast Cleveland, Garfield Heights	Monday - Friday, 7:00 AM to 4:00 PM; Weekends - Group home only	4,100	N/R	\$ 13.26	\$0.50 senior donation

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Vocational Guidance Services	DR	Agency owned vehicles, use of personal vehicles, volunteers	24 hour advance notice	At time requested	Age and income requirements	Cuyahoga County	Monday - Friday, 8:00 AM to 4:30 PM; Weekends - Field trips only	8,027	N/R	\$ 3.16	Senior donation requested
Residential Facilities that Primarily Serve the Elderly											
Eliza Bryant Village	DR	Agency owned vehicles	N/R	At time requested	Persons 60 years of age	City of Cleveland	Hours not specified	18,303	4	N/A	Senior donation requested
Light of Hearts Villa	DR	Agency owned vehicles	N/R	At time requested	Residents only	Local community surrounding facility	Hours not specified	N/R	1	N/A	Nominal fare to defray costs of fuel and operational expenses.
The Oaks Retirement Community	DR	Agency owned vehicles	Real time, first time, first served	At time requested	Residents only	Cuyahoga County	Hours not specified; service operated on Monday, Tuesday, and Thursday only	1,560	1	N/A	N/R
Hospitals, Medical Facilities, and Health Care Centers that Serve the Elderly and Other Populations											
Marymount Hospital	DR	Agency owned vehicles	Real time	At time requested	Ambulatory patients within geographic restriction	Five (5) mile radius of hospital	Monday - Friday, 7:30 AM to 4:00 PM	4,628	1	N/A	None

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Parma Community General Hospital	DR	Agency owned vehicles, taxi vouchers	24 hour advance notice	At time requested	Must participate or receive hospital services	Southwest and southcentral Cuyahoga County	Monday - Friday, 6:30 AM to 6:30 PM	23,162	6	N/A	None
Southwest General Health Center	DR	Agency owned vehicles	No specific policy; request as soon as possible	At time requested	Limited to residents of the Center's taxing district	Middleburg Heights, Berea, Strongsville, Brook Park, Olmstead Falls and Columbia	Monday - Friday, 8:30 AM to 5:00 PM	6,567	4	\$ 12.18	Donations permitted; no set level
Private, For-Profit Transportation Companies That Serve the Elderly and Other Populations											
Americab, Inc.	Taxi	Agency owned vehicles	Real time	At time requested	None	Cuyahoga County	24 hours/7 days		147		\$1.80 for 1/6 mi., \$0.40 each additional 1/4 mile
Hopkins Airport Limousine Service	Taxi , Limo, & Charter	Agency owned vehicles	Real time	At time requested	None	Cuyahoga County	24 hours/7 days		65		N/R
Southwest Cab	Taxi	Agency owned vehicles	Real time	At time requested	None	Cuyahoga County (south of Brookpark Road)	Monday - Sunday, 6:00 AM to 12:00 PM		15		\$4.05 for 1st mile,\$1.60 each additional mile
Yellow Cab Company	Taxi	Agency owned vehicles	Real time	At time requested	None	Cuyahoga County	24 hours/7 days		237		\$1.80 for 1/6 mi., \$0.40 each additional 1/4 mile

Source: RLS & Associates, Inc., December 2002.