TARRANT COUNTY
TRANSPORTATION NEEDS ASSESSMENT

FINAL REPORT

Prepared for the North Central Texas Council of Governments

February 2014

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EXECUTIVE SUMMARY

This Transportation Needs Assessment for Tarrant County focuses on the needs of transit-dependent persons (older adults, persons with disabilities and low-income individuals) by identifying existing conditions, documenting existing and future needs for public transportation, and developing strategies and solutions to fill gaps and improve services. The outcome of this study is a set of new or improved public transportation programs, initiatives and services that could potentially be implemented in the near term, over the next three to five years.

NCTCOG served as the Project Manager to implement the scope of work, monitor progress of consultant activities, and serve as a liaison between the consultant and other partners. The project was further conducted under the guidance of a Project Review Committee, which includes members of NCTCOG, United Way of Tarrant County, Workforce Solutions of Tarrant County, the Fort Worth Transportation Authority, Mental Health Mental Retardation of Tarrant County, Tarrant County Commissioners Court and Catholic Charities of Fort Worth staff. The responsibilities of the Project Review Committee were to serve as the principal technical review committee for this project, and, as needed, to provide the consulting team with information about their programs or clientele.

DEMOGRAPHICS AND COMMUNITY PROFILE

An analysis was conducted, primarily based on review of US Census data, of the distribution and density of population in Tarrant County to help understand the transit travel needs of residents and employees. Demographic data, such as population, employment, and age distribution, can tell a story about the complex travel needs of residents and employees, especially as they relate to the use of transit service. Some key findings that advance the understanding of transit needs within Tarrant County include the following:

- Tarrant County is comprised of 41 municipalities and townships, and covers an area of nearly 900 square miles. The county experienced significant growth in the last decade and has a population of 1.8 million according to the 2010 US Census. The most populous cities in Tarrant County are Fort Worth (741,000), Arlington (366,000), and North Richland Hills (63,000).

- Much of the county is suburban, with some of the outlying regions, especially to the north and west, retaining their rural character. These include Pelican Bay, Azle, Lakeside, and Blue Mound.

- Although some infill development is occurring in Fort Worth and Arlington, much of the population and employment growth is expected in the Alliance area, as well as outlying suburban and rural northwest and southeast sections of the county where transit service is limited or nonexistent. Several small cities (e.g., Azle, Everman, Kennedale, Lake Worth, Westlake, and others) with fewer than 10,000 residents are expected to grow by 20% or more by 2020.

- Nine percent (9%) of Tarrant County residents between the ages of 18 and 64 have a disability. The proportion of seniors (age 65 and older) with a disability is 37%; a significant 25% of seniors have ambulatory difficulties.

- More than 14% of Tarrant County residents live at or below the poverty line. Pockets of poverty exist throughout the county, but are concentrated in portions of Fort Worth and Arlington, as well as some smaller communities, including White Settlement, Haltom City, Sansom Park, and the Euless/Grapevine area.

- A greater proportion of the overall population is comprised of seniors in some of the less densely populated areas of the county like Benbrook, and suburban areas like Pantego, Hurst, and Dalworthington Gardens.

- There are nearly 121,000 veterans living Tarrant County.

- Many of the lowest income census tracts are those where a greater proportion of the population has limited English language skill, suggesting a higher percentage of immigrant residents, many of whom speak Spanish.

The demographic and major destinations data suggests needs are diverse, from city to city and from demographic group to demographic group. Employment centers without transit service can only attract specific working populations, effectively disenfranchising those without available transportation. The data indicates that although countywide transportation solutions may be desirable for some stakeholders, targeting transportation programs to specific sub regions – primarily older suburbs, urban areas, and lower-income rural areas – may allow resources to be directed to those with the greatest need.

EXISTING TRANSPORTATION SERVICES

The analysis focused on identifying transportation resources in Tarrant County. Transit services in Tarrant County are available through two major fixed-route operators, the Fort Worth Transportation Authority and the Trinity Railway Express. The Metro ArlingtonXpress regional route was newly introduced in Arlington in 2013. A number of city-operated and social service agency transportation services also exist. Some communities within the county have no local public transportation available at all, while other communities provide services limited to older adults and/or persons with disabilities. Only three of the 41 cities within Tarrant County offer general public transit services through fixed routes, deviated routes or dial-a-ride service. Various human service agencies also either directly provide or sponsor transportation for their clients, but such services tend to be limited to a particular client group, or for specific trip purposes.

Fort Worth Transportation Authority/The T

- The Fort Worth Transportation Authority (FWTA) operates 34 bus routes throughout its 322 square mile service area including the cities of Fort Worth, Richland Hills and Blue Mound.

- The FWTA is experiencing ridership growth. In 2012, the provider carried nearly 7.5 million passengers, representing a 12% increase over the prior year.

- The TRE is a commuter rail line that operates between downtown Dallas and downtown Fort Worth. The operation is funded jointly by Dallas Area Rapid Transit (DART) and the Fort Worth Transportation Authority. TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. It is a 34-mile route and serves

10 stations with several park-and-ride facilities along the heavily traveled Highway 183/121 corridor between Fort Worth and Dallas.

▪ Another way the FWTA provides service outside its fixed-route service area is through carpools and vanpools. Partially funded through federal grants and a local match from the FWTA, these programs collaborate with employers and their employees. The FWTA does not directly operate these services but helps coordinate and promote their usage via its website and internal marketing efforts.

▪ The FWTA operates paratransit service known as Mobility Impaired Transportation Services, or MITS. MITS provides door-to-door service for disabled persons who meet eligibility guidelines within the service areas of Fort Worth, Richland Hills, and Blue Mound.

Specialized Services

Several cities within Tarrant County operate services for older adults, and for persons with disabilities. These services are demand responsive in nature, and usually experience capacity constraints or other limitations.

For Seniors Only

▪ Senior Citizen Services of Greater Tarrant County (SCS) is a nonprofit organization that provides a variety of services including meals to seniors. The group contracts with three transportation operators to provide door-to-door rides to adults 60 and older who have signed up as meal participants at one of 11 senior centers.

▪ Mid-Cities Care Corps (MCCC), a nonprofit organization, operates a volunteer driver program designed to serve seniors age 65 and older (age 60 with disability) in northeast Tarrant County.

▪ SeniorMovers is a volunteer-based program that serves non-emergency medical and dental transportation trips for Grapevine residents age 55 and older.

▪ Social Transportation for Seniors (STS) provides volunteer driver transportation to North Richland Hills residents age 62 and older.

For People with Disabilities and Seniors

▪ Call A Ride of Southlake, Inc. (CARS) provides free, non-emergency volunteer driver transportation to Southlake seniors and people with disabilities for medical, dental, social, business, shopping and personal needs.

▪ The cities of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller and North Richland Hills sponsor a special transit service for older adults and people with disabilities known as NETS (Northeast Transportation Services).

▪ Handitran, sponsored by the City of Arlington, is a specialized door-to-door service for older adults and individuals with disabilities, operating within 1½ miles beyond the city limits, and encompassing Pantego and Dalworthington Gardens.

▪ The Grand Connection is a demand response service operated by the City of Grand Prairie for older adults and people with disabilities. It connects riders with other transit providers including TRE, DART, and Handitran.

- Tarrant County Transportation Services (TCTS) provides rides to Tarrant County residents 60 years and older and people with disabilities for any trip purpose within certain cities on certain days outside of the FWTA service area.

For Eligible Low-Income Individuals

- Catholic Charities operates a transportation service for trips within Tarrant County outside the FWTA's fixed-route service area or outside its service hours.
- The Cities of Hurst, Euless, and Bedford sponsor a specialized service know as HEB Transit for job-related trips. The service is available to low-income persons who do not qualify for NETS or other services available within the area.
- Ride2Work service provides transportation to low- and moderate-income Arlington residents to help them access jobs in Arlington, Hurst, Euless, or Bedford (or to the Hurst/Bell and Centreport TRE stations).

For Medical Trips

- Persons eligible for the federal Medicaid program may receive non-emergency medical transportation services through the regional Medicaid provider, LogistiCare. Eligible persons contact LogistiCare to arrange for transportation, which may be provided by public transportation or a private carrier.
- Catholic Charities operates a medical transportation service for eligible riders.

In addition, some senior centers own and operate their own vans to transport older adults to specific program activities, such as meal programs. Churches, children's clubs, recreation centers and schools also operate services for their own clients/consumers.

Mobility Management

Mobility management refers to efforts currently underway to coordinate programs and services, and for program sponsors to work together to advance human service transportation programs in Tarrant County. Such efforts include:

- The United Way of Tarrant County operates a toll-free telephone 2-1-1 number that connects people with community organizations and government agencies across Texas. Information is provided about support services for older adults, housing, transportation and other topics. Information is maintained specific to calls received regarding transportation, including the location of the caller and the type of service that is needed.
- The Tarrant Riders Network is a community coalition of transit, nonprofit, for-profit, and volunteer transportation providers; health and human service agencies. It meets on a regular basis to identify and implement initiatives intended to advance human service transportation.
- Mental Health and Mental Retardation (MHMR) sponsors two programs to help promote coordination. MY RIDE was established to provide a one-stop resource for disseminating information. In collaboration with the Area Agency on Aging (AAA), MHMR also received a grant to implement Tarrant RIDES, a collaborative effort among several service providers to offer transportation to MHMR clients and seniors, as well as other people with transportation needs.

- The FWTA provides travel training and public outreach to help familiarize people for using fixed-route transit.

STAKEHOLDER AND PUBLIC INPUT

Key stakeholders and members of the public participated in the initial phase of this project in a number of ways: one-on-one interviews were conducted with stakeholders, a survey was conducted of members of the public, three public outreach meetings were held, and three focus groups were held to learn more about perceived transportation needs.

Stakeholders

Stakeholders participating in this study expressed thoughtful evaluation of the transportation challenges and opportunities in Tarrant County. They articulated a number of strengths and weaknesses regarding transportation services in Tarrant County. There was a general consensus that agencies and individuals, including volunteers, are committed to improving services and working hard to address the transportation needs of the transit-dependent population. Stakeholders indicated they were motivated to change and improve upon the status quo. Stakeholders also noted that, with the exception of residents of cities served by the FWTA, few viable public transportation options are available for either transit-dependent persons or the general public as a whole. Nearly all stakeholders emphasized that there is limited information about available transit services, which is confusing to caseworkers, social workers and especially those who need to use the services. Many stakeholders cited the lack of coordination between service providers as a barrier to a consumer's ability to travel between cities. Fragmentation of services is a challenge resulting in different funding "silos" with little or no coordination.

Stakeholders identified key gaps in service to the following locations:

- Entry-level job sites (within and outside of Tarrant County, including retail and service sector jobs)
- Dialysis clinics
- Several medical facilities, including but not limited to the John Peter Smith Health System
- To and within Arlington

Regarding existing services offered by the FWTA, stakeholders prioritized the need for more frequent service on fixed routes, same-day service for MITS (call the same day as the trip is made), and extended hours to better serve employee shift times.

Stakeholders noted that while grant funding can jumpstart a new program or service, it is typically not sustainable in the long run. Longer-term permanent funding is needed to ensure program and service continuity.

Public Travel Survey

The survey to solicit information about the existing travel patterns and preferences for improvements to transportation services was directed at older adults, persons with disabilities, and those with limited incomes. The survey was widely distributed and a total of 781 surveys were completed, with approximately 60% of responses from the two largest population centers –

Fort Worth and Arlington – and 40% of responses from nearly all other cities and communities in Tarrant County.

While most survey respondents indicated they had access to an automobile, 68% also noted they cannot always take trips due to a lack of transportation. Most respondents were infrequent users of public transportation programs (68% either did not respond to the question or indicated they ride transit once a month or less).

Of those who use local transportation programs, respondents cited eleven separate programs they used within the past six months. The service used most frequently was public transit provided by the FWTA. Respondents indicated they would be most likely to use public transit more often under two conditions: (1) if their sense of personal safety and security when using transit were enhanced and (2) if gas prices should rise.

When asked what improvements they would most like to see, respondents indicated the need for more local bus service (new routes, and especially service in Arlington) and the ability to make a single call to learn about transportation options were most desirable.

BEST PRACTICES EXAMPLES FOR TARRANT COUNTY

Most of the study looks at existing needs and services within Tarrant County, but a review of other regions was also conducted to assess how they addressed transportation needs that are similar to the needs in Tarrant County.   The review focused on the following programs:

- Harris County Transit/Harris County Rides, TX
- Coastal Regional Commission (CRC), GA
- Ride Connection, Portland, OR
- Outreach, Santa Clara County, CA
- Montachusett Regional Transit Authority (MART), MA

Some programs serve multiple counties, while others serve select cities within a region. Harris County Rides serves portions of Harris County not served by Houston METRO bus/rail service. Some of the other programs were mandated though a state framework; others grew out of need. Almost all of the examples for Tarrant County include agencies which have grown organically, building upon their successes to attract new partners and funding sources. Outreach started as a social service nonprofit in the 1970's and added its transportation focus in 1979, expanding its services over time. Likewise, Ride Connection was started by the public transit agency as a volunteer driving program in the early 1980's and then converted into a nonprofit. Harris County Rides was launched by the County Judge's office to address gaps/needs, and the program continues to expand as it attracts new partners.

The examples for Tarrant County are agencies do not operate independently. They rely on partnerships with other agencies and cities/counties for riders, revenues and expansion opportunities. Both CRC and MART serve the general public as well as seniors and people with disabilities. The others serve specialized populations only. MART also brokers trips for Medicaid, the Department of Developmental Services and Department of Public Health.

The best practices examples for Tarrant County use local funding and funding from multiple agencies as a match for state and federal funding sources. Ride Connection and Outreach also raise money from donations/charitable contributions. Harris County Rides uses general funds

from Harris County which it leverages as required local match. MART receives some of its funding from a university.

TARRANT COUNTY TRANSPORTATION TOOLBOX AND EVALUATION

Based on the various transit needs findings, the project team identified 23 transportation alternatives that could potentially address the various mobility needs of Tarrant County residents. Members of the Project Review Committee made some adjustments to the alternatives and the final set of alternatives for consideration were identified as follows:

A. Mobility Management Strategies
- Cost sharing/leveraging of funding
- Joint procurement of vehicles and equipment
- Raise public awareness of transportation programs
- Transportation voucher program/fare reimbursement
- Travel navigation/information and referral
- Trip brokerage
- Uniform service policies
- Volunteer driver program/driver reimbursement program

B. Transit Strategies
- ADA /eligibility-based dial-a-ride (often classified as a mobility management strategy)
- Community shuttle (as well as possible dialysis shuttle)
- Express bus/park & ride service
- Feeder/connector service to fixed routes
- General public dial-a-ride
- Local fixed-route bus service
- Neighborhood express bus service
- Point deviation service
- Route deviation

C. Public-Private Strategies
- Employer shuttle
- Subscription bus services
- Vanpool

D. Personal Strategies
- Carpool
- Non-motorized alternatives

These various tools were evaluated to determine which would ultimately be most compatible with the specific needs identified in Tarrant County based on community support, level of benefit provided, cost, and ease of implementation. The evaluation found that a significant number of transportation strategies have proven to be effective in Tarrant County, and that expanding some of the most successful strategies and implementing new preferred strategies can help Tarrant

County stakeholders achieve their goals to fill the gaps in the network of transportation services. The following are the preferred strategies, or highest priorities, in Tarrant County:

- Community shuttle (also includes potential for dialysis shuttle)
- Dial-a-ride (eligibility-based or general public service)
- Transit services for Arlington and other small cities
  - Local fixed-route bus service in Arlington
  - Point deviation service and route deviation services in Arlington and other small cities
- Vanpools
- Voucher program[1]
- Volunteer driver program[2]
- Information Strategies
  - Public Awareness
  - Travel Navigation
  - Information & Referral
- Development of Uniform Service Policies

These preferred strategies are summarized in Figure 0-1, with some information about proposed timeframe, staffing, costs and possible funding sources.

[1,2] Ranked as a Tier 2 strategy in the overall evaluation, but were prioritized by the Project Review Committee and Tarrant Riders Network for inclusion among Tier 1 strategies.

Figure ES-1   Tier 1 Strategies Summary

	Strategy	Administrative Roles	Implementation Timeframe	Staffing Requirements	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
1	Community Shuttle	An existing contract (e.g., by Catholic Charities for NETS), via a private limousine/taxi provider, or other operator	6 months for implementation of pilot community shuttles program	.25 - .5 FTE for administration of four community shuttles in Tarrant County; 4-5 FTE for shuttle operations	$430,000 to $580,000 annual operating costs for large-scale multicity service; $280,000 for purchase of four vehicles (if required)	FTA 5307 (these funds can now be used for JARC projects), sales tax revenues from cities, retailers, fares	Initially, target to serve NETS cities and Arlington to alleviate demand on transit services, as well as cities without existing transportation services
2	Dial-a-Ride	City of Arlington; TCTS, NETS, HEB Transit or Ride2Work, the FWTA	12 months for roll-out of new service, including planning, eligibility, contracting; expansion of existing service could occur within 4 months	Minimum of .5 FTE for a small-scale operation plus vehicle operators (assume 4-12 FTE)	$60-$90 per hour, based on current operating costs. For 2-6 vehicles operating weekdays only, annual operating costs, including administrative costs, are assumed at $450,000 to $1.9 million. Capital costs will depend on need for vehicle acquisition.	FTA 5310, sales tax revenues from cities, donations from nonprofit agencies, in-kind services and fares	
3	Transit Service in Arlington and Smaller Tarrant County Cities	City of Arlington; Cities of Bedford, Euless, Hurst, Richland Hills, North Richland Hills, and Haltom City; The FWTA and UTA may have key roles in administering services	For a new service, 18-24 months for roll-out in Tarrant County, including planning, procurement, contracting, and securing start-up funding; Expansion of existing service or change in operations could be achieved at a small scale within 6 months	Will depend on level of service implemented and in which city/cities. A small-scale operation may require 1-1.5 FTE for administration and scheduling in addition to vehicle operators; staffing should be scaled to the size of the operation	$360,000 and up annual operating costs, depending on hourly costs and the size of the operation	FTA 5307 and FTA 5311 (Rural Area Formula Grant), sales tax revenues from cities and fares	
4	Vanpooling in Tarrant County	The FWTA	Ongoing; expanded outreach campaign could be implemented within 3 months	.25 FTE for expanded outreach	FWTA's program charges different fares to van users, depending on the distance an individual commutes. The monthly rate for a commute of less than 45 miles round trip is $98; commuters traveling more than 166 miles each day may pay as much as $243. The FWTA's annual operating cost for vanpools is currently about $1.7 million. Costs for additional outreach might total $25,000.	FTA 5037, TxDOT grants, user fees and employers	

	Strategy	Administrative Roles	Implementation Timeframe	Staffing Requirements	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
5	Voucher Program	Tarrant County (or a department thereof, such as MHMR), Catholic Charities, the FWTA	12 months for memoranda of understanding among participating agencies, contracts with providers, funding and payment mechanisms	1-2 FTE for a comprehensive program serving up to 70,000 annual riders; does not assume staff hours for provision of service	$225,000 to $1.5 million. Varies depending on extent of program and program parameters. Cost per trip can be established at a voucher limit, such as $20, $50, etc. Could be very low cost if only covers existing transit fares. Staffing/admin costs assumed at about $140,000.	Community Development Block Grant (CDBG), contributions from faith-based organizations, donations and in-kind services	Assumes a basic program with about 100 round trips per day
6	Volunteer Driver Program	Tarrant County, an existing volunteer provider (e.g., Mid-Cities Care Corps, STS), nonprofit agency	10 months for recruitment of volunteers, developing program guidelines and securing additional funding	.5 FTE	$103,000 to $160,000 per year for volunteer programs, including administrative costs	Donations, contributions from faith-based organizations, other donations and in-kind services	Assumes up to 12,000 annual trips
7	Public Awareness, Travel Navigation and Information & Referral	Tarrant County, MHMR, Catholic Charities, The FWTA, United Way, AAA, a new organization, Tarrant Riders Network	6 months to identify needs and establish preliminary database; 6 months to train staff, develop resources; install equipment	2.5-3.5 FTE	$230,000 to $300,000 per year	FTA 5310, AAA of Tarrant County, contributions from faith-based organizations, other donations and in-kind services	
8	Development of Uniform Service Policies	Tarrant County, existing transportation program administrators, Tarrant County cities, Tarrant County Mayors' Council	18 months of ongoing facilitated meeting and policy development	.5 FTE	$50,000 for staff and administrative costs	Tarrant cities and County, in-kind services	

IMPLEMENTATION OF PREFERRED STRATEGIES

While some of the strategies can be implemented individually by a single agency/organization or group of several organizations, one of the essential elements of a successfully coordinated transportation approach is a Tarrant County Transportation Coordinating Committee that guides programming and service implementation efforts.   For a truly coordinated set of transportation programs, oversight of Tarrant County's services should be provided by an official Coordinating Committee. The Tarrant Riders Network Steering Committee, perhaps with some modifications to its composition to ensure equitable representation from elected officials, organizations and jurisdictions serving the needs of seniors, people with disabilities and low-income residents, is the appropriate body to function in the capacity of the Tarrant County Transportation Coordinating Committee.

A mobility management approach in the form of a transportation brokerage is recommended for the expansion, administration and funding of future transportation services outside the FWTA service area. This is a model that can be implemented over time, with the expectation that a true transportation brokerage may not be in effect during the course of this plan's 3-5 year planning horizon.

The primary benefit of a brokerage model is centralization of information, scheduling, operations, and funding. Based on experience from across the US, some advantages of a brokerage model are as follows:

- Increased awareness of transportation options and usage of these options
- Increased cost-effectiveness of existing services
- Cost-efficiencies by consolidating trip reservations and scheduling staff
- Maximized opportunities for ride sharing
- Improved service delivery and customer satisfaction
- Leveraging mechanism to secure additional federal funding
- Increased service levels as a result of cost savings

Determining which agency might serve as a broker is not imperative at this time, but it is important for key stakeholders to discuss the advantages of particular agencies/organizations that might lead a brokerage. Regardless of which organization ultimately brokers services, any number of partner organizations would likely have key mobility management roles in public awareness, funding, grant writing, and service expansion.

FUNDING

Securing funding for transportation projects and programs is very challenging, especially because of competing priorities. Many of the potential funding sources are programmed and allocated by NCTCOG, including funds from the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA). Federal and state funding sources are available for one-time capital investments, transportation planning, and transportation operations

Federal funding programs are either formula based or discretionary, and tend to be highly competitive. Nearly all federal funds have matching requirements that can be difficult to cobble

together, especially the 50% match for operating funds. Without state and local funds available to use as the required match, it is typically not possible to maximize opportunities for federal funds.

It is important to note in this plan that under the Moving Ahead for Progress in the 21st Century Act (MAP-21) federal transportation funding legislation, mobility management is considered a capital expense, eligible for 80% federal funding (with a 20% local match).

In addition to federal and state funding sources, local sales taxes can provide a source of revenue, but per Texas mandate, the total sales tax imposed in any area (either city or unincorporated county) may not exceed 8.25%. Most cities in Tarrant County currently assess the maximum 2% allowed for local entities. This means that to contribute funds to future transportation services, many of these cities would need to reduce their current amount of sales tax revenue to allow for funding transit services or identify a different source of public funds (e.g., a special district) from which funds could be used in lieu of a sales tax.

Transportation funding silos make it very challenging to develop a funding plan that consists of many different sources. Funding is further complicated by the various eligibility, reporting and matching requirements, suggesting that a cooperative approach to funding is desirable and should help position Tarrant County when competing for discretionary funds. Having a lead agency that is knowledgeable about all sources of available funding and is able to navigate the process of procuring grants would benefit all providers in Tarrant County.

1 STUDY OVERVIEW AND RELEVANT PLANNING EFFORTS

INTRODUCTION/BACKGROUND

This Transportation Needs Assessment for Tarrant County focuses on the needs of transit-dependent persons (older adults, persons with disabilities and low- income individuals) by identifying existing conditions, documenting existing and future needs for public transportation, and developing strategies and solutions to fill gaps and improve service.

Tarrant County faces several challenges in achieving an efficient and cost-effective public transportation system. Some communities within the county have no public transportation available at all, while other communities provide services limited to older adults and/or persons with disabilities. Only three of the 41 cities within Tarrant County offer general public transit services through fixed routes, a deviated route and dial-a-ride service. Various human service agencies also either directly provide or sponsor transportation for their clients, but such services tend to be limited to a particular client group, or for specific trip purposes.

Although multiple providers exist across the county's wide geographic area, it is becoming increasingly difficult to measure whether or not the diverse needs of the county's population are being met. As a result, the North Central Texas Council of Governments (NCTCOG), along with Tarrant County officials, transportation representatives and various partner agencies identified the need to assess current and future conditions in the county, inventory existing public transportation services, and work to provide options for improved, new or more coordinated service. Thus, the focus of this study was to identify new or improved public transportation programs, initiatives and services within Tarrant County that could potentially be implemented in the near term, over the next three to five years. Outcomes of the study were not intended to result in major capital investments or roadway improvements.

NCTCOG served as the Project Manager to implement the scope of work, monitor progress of consultant activities, and serve as a liaison between the consultant and other partners. The project was further conducted under the guidance of a Project Review Committee, which includes members of NCTCOG, United Way of Tarrant County, the Fort Worth Transportation Authority, Mental Health Mental Retardation of Tarrant County, Workforce Development, Tarrant County Commissioners Court and Catholic Charities of Fort Worth staff. The responsibilities of the Project Review Committee to review project technical review committee for this project, and, as needed, to provide the consulting team with information about their programs or clientele.

An integral aspect of the assessment was that of conducting community outreach to better understand the needs of transit-dependent populations, as well as to maintain ongoing communication with multiple stakeholder groups. These efforts are described further in Chapter 4 of this report.

The study was conducted in two phases. In the first phase, the consulting team developed a county profile focusing on the targeted demographics, a review of existing transportation services, and identification of service gaps. These gaps were documented through a variety of methods including stakeholder interviews, survey research, focus groups, community outreach meetings and analysis of existing service strengths and weaknesses.

In the second phase of this study, a series of strategies and solutions were developed to address the short-term, high-priority transportation needs for improving options for the target population to travel into, out of, and around Tarrant County. The strategies were reviewed with a wide range of stakeholders to get their feedback and inform their prioritization. Strategies were refined and finalized, and Implementation and Financial Strategies were developed.

REPORT SUMMARY

Report Organization

This report is organized as follows:

- **Chapter 1** of this report provides an introduction and a summary of relevant studies, reports and public transportation initiatives from throughout Tarrant County.

- **Chapter 2** provides demographic data, including population densities focusing on concentrations of where the targeted populations reside, as well as the major activity centers in the county. This information provides a basis for identifying where services may be needed or enhanced in Tarrant County.

- Existing transit services, including fixed-route public transit services and social service transportation providers, are described in **Chapter 3**. This information allows for an understanding of where services operate today, how services might be modified to serve additional needs, and the capacity of the existing services to accommodate unmet transit needs and travel demands.

- Stakeholder input is summarized in **Chapter 4**, providing a synthesis of comments and concerns from representatives of Tarrant County's diverse organizations, including human service providers, business interests, city staff and transportation providers.

- **Chapter 5** presents the methodologies and results of a survey that was designed to solicit information from the targeted population about their existing travel patterns, and priorities and preferences for improvements to transit services.

- **Chapter 6** looks at best practices from other regions that have addressed transportation needs for seniors, people with disabilities and low-income residents through different types of programs, providing examples for alternative approaches to an organizational framework for transportation in Tarrant County.

- **Chapter 7** provides a transportation programs toolbox for Tarrant County, defining the types of services deemed appropriate for implementation in the county based on the needs identified and the unique gaps in the various types of communities in the county.
- **Chapter 8** features a presentation of the evaluation of the tools defined in Chapter 7 and details how the preferred strategies might be implemented in Tarrant County.
- A framework for the implementation of the preferred strategies is discussed in **Chapter 9**. The chapter focuses on a mobility management approach for Tarrant County that assumes a centralized brokerage to oversee specialized transportation services in the future.
- The financial strategy is discussed in **Chapter 10.** The chapter includes a summary of cost ranges for the implementation of the preferred strategies and potential funding sources to advance coordinated transportation services in Tarrant County.

RELEVANT STUDIES AND PLANNING EFFORTS

In developing this plan, the consulting team reviewed a number of existing plans and policies to provide context. Many of these provide guidance for future growth in North Texas and Tarrant County, and describe planning efforts specifically related to transportation. Highlights from some of the key documents, including those with specific relevance for this Tarrant County Transit Needs Assessment, are summarized in this section.

Access North Texas

Access North Texas is an ongoing planning effort intended to better coordinate the delivery of transportation services throughout the 16-county North Central Texas region. This planning effort led by NCTCOG focuses on increasing efficiencies in public and human service transportation to better serve older adults, people with disabilities, low-income individuals and other groups with transportation challenges.

The plan will assess transportation needs, identify strategies that address those needs and prioritize implementation activities. The Regional Coordination Plan, summarizing all of the alternatives from the NCTCOG region, is estimated to be completed in the summer of 2013.

Mobility 2035

In March 2011, the Regional Transportation Council approved a new long-range transportation plan – Mobility 2035 – for the Dallas-Fort Worth metropolitan area. This plan was developed with public input and collaboration with regional transportation partners. As the region anticipates an influx of nearly three million people over the next 25 years, all modes of transportation will need to be enhanced just to keep pace with growth. The Mobility 2035 public transportation goals include:

- Improve the availability of transportation options for people and goods.
- Support travel efficiency measures and system enhancements targeted at congestion reduction and management.

- Assure all communities are provided access to the regional transportation system and the planning process.
- Preserve and enhance the natural environment, improve air quality, and promote active lifestyles.
- Encourage livable communities which support sustainability and economic vitality.
- Develop cost-effective projects and programs aimed at reducing the costs associated with constructing, operating, and maintaining the regional transportation system.

The plan specifically identifies future corridors and transportation projects that may impact Tarrant County's transportation network. These include roadway reconstruction and the addition of HOV lanes and a set of passenger rail recommendations that include the Tarrant Express Rail (TEX Rail) corridor. This rail line would provide access between Fort Worth, Grapevine, and the Dallas/Fort Worth International Airport.

Fort Worth Transportation Authority Strategic Plan

The 2010 FWTA Strategic Plan outlines numerous action items for expanding services in the years 2010-2020. They include the expansion of commuter rail service (described in greater detail below), initiation of park-and-ride express services, expanded bus service, developing alternative service delivery models (such as deviated fixed-route services) and expanding a bicycle sharing network. Several of these initiatives are slated to begin or be completed in 2013. Some highlights in 2013 include the North Park-and-Ride, Sierra Vista Transfer Center, and Fort Worth Bike Share.

In 2016, The FWTA will begin TEXRail commuter rail service between southwestern Fort Worth, downtown Fort Worth and Grapevine with a planned terminus station at Dallas-Fort Worth International Airport's Terminal B. At the terminus, passengers will be able to make transfers to DART's Orange Line (through a pedestrian connection), as well as to Terminal Link Shuttles serving the airport. This rail extension will also touch the largest employment center in Tarrant County (downtown Fort Worth/Medical district) before traveling towards the northeast to the airport.

Joint Land Use Study

The Joint Land Use Study, completed in 2008, represented a cooperative planning initiative between the Naval Air Station Fort Worth, Joint Reserve Base (NAS Fort Worth, JRB) and the surrounding cities of Benbrook, Fort Worth, Lake Worth, Westworth Village, and White Settlement as well as Tarrant County. The primary goals of the JLUS were to promote compatible community growth that supports military training and operational missions, and to identify a series of actions to promote compatible development and address current and future encroachment.

The US Department of Defense, Office of Economic Adjustment, served as project manager and NCTCOG as the study sponsor. The study evaluated the status of the implementation of recommendations issued in the 2002 Air Installation Compatible Use Zone Study and made recommendations for additional actions by local governments designed to improve land use decisions that may affect the mission of the base.

The study concluded with the development of recommended actions to improve the compatibility of land uses around the NAS JRB now and in the future.

Dallas/Fort Worth International Airport Transit Service Planning Study

The Dallas/Fort Worth International Airport Transit Service Planning Study evaluated the effectiveness of existing and planned transit options in meeting the future mobility needs of airport passengers and employees. In December 2014, DART's Orange Line will introduce direct light rail service to DFW Airport with the opening of the first platform of DFW Airport Station adjacent to Terminal A. Long-range plans call for several other rail lines to serve DFW Airport and its vicinity, including the FWTA's TEX Rail line in 2016.

The study describes existing shuttles at the airport, including the DFW-TRE Shuttle, which operates every 15 minutes between CentrePort Station on the TRE rail line and DFW's Remote South Parking facility. It also evaluates the Terminal Link shuttles that operate bi-directionally and serve each terminal about every 10 minutes per direction. The Skylink people-mover system is the fastest way to move between terminals, but the system's secure-side location restricts the ability of some prospective users to access Skylink.

In 2016, when TEX Rail service will operate to DFW Airport Station, TEX Rail passengers will need to rely on Terminal Link to make inter-terminal connections. The study found that TEX Rail ridership will increase the risk of exceeding Terminal Link's service capacity, and evaluated potential other connections using Skylink. It also found that the airport's major employers would be best served by site-specific shuttles. Site-specific shuttles typically connect to rail stations or transit centers, and are operated as a partnership between a transit agency and a major employer or institution.

Mental Health Mental Retardation of Tarrant County's Efforts on Tarrant County Go2Work!, MY RIDE and Tarrant RIDES

Started in March 2010, Go2Work-Tarrant County was an eighteen-month interactive planning project sponsored by MHMR of Tarrant County. It focused on understanding the employment-related transportation barriers confronted by people with disabilities.

The Tarrant County Go2Work project developed and prioritized a series of recommendations:

- Increase and refine travel training options
- Implement "last mile" service to/from the FWTA's fixed-route bus stops and/or the TRE.
- Implement collaboration with Texas Department of Assistive and Rehabilitative Services that responds to the transportation challenges of the agency's clients.
- Develop and fund employer-focused services to high-volume sites.

To help address the top priority recommendation, a new program called MY RIDE was established to provide a one-stop resource for disseminating information.

MHMR also received a grant to implement Tarrant RIDES. The Tarrant RIDES program serves MHMR and Area Agency on Aging (AAA) clients, as well as other individuals, using any number

existing local transportation service providers who can address the needs of this specialized population. The program provides between 40 and 50 rides per day, and eligible individuals are scheduled on transportation services directly by MY RIDE staff, who function as travel navigators for clients.

Easter Seals Project ACTION Transportation Initiative and the Tarrant Riders Network

In August of 2012, partners committed to improving public transportation in Tarrant County participated in a two-day workshop as part of the Accessible Transportation Coalitions Initiative. The workshop was sponsored by Easter Seals Project ACTION, a national advocacy organization that assists local communities to develop plans for accessible transportation. The workshop included in-depth discussion on human service transportation needs in Tarrant County.

As a result, the following vision statement was developed:

> *"It is the vision for Tarrant County to ensure customer and rider focused transportation options that meet the needs of all."*

In addition, the Tarrant Riders Network was formed. This coalition, comprised of key stakeholders with a vested interest in the provision of human service transportation within Tarrant County, is charged with the task of developing and implementing steps to advance transportation solutions.

Three priorities were identified through the workshop, including:

1. Expansion for service to underserved areas
2. Public awareness of transportation options
3. Leveraging resources in the community to the highest level

The formation of the Tarrant Riders Network is significant because it provides a formalized coordination structure to advance opportunities to improve services, develop coordination strategies, and increase awareness of transportation options. It represents a community coalition of transit, nonprofit, for-profit, and volunteer transportation providers; health and human service agencies; and advocates for people with disabilities or older adults.

2 DEMOGRAPHIC PROFILE AND ACTIVITY CENTERS

INTRODUCTION

An understanding of the distribution and density of population and employment is an integral part of the transportation planning process. Demographics such as population, employment, and age distribution can tell a story about the complex travel needs of residents and employees, especially as they relate to the use of transit service. The presentation of relevant data focusing on transit-dependent persons including older adults, persons with disabilities (including some veterans and older adults), and low-income individuals, in this chapter is based largely on a series of maps and tables. They show key population characteristics emphasizing the transit-dependent populations that tend to have limited mobility options and a higher propensity to use public transit services.

Tarrant County is located in the north central region of Texas. As shown in Figure 2-1, it is bordered by Dallas County to the east, Ellis and Johnson counties to the south, Parker County to the west, and Wise and Denton counties to the north. The cities in Tarrant County form part of the Dallas-Fort Worth-Arlington metropolitan area. Its county seat, Fort Worth, is the fifth most populous city in the state.

Figure 2-1 Tarrant County Overview
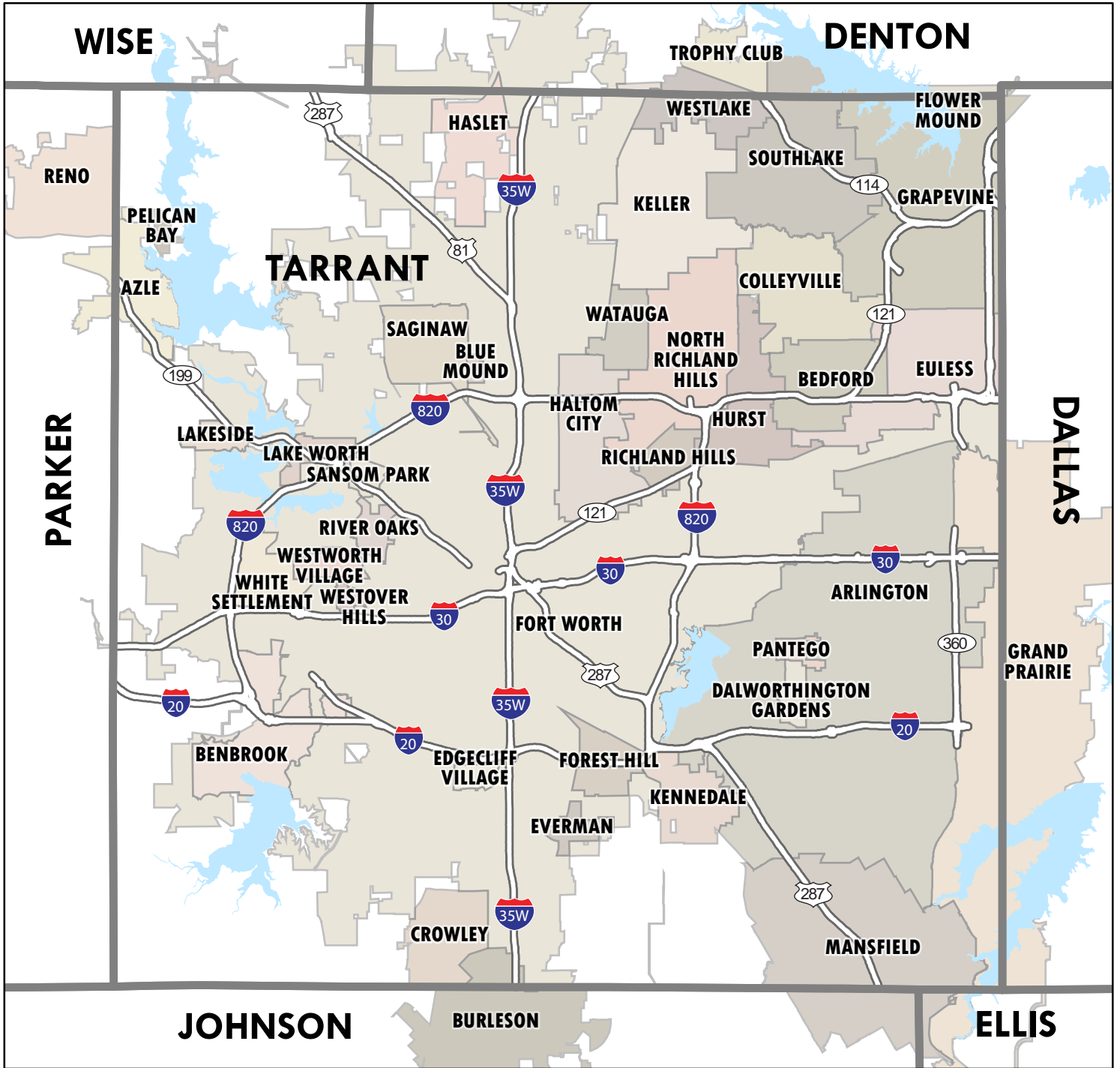
Source: NCTCOG
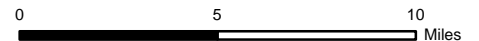
TARRANT COUNTY POPULATION INFORMATION

In 2010, there were about 2,095 people per square mile within Tarrant County's 864 square miles, making it the third most populous county in Texas and one of the most densely populated. Its population has grown significantly in the last several decades. Between 2000 and 2010, the population grew 26.5%, to over 1.8 million, according to the 2010 US Census.

The most populous cities in Tarrant County are located in the central part of the County and include Fort Worth, Arlington, and North Richland Hills. Other large cities include Grand Prairie, which straddles the county line and lies mostly within Dallas County to the east, and Flower Mound, which straddles the county line and lies mostly within Denton County.

Much of the county is suburban, with some of the outlying regions, especially to the north and west, retaining their rural character, with small communities and some pockets of residential development. These areas are roughly outside the Interstate Highway 820 loop and west of Interstate 35W.

Figure 2-3 lists the 41 incorporated areas of Tarrant County, including those located in two or more counties. The chart shows their 2010 populations, based on US Census data, as well as other characteristics of the cities. It should be noted that that the measures shown in the figure (education level, percentage of the population living below the poverty level, and median household income) vary significantly from city to city. Adjacent cities may have very different characteristics, including income. For example, White Settlement has a relatively low median income of $44,982 (much lower than the region as a whole), while the nearby township city of Westover Hills, a much smaller town, has a very high median household income of over $239,000.

The population of Tarrant County is expected to continue to grow, with the fastest growth rate anticipated in the northwest and southeast sections of the county generally in areas outside of the current city limits. Considerable growth will continue to spread along Fort Worth's Alliance Corridor. In general, most of the growth will occur in areas that are currently rural or suburban in nature. Between 2012 and 2020, the County's population is expected to increase by 16% from 1.8 million to 2.1 million. Figure 2-3 is a map showing projected population growth based on NCTCOG projections by traffic survey zone (TSZ). Figure 2-4 shows Tarrant County TSZs by city and their anticipated population change between 2012 and 2020.

Figure 2-2   Population Characteristics of Incorporated Areas in Tarrant County

Cities and Towns in Tarrant County	Population (2010)	Median Age (Years)	% Bachelor's Degree or Higher	%Persons/Families Below Poverty Level	Median Household Income
Arlington	365,438	32.1	28.9	15.6 / 12.1	$52,699
Azle *	10,947	39.8	18.5	11.6 / 10.3	$54,186
Bedford	46,979	40.3	34.5	7.2 / 6.0	$61,584
Benbrook	21,234	42.7	33.8	6.3 / 4.9	$62,708
Blue Mound	2,394	32.0	6.0	10.1 / 7.4	$49,458
Burleson*	36,690	32.9	24.4	4.9 / 3.3	$66,374
Colleyville	22,807	45.5	64.3	2.3 / 1.7	$159,982
Crowley	12,838	31.9	16.6	8.2 / 6.9	$61,555
Dalworthington Gardens	2,259	46.1	52.5	2.5 / 1.9	$87,067
Edgecliff Village	2,776	46.5	22.3	9.3 / 4.5	$62,016
Euless	51,277	34.4	30.8	9.9 / 7.1	$53,968
Everman	6,108	31.1	9.4	20.4 / 17.6	$45,389
Flower Mound*	64,669	36.9	56.1	2.8 / 1.9	$118,143
Forest Hill	12,355	31.9	11.3	15.4 / 11.5	$45,436
Fort Worth*	741,206	31.2	25.9	18.1 / 14.5	$50,456
Grand Prairie	175,396	31.3	21.2	15.3 / 13.0	$51,692
Grapevine*	46,334	37.5	45.6	7.9 / 5.2	$76,040
Haltom City	42,409	32.8	12.9	16.2 / 13.1	$43,676
Haslet*	1,517	43.1	30.2	1.8 / 1.7	$89,688
Hurst	37,337	38.1	28.7	13.0 / 9.2	$51,168
Keller	39,647	39.9	52.3	3.1 / 2.4	$115,228
Kennedale	6,763	38.7	21.4	8.3 / 6.1	$59,726
Lake Worth	4,584	40.1	11.7	13.4 / 13.0	$43,419
Lakeside	1,307	50.0	31.1	3.0 / 0.0	$74,375
Mansfield*	56,368	34.0	38.5	7.6 / 5.3	$100,762
Newark*	1,005	37.2	12.9	6.4 / 5.9	$52,969
North Richland Hills	63,343	38.3	30.7	7.1 / 6.3	$76,828
Pantego	2,394	49.2	37.2	8.0 / 4.8	$75,078
Pelican Bay	1,547	34.1	1.7	32.8 / 28.8	$29,471
Rendon	12,552	41.3	21.2	13.2 / 9.5	$58,860

Cities and Towns in Tarrant County	Population (2010)	Median Age (Years)	% Bachelor's Degree or Higher	%Persons/Families Below Poverty Level	Median Household Income
Richland Hills	7,801	42.0	14.1	10.2 / 7.5	$52,250
River Oaks	7,427	34.4	10.2	22.0 / 21.8	$42,976
Saginaw	19,806	33.1	18.3	4.2 / 3.9	$67,797
Sansom Park	4,686	30.3	3.3	30.5 / 23.8	$34,760
Southlake*	26,575	40.2	68.6	2.8 / 2.6	$183,441
Trophy Club*	8,024	42.0	58.6	0.7 / 0.0	$118,595
Watauga	23,497	33.5	18.9	8.2 / 5.2	$60,361
Westlake*	702	40.6	62.8	6.9 / 4.7	$250,000+
Westover Hills	682	53.5	74.7	6.3 / 7.6	$239,063
Westworth Village	2,472	33.6	23.1	10.2 / 6.6	$48,226
White Settlement	16,116	34.7	11.8	21.3 / 18.1	$44,982
Tarrant County	**1,809,034****	**33.4**	**28.9**	**14.2 / 11.0**	**$56,178**

* City or town straddles the Tarrant County line. Data in this table is shown for the full population in all counties: Tarrant and the other county/counties, as provided by the US Census.

** Based on this data, 201,234 individuals who are residents of cities that straddle the Tarrant County line (and at least one other county) reside outside Tarrant County, in the portion of the city that is in the neighboring county/counties.

Source: US 2010 Census

Figure 2-3 Tarrant County - **Projected Population Growth 2012-2020 (by Traffic Survey Zone)**
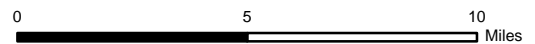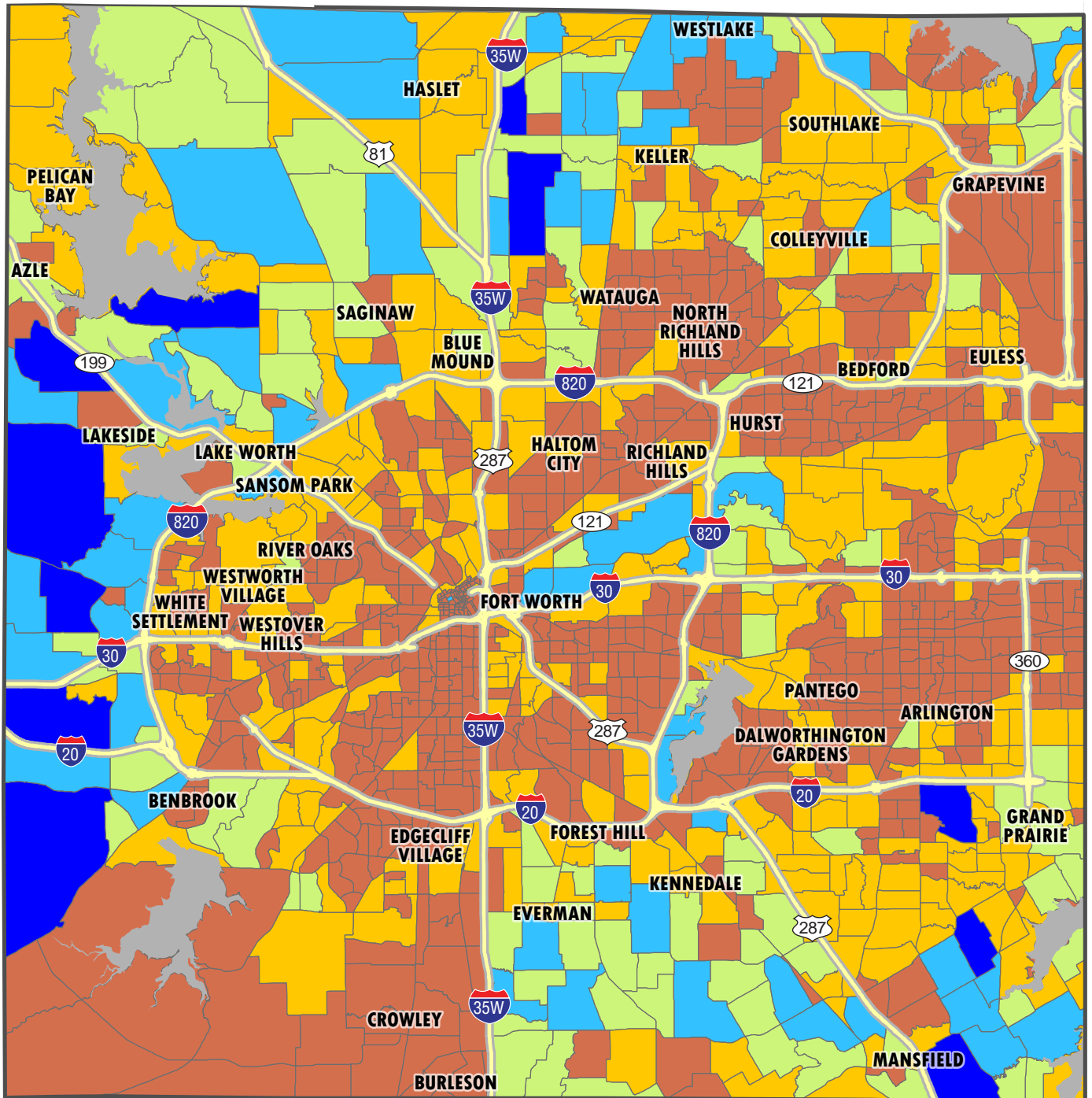
Population Growth 2012 - 2020

Projected by Traffic Survey Zone (TSZ)

- 0 - 100
- 101 - 500
- 501 - 1,000
- 1,001 - 2,000
- 2,001 - 4,617

Source: NCTCOG Projections

Figure 2-4   Projected Population Growth (by Traffic Survey Zone)*

Traffic Survey Zone Attributed to:	2012 Total Population	Portion of Traffic Survey Zone in Tarrant County Only		
		2012 Population	2020 Population	2012-2020 Percent Increase
Arlington	389,669	389,669	423,045	9%
Azle	12,536	10,438	12,770	22%
Bedford	58,479	58,479	62,199	6%
Benbrook	25,675	25,675	29,080	13%
Blue Mound	1,720	1,720	1,920	12%
Burleson	30,086	4,544	4,739	4%
Colleyville	29,093	29,093	34,235	18%
Crowley	8,319	8,291	8,576	3%
Dalworthington Gardens	2,862	2,862	3,185	11%
Edgecliff Village	3,038	3,038	3,299	9%
Euless	61,264	61,264	65,215	6%
Everman	5,773	5,773	7,468	29%
Flower Mound	67,019	7	15	132%
Forest Hill	12,247	12,247	14,163	16%
Fort Worth	699,006	689,307	810,115	18%
Grand Prairie	146,623	46,604	55,315	19%
Grapevine	53,868	53,561	64,180	20%
Haltom City	44,631	44,631	48,179	8%
Haslet	1,816	1,794	3,217	79%
Hurst	41,589	41,589	44,096	6%
Keller	34,490	34,490	42,481	23%
Kennedale	9,980	9,980	12,745	28%
Lake Worth	5,888	5,888	7,143	21%
Lakeside	2,091	2,091	2,965	42%
Mansfield	55,105	53,295	72,454	36%
Newark	556	23	43	87%
North Richland Hills	65,266	65,266	69,477	6%
Pantego	4,420	4,420	4,575	4%
Pelican Bay	916	916	1,087	19%
Reno	3,833	58	75	29%

Traffic Survey Zone Attributed to:	2012 Total Population	Portion of Traffic Survey Zone in Tarrant County Only		
		2012 Population	2020 Population	2012-2020 Percent Increase
Richland Hills	9,405	9,405	9,797	4%
River Oaks	8,067	8,067	8,784	9%
Saginaw	15,098	15,098	17,435	15%
Sansom Park	3,890	3,890	4,281	10%
Southlake	24,371	23,693	29,217	23%
Watauga	21,052	21,052	21,644	3%
Westlake	5,119	4,105	8,961	118%
Westover Hills	1,153	1,153	1,220	6%
Westworth Village	3,223	3,223	3,782	17%
White Settlement	16,449	16,449	18,250	11%
Unincorporated	70,139	69,808	112,276	61%
Total: All TSZs Covering Tarrant County	**1,998,319**	**1,842,956**	**2,143,700**	**16%**

Source: NCTCOG

Notes: Population totals are based on Traffic Survey Zones (TSZ). Population numbers in Figures 2-2 and 2-3 come from different sources. US Census 2010 city population (Figure 2-2) may be higher or lower than population within a TSZ attributed to that city (Figure 2-3).

Population Characteristics

In comparing Tarrant County to NCTCOG area averages, there are several noticeable differences. The median household income in Tarrant County is slightly less than the regional average, although in certain cities the median household income is very high (as seen in Figure 2-2, showing that several cities have a median household income over $100,000). The percentage of persons in Tarrant County living below the poverty level is lower than the regional average, although the number of families living below the poverty level is close to the average. Figure 2-5 highlights some of these key comparisons.

Figure 2-5   Population Characteristics of Tarrant County

	Tarrant County*	NCTCOG Area**
Percent Change in Population 2000-2010***	25%	23.2%
Language other than English Spoken at Home (2010)	27.0%	34.2%
High School Graduates (2010)	84.0%	82.8%
Bachelor's Degree or Higher (2010)	28.9%	30.6%
Median Family Income (2010)	$66,230	$70,827
Persons Below Poverty Level (2010)	14.2%	21.4%
Families Below Poverty Level (2010)	11.0%	10.3%

Sources: * 2007-2011 American Community Survey 5-Year Estimates **2006-2010 ACS 5-year Estimates from NCTCOG ***US Census, 2000 and 2010

Based on recent US Census data, the majority of the county's population is white (66%) and most people speak English as their first language at home (73%). Persons of Latino/Hispanic origin comprise the second largest population group in Tarrant County, at 27% of the population. In some Tarrant County communities, the Hispanic population grew so quickly in the last decade that some shifts in community demographics have resulted. For example, in Mansfield, Saginaw and Burleson, between 2000 and 2010, the Hispanic population grew by more than 140%, 156% and 271% respectively. In North Richland Hills, the Hispanic population grew from 5,276 in 2000 to 9,906 in 2010.

Among residents who are employed, the largest job sectors are educational services, health care, and social assistance fields (18.5%), manufacturing (12.1%), retail (11.4%), and professional, scientific, management, or administrative professions (10.3%). According to the US Bureau of Labor Statistics, there were more than 500,000 jobs in Tarrant County in September 2011. The unemployment rate in Tarrant County was 5.8% as of December 2012.

Tarrant County's population is relatively evenly distributed by age. The youth population under age 18 (26%) is about evenly divided between those younger than 10 and those between 10 and 17 years of age. The data shows a relatively young population, with a median age of 33 years, suggesting that most of the transportation needs are likely associated with work commutes, school travel, and other day-to-day trips (shopping, medical, social, etc.). Figure 2-6 shows the age distribution in Tarrant County.

Figure 2-6   Age Distribution in Tarrant County
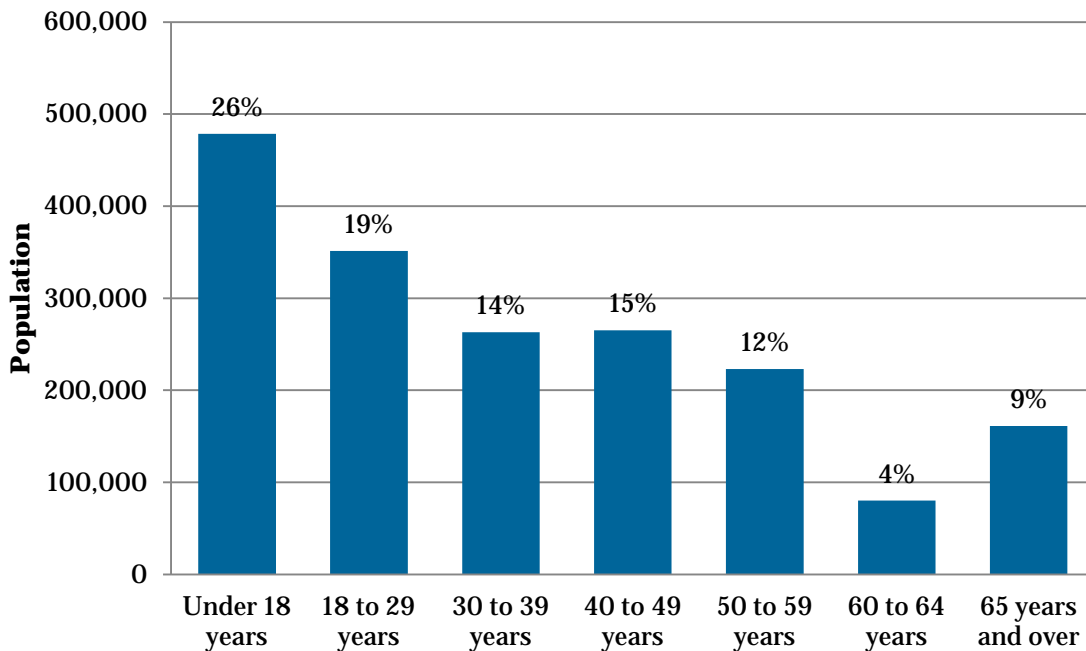
TRANSIT-DEPENDENT POPULATIONS

Some segments of the population are more likely than others to use transit service and depend on it as their primary form of transportation. Typically, the reasons relate to economics, ability, or age, and whether individuals own or have access to a private vehicle. Transit dependency characteristics based on age include both youth (individuals 19 or younger) and older adults (persons age 65 or older). Others who typically rely on public transit include people with disabilities, individuals with low income, zero-vehicle households, veterans, and persons with limited English proficiency (LEP).

Low Income

Populations with lower incomes typically have high rates of transit use due to the high cost of owning and operating a private automobile. Although the median income in Tarrant County ($56,178) is higher than in Texas as a whole ($50,920), there are still a substantial number of low-income individuals within the county. Based on 2007-2011 American Community Survey (ACS) data, over 14% of Tarrant County residents (about 257,000 people) and 11% of families (about 50,000) live at or below the poverty line.

Income is not evenly distributed in Tarrant County. In some of the centrally located cities such as Fort Worth and the area between Haltom City and Sansom Park, the median income is under $35,000 per year. Arlington and the Euless/Grapevine area, both east of Fort Worth, also have large pockets of low-income residents. Many people in areas east and south of Fort Worth have incomes lower than $55,000 per year. Figure 2-7 shows household income by census tract.

Figure 2-7 Tarrant County - Median Household Income
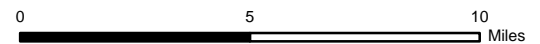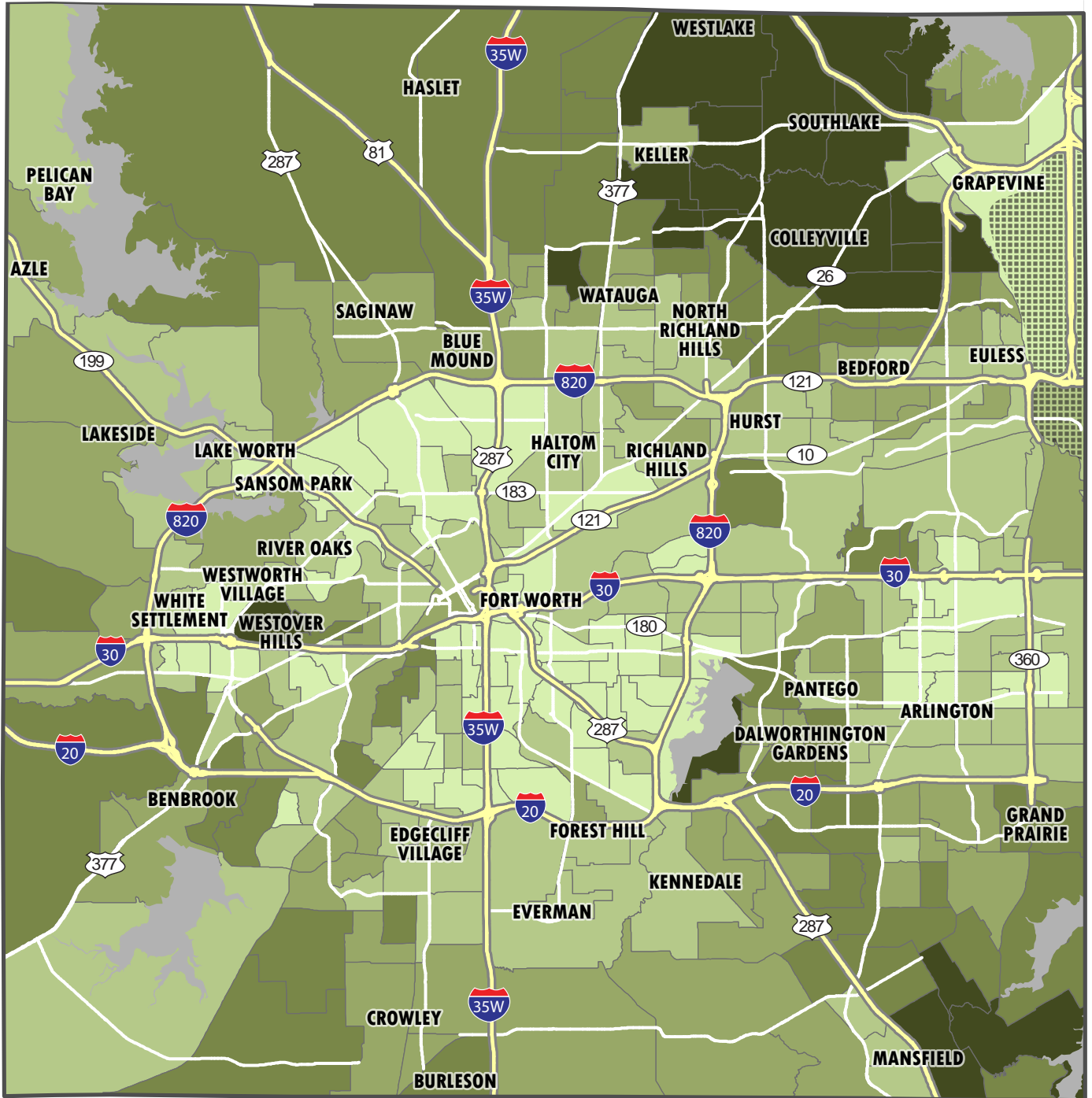
Median Household Income

2011 by Tract

- $0 - 35,000
- $35,001 - 55,000
- $55,001 - 75,000
- $75,001 - 110,000
- $110,001+

DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates

Older Adults

With advancing age, people tend to be less able to own and/or operate a personal vehicle. As a result, older adults typically have higher than average rates of transit usage. In general, most research suggests that the 65 and over population group uses transit largely for local non-work trips. Many seniors depend on public transportation to take them shopping, to medical appointments, and other vital trips.

In Tarrant County, nine percent (9%) of the population is age 65 or over, slightly lower than in Texas as a whole (11%). Older adults are generally located throughout the county as displayed in Figure 2-8. There are higher percentages of older adults (between 20% and 34%) in unincorporated areas outside of Benbrook, and small cities like Pantego, Hurst, and Dalworthington Gardens. Older adults in these outlying areas, which are not well served by public transit, may also be isolated by distance.

The data suggests that while senior populations may have similar mobility needs in Tarrant County, they are not homogenous: some of the highest income communities have higher concentrations of seniors (e.g., Westlake and Keller), just as some of the lowest income zones have higher concentrations of seniors (e.g., Lake Worth, Pelican Bay, portions of Fort Worth).

Figure 2-8 Tarrant County - Older Adults
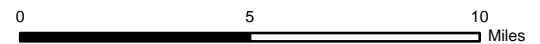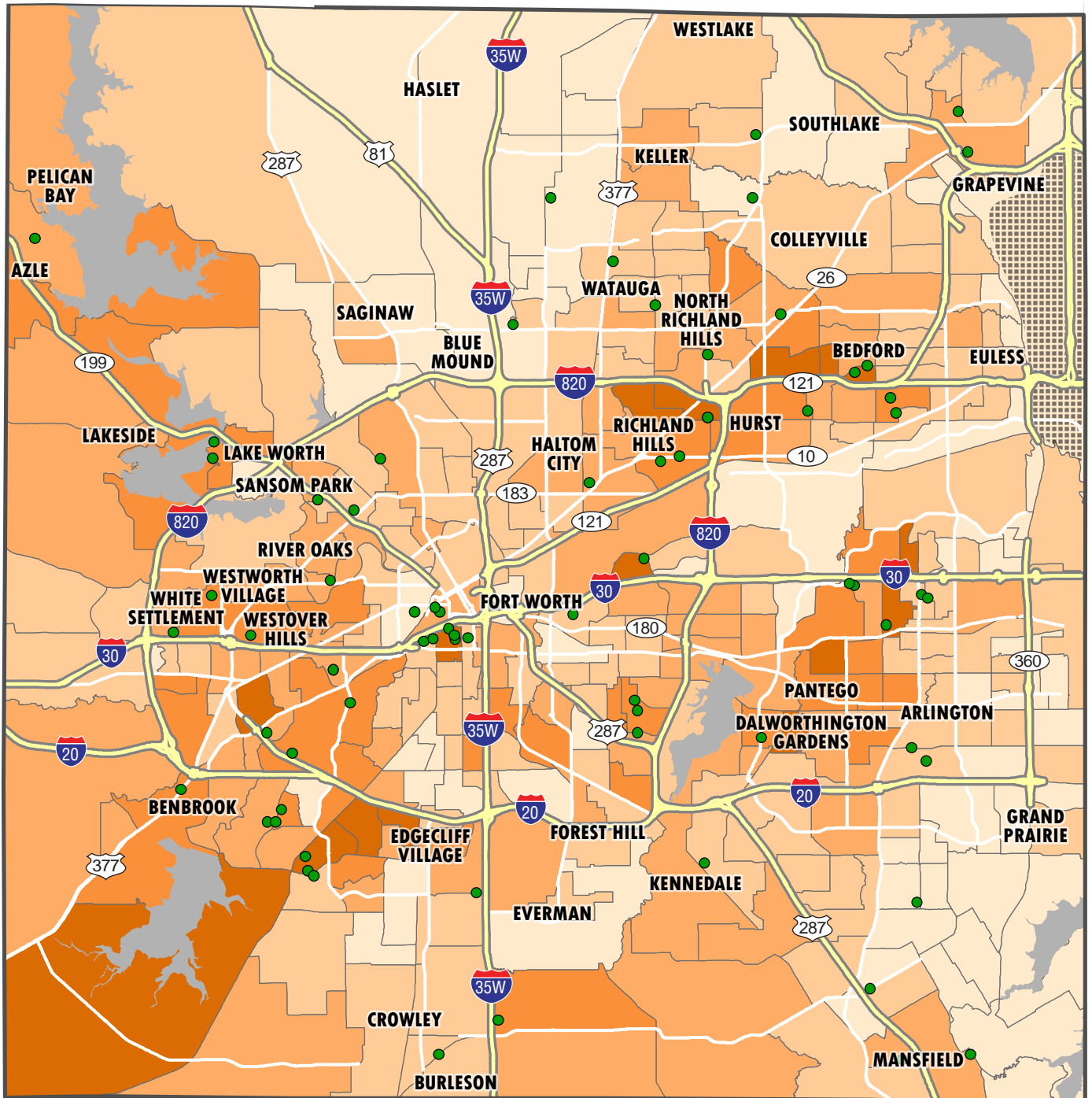
Older Adult Population Age 65+

Percent of Total Population - 2011 by Tract

- 0% - 5%
- 5.1% - 10%
- 10.1% - 15%
- 15.1% - 20%
- 20.1% - 34.3%

● Assisted Living & Nursing Homes

▦ DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates

Veterans

Military veterans are another important group who use transit if available. Some need reliable, affordable, and accessible transportation choices to get to work and school, visit family and friends, and receive medical care and community services. At the same time, a host of societal and demographic changes have led to specific mobility challenges for veterans. For example, many older World War II and Korean War veterans no longer drive, yet may require transportation for ongoing medical care. Younger veterans also depend on public transit to get to medical facilities such as the Veterans Affairs Outpatient Clinic or the Tarrant County Veteran Services office, both located in Fort Worth.

The Naval Air Station (NAS) Fort Worth Joint Reserve Base (JRB) is home to a variety of Navy, Marine Corps, Air Force, Army and Texas Air National Guard units. The population of 11,300 (as of June 2011) consists of active duty, guard and reserve, and civilian employees. According to the Commanding Officer at the JRB, retired military personnel and veterans are using the base branch medical clinic, pharmacy and exchange regularly. There are approximately 83 housing units on base which means personnel who come to the area to train are boarded at area hotels and need transportation to and from the base.

According to the 2007-2011 ACS, there were 120,596 veterans living in Tarrant County, or about seven percent of the population. In more rural, less dense areas on the western side of the county, a higher proportion of residents (between 15% and 22%) are veterans, compared to other portions of the county where these percentages are much lower (typically less than 12%, although most of the key destinations for veteran services (medical, employment and social) are concentrated in Fort Worth and in the north and northeast part of Tarrant County.

The distribution of veterans in Tarrant County is shown in Figure 2-9. Figure 2-10 shows where key destinations for veterans are located in Tarrant County, illustrating that about one-half of them are on or nearby existing transit lines or in areas where transportation for people with disabilities is available.

Figure 2-**9** Tarrant County - Veterans
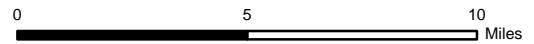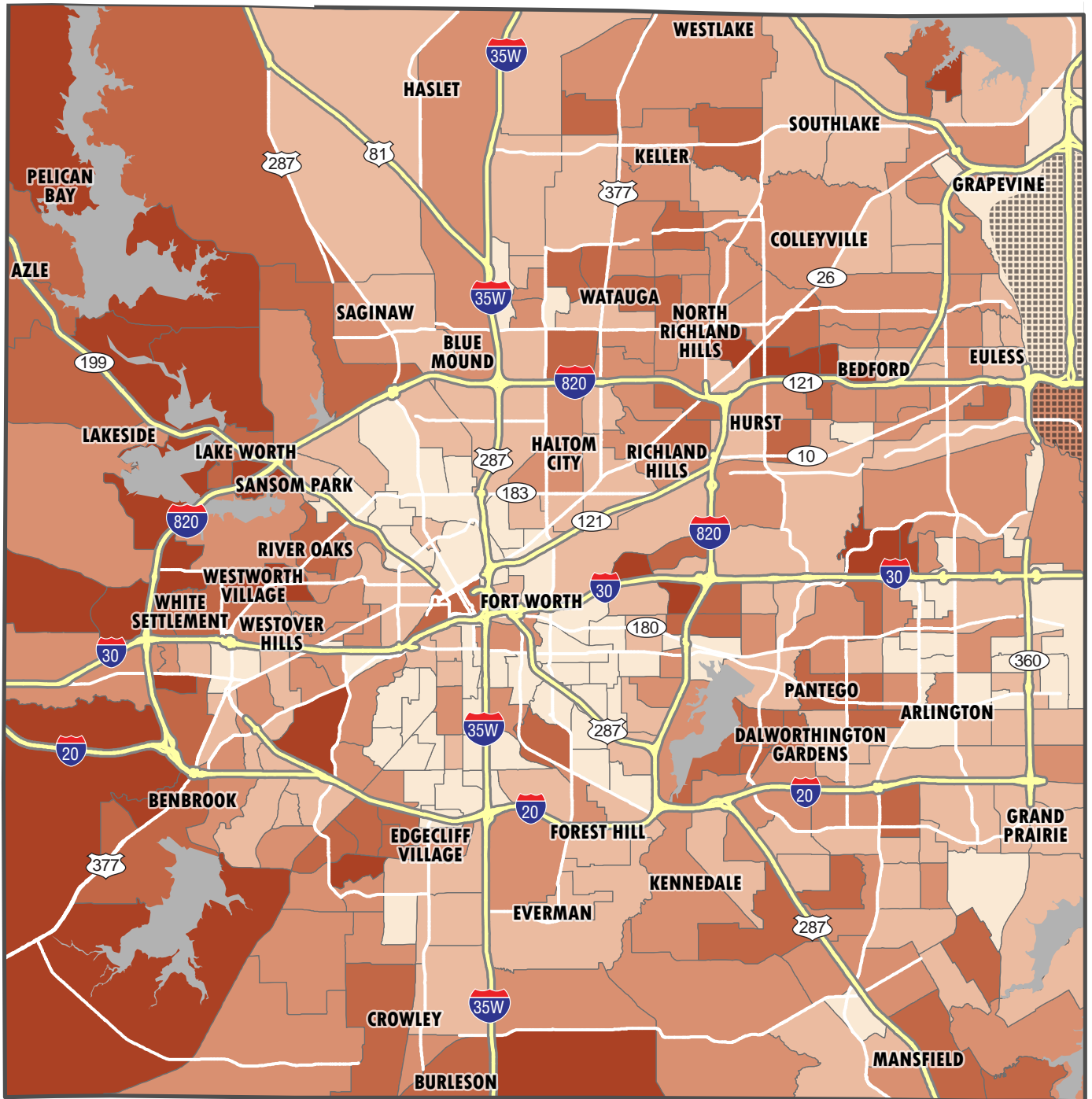
Veteran Population – Percent of Civilian Population 18+

2011 by Tract

- 0% - 6%
- 6.1% - 9%
- 9.1% - 12%
- 12.1% - 15%
- 15.1% - 22.1%

DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates

Figure 2-10 Tarrant County Veteran Activity Centers

Figure 2-10 Tarrant County Veteran Activity Centers
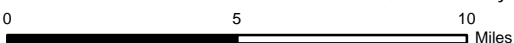
Youth

Another significant transit population is youth (under age 18). While youth often rely heavily on local transit because many of them are unable to or unwilling to drive themselves, they tend to use transit services less often than seniors because parents often provide for their transportation needs. Nevertheless, regional and local services can be valuable for after-school transportation and other recreational purposes.

In Tarrant County in 2011, 28% of the population was under age 18, matching that of Texas overall (27%). Young people tend to live in neighborhoods that are comprised mostly of other families.

As shown in Figure 2-11, the youth population is generally scattered throughout the county. On average, 31% of the population is under 18. In some areas, especially in rural areas in the northern part of the county (along I-35W north of Blue Mound, Haslett, and Southlake), and in smaller cities in the central (portions of Fort Worth, Samson Park) and eastern cores (Arlington, Mansfield), there are higher concentrations of young people. For example, in Southlake to the north, people under 18 comprise 37% of the population; in Everman, Forest Hill, and Mansfield proportion of the population under 18 is around 35%.

Figure 2-11 Tarrant County - Youth
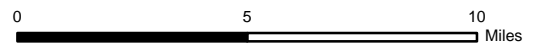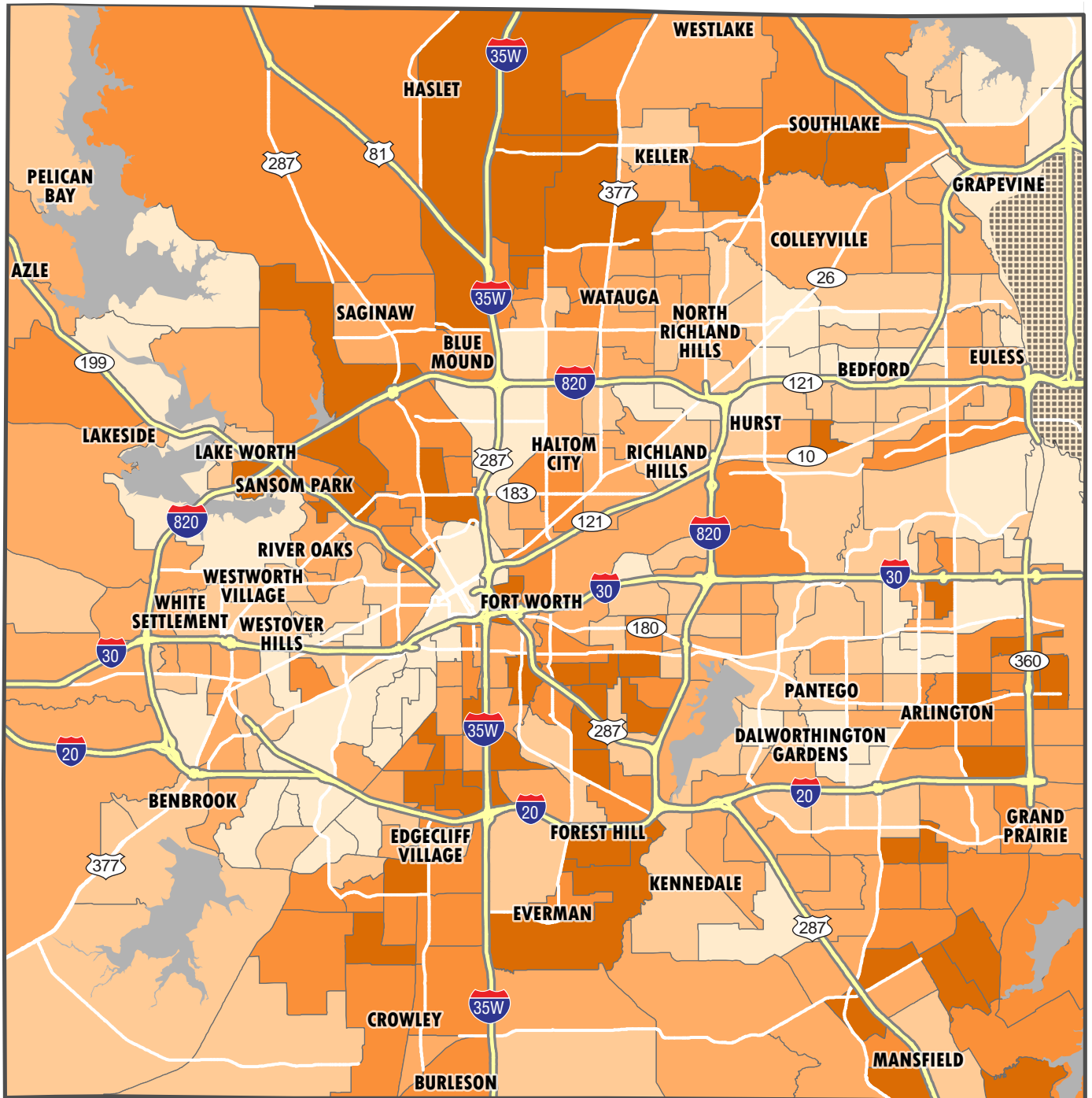
Youth Population Under Age 18

Percent of Total Population - 2011 by Tract

- 0% - 20%
- 20.1% - 25%
- 25.1% - 30%
- 30.1% - 35%
- 35.1% - 43.5%

▦ DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates

People with Disabilities

People with disabilities often have a significant need for transportation provided by others: certain disabilities make it difficult or impossible to drive. According to US Census data, in Tarrant County, approximately 9% of the population has a disability.

The US Census provides a snapshot of the number of people in the county who have particular kinds of disabilities. Figure 2-12 shows the share of population that has a disability commonly associated with the need for public transportation. Note that the proportion of seniors 65 and over who have a disability is over 37%, and a significant number have ambulatory difficulties (25%).

US Census data is not available to illustrate the distribution of people with disabilities within the county, due to the small population of most of its cities, but areas with higher concentrations of senior citizens may be a reasonable indicator of where people with disabilities are most likely living (Figure 2-8). One of the key challenges with providing transit to populations in the rural portions of the county, especially for people with disabilities, is that low densities and long distances make the provision of transit service very costly.

Figure 2-12   Tarrant County - People with Disabilities

Tarrant County	With a Disability	Percent with a Disability
18 to 64 years	106,759	9.2%
With a vision difficulty	18,934	1.6%
With a cognitive difficulty	43,038	3.7%
With an ambulatory difficulty	51,893	4.5%
65 years and over	61,620	37.7%
With a vision difficulty	11,097	6.8%
With a cognitive difficulty	16,437	10.1%
With an ambulatory difficulty	41,408	25.4%

Source: 2010 US Census

Access to a Vehicle

In most situations, vehicle ownership is a reasonable proxy for income status and use of public transportation. This is to say, in an auto-oriented environment like most of Tarrant County (outside of some limited portions of Fort Worth and Arlington), it is likely that not owning a vehicle is due to lack of income rather than choice. Similarly, lack of vehicle ownership typically correlates to a group that uses public transportation more frequently and relies on it for mobility.

Some households may not have the economic means to own a vehicle, or are unable to drive, such as some senior citizens and persons with disabilities. Almost five percent (5%) of Tarrant County households have no vehicle available, and most of these households are concentrated in lower income areas in Fort Worth and some parts of Arlington (Figure 2-13).

Figure 2-13 Tarrant County - Zero Vehicle Households

Zero Vehicle Households - Percent of Total
2011 by Tract

- 0% - 2%
- 2.1% - 5%
- 5.1% - 10%
- 10.1% - 20%
- 20.1% - 30%
- 43.7%

DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates
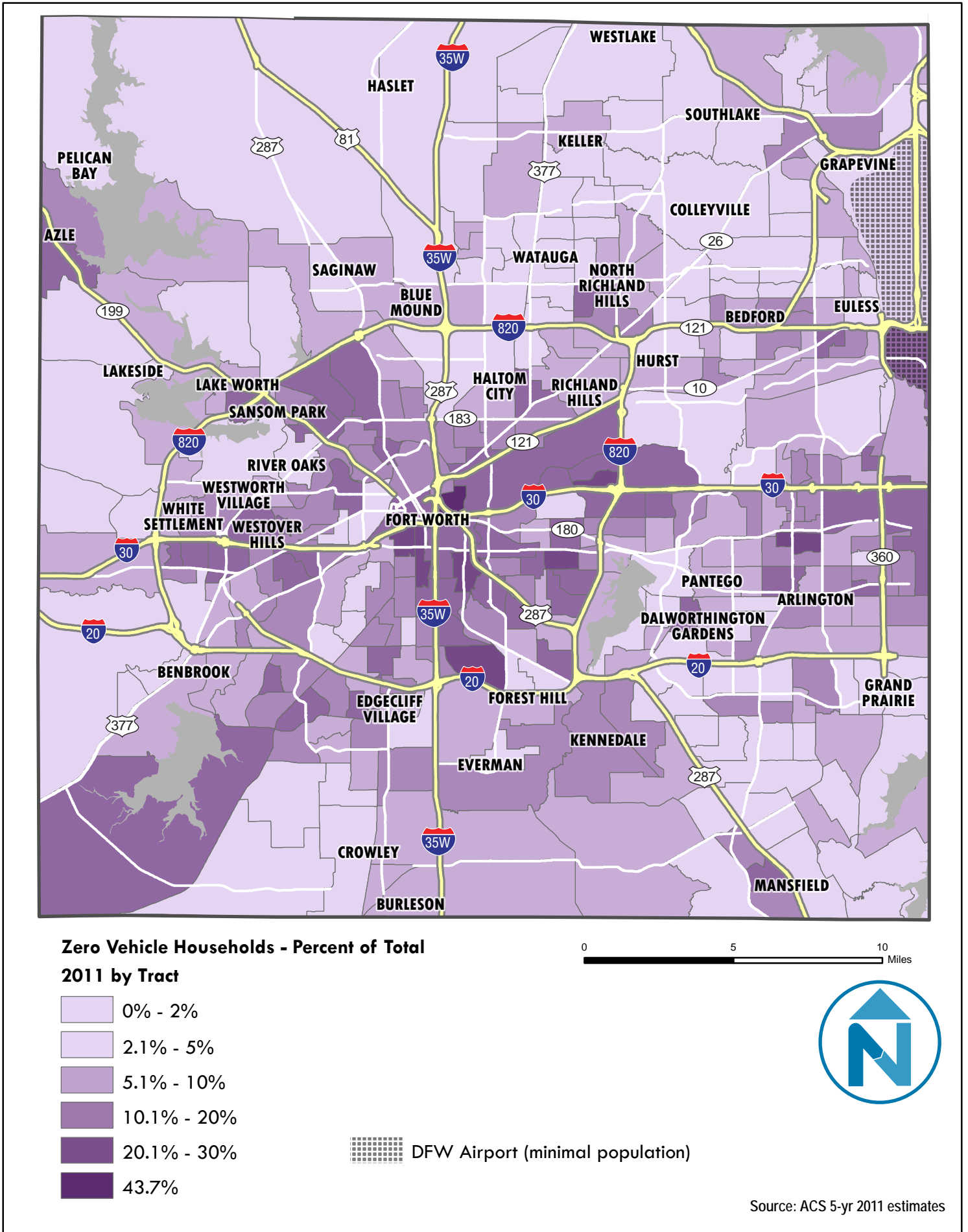
Limited English Proficiency

Groups with limited English proficiency (LEP) also typically have higher rates of transit use. Many immigrants come from places where transit is more widely used by the general population. The lack of English proficiency may also limit an individual's ability to secure a driver's license.

In Tarrant County, 12% of the population say they speak English "less than very well." Twenty-seven percent (27%) of the population speaks a language other than English at home. Most of them (21%) speak Spanish, followed by much smaller numbers (3%) who speak "Asian and Pacific Islander languages" (in Tarrant County, this is primarily Vietnamese).

There are higher proportions of the population in LEP households in some central areas of Tarrant County, in Forth Worth, and in Arlington. See Figure 2-14. In these cities there are neighborhoods where as much as 15% the population speaks English "less than very well" and many households (30% or more) speak a language other than English at home.

Figure 2-14   Tarrant County - Limited English Proficiency
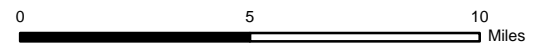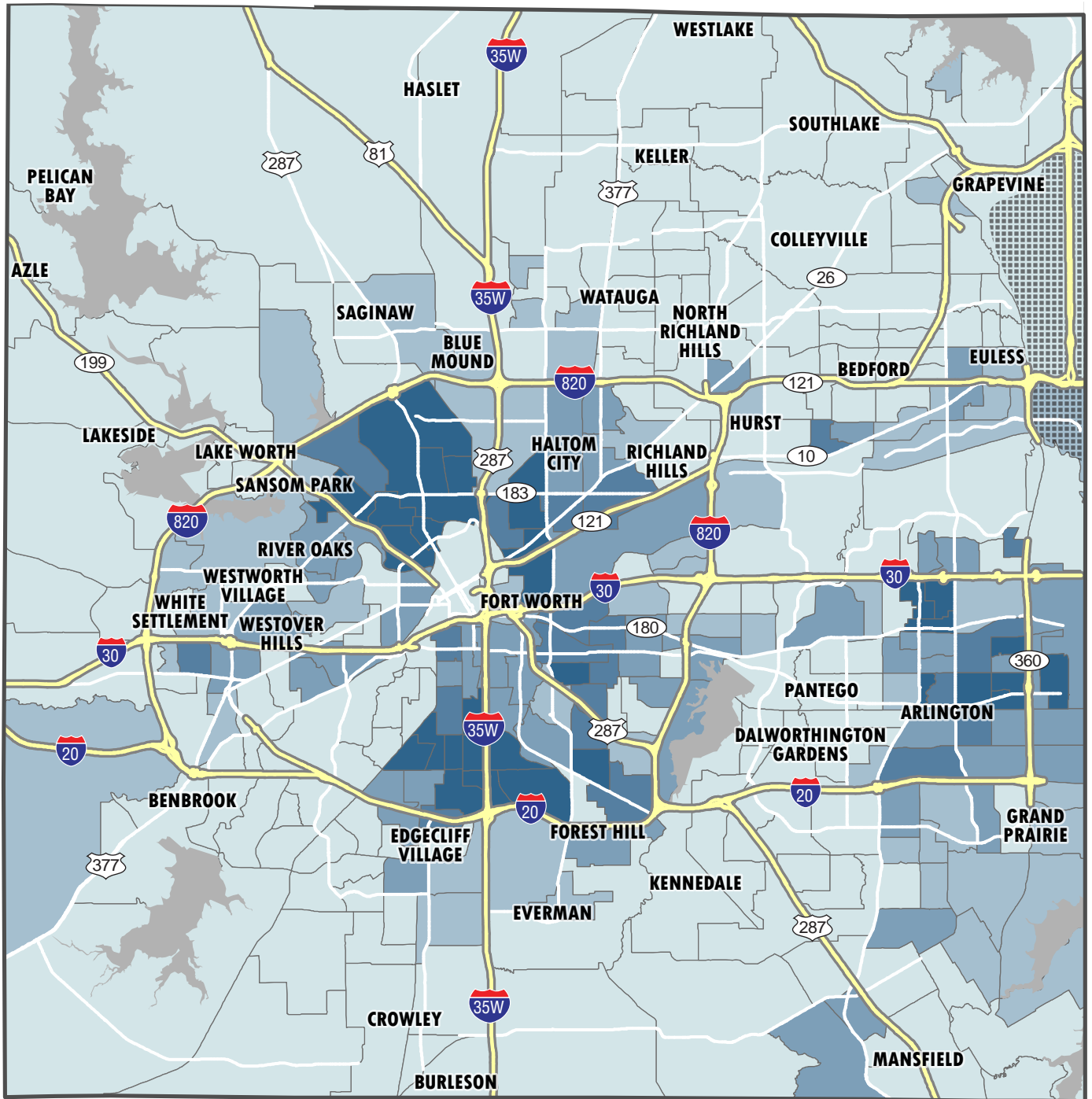
Percent of Population Speaking English "Less than Very Well"

2011 by Tract

- 0% - 10%
- 10.1% - 15%
- 15.1% - 25%
- 25.1% - 35%
- 35.1% - 53%

DFW Airport (minimal population)

Source: ACS 5-yr 2011 estimates

MAJOR ACTIVITY CENTERS

Transportation networks provide access between residences and activity centers: major employers, retailers, recreation/community centers, senior centers/facilities, medical centers, colleges, and other community resources. A discussion of major activity centers affords an understanding of where people are traveling in Tarrant County (or beyond), and where demands for transportation resources may be required. The consulting team mapped key destinations to determine where they are and which are in areas without access to transportation services.

Social, Recreational, Cultural and Commercial Activity Centers

When people think of major activity centers, they think of shopping malls, stadiums and cultural centers, and places where people congregate for social purposes. Figure 2-15 shows major activity centers throughout Tarrant County and gives an idea how well they are served by the FWTA's bus routes. While they are dispersed throughout the county, as expected, there is a concentration in Fort Worth and Arlington, the two largest cities. Most notably, some of the largest shopping areas and big box retailers are located in areas outside of the FWTA's service area. Although these are areas where people go to shop, they are also major employment destinations for people who have retail sector jobs, which often pay lower wages than technical and professional jobs. The vast majority of major commercial centers in Tarrant County are designed for the automobile, and hence are mostly set back from major arterials and have large surface parking lots. The major stadiums are in Arlington, without regular local transit access for sports fans and employees alike.

Many of the major activity centers are served by the FWTA bus routes and TRE. However, in outlying areas in the southern section of the county, and in the northern and northeastern sections of the county, transit services are sparse, and an automobile is generally required to access activity centers. The specialized services that exist in some portions of the county carry seniors and people with disabilities to many of the major social, recreational, cultural and commercial centers, but certainly not all of them.

Major Employers

In 2010, Tarrant County employers provided 734,261 jobs, according to the US Census. The largest proportion of those jobs were in retail, manufacturing, health care and social assistance, and education (about 11% of the total number of jobs in each of the four sectors). Close to half of the jobs (44%) pay more than $3,333 per month, according to Longitudinal Employer-Household Dynamics data.

Tarrant County and the Fort Worth Chamber of Commerce provide some information about major employers. Figure 2-16 shows a list of the largest employers, but it should be noted there are also major concentrations of employers at regional shopping maps and office parks (for example, the Alliance area).

The US Census provides information about local employment by sector. The largest sector in Tarrant County, both in number of employees and number of establishments, is retail, followed by health care, and then accommodation and food service. The list of sectors can be seen in Figure 2-17.

The data shows that jobs are located throughout the county, with retail jobs in almost every Tarrant County city (see Figure 2-15), but professional and technical jobs concentrated in Arlington, portions of Fort Worth, and the Alliance area.

Figure 2-15   Tarrant County – Social, Recreational, Cultural and Commercial Activity Centers

Legend:
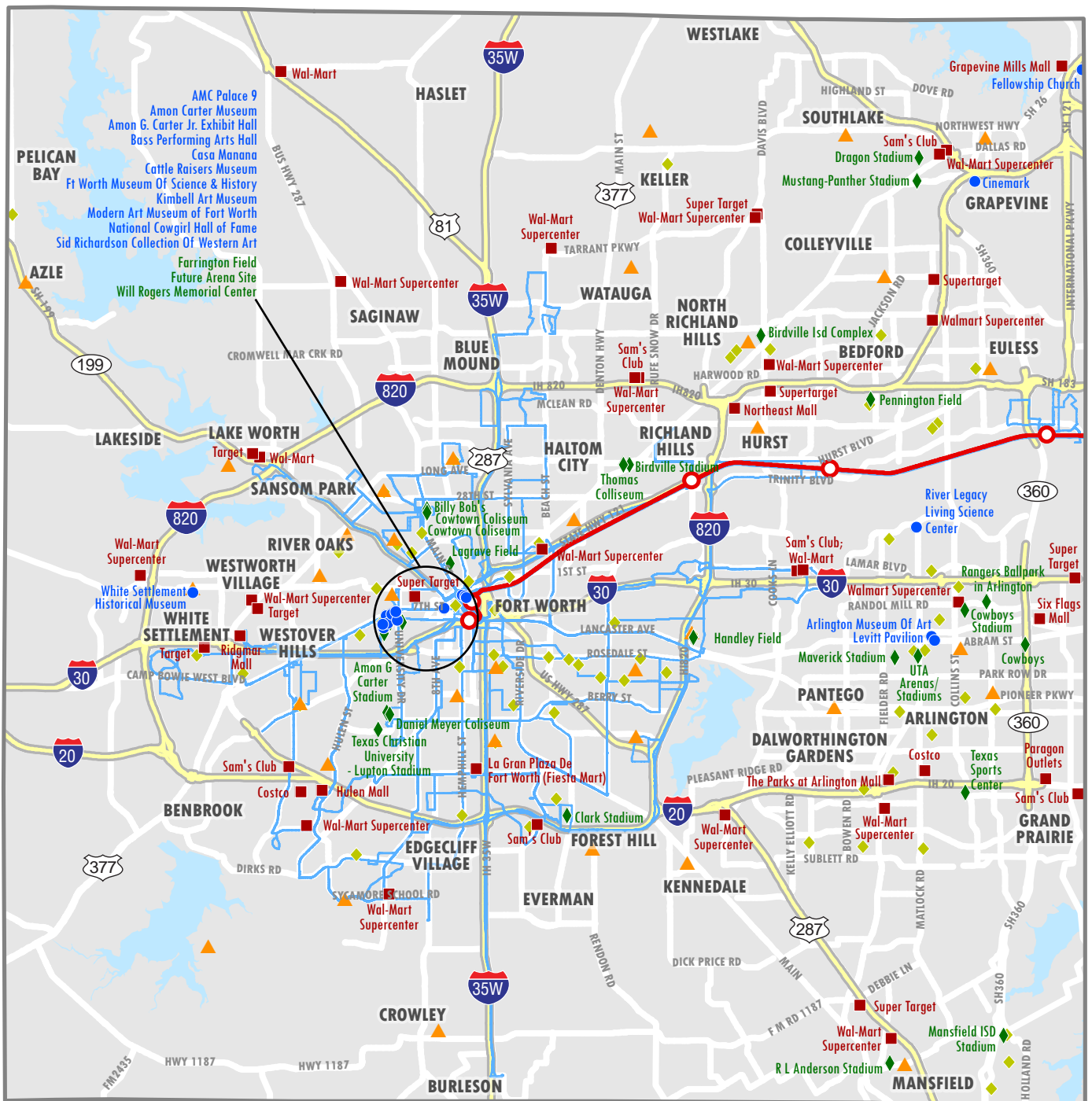
— The T Routes

—○— Trinity Railway Express (TRE)

■ Major Retail

▲ Senior Centers

● Museums, Cultural Centers

◆ Rec/Community Centers

◆ Sports Arenas, Stadiums

Source: NCTCOG; Tarrant County

0   5   10
Miles
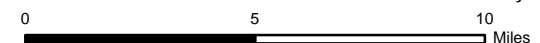
Figure 2-16   Tarrant County – Largest Employers

Employer	City	Industry	Approx. Employees	Served by Regularly Scheduled Public Transit?
DFW Airport		Aviation	60,000*	Yes
AMR/American Airlines	Fort Worth	Aviation	22,169**	Yes
Texas Health Resources	Arlington	Health Care	18,866**	No
Lockheed Martin	Fort Worth	Manufacturing/Technology	14,988	No
NAS Fort Worth JRB	Fort Worth	Government/Military	11,350	No
Fort Worth ISD	Fort Worth	Education	11,000**	Many locations are served
Arlington ISD	Arlington	Education	8,126**	No
University of Texas Arlington	Arlington	Education	6,239	No
City of Fort Worth	Fort Worth	Government	6,195**	Yes
JPS Health Network	Fort Worth	Health Care	4,872**	Many locations are served
Cook Children's Health Care System	Fort Worth	Health Care	4,826	Yes
Birdville ISD	Haltom City	Education	4,179**	No
Tarrant County Government	Fort Worth	Government	4,173**	Yes
Texas Health Harris Methodist Hospital	Fort Worth	Health Care	3,989	No
Bell Helicopter Textron	Hurst	Manufacturing/Technology	3,820	No

Note: Employers with 3,800 or more employees

*Includes employees of AMR, the DFW facility and other on-site airlines, logistics providers, etc. **AMR employees at DFW are double-counted in this figure.**

** Indicates multiple locations

Sources: 2012 Fort Worth Chamber of Commerce, Tarrant County, The FWTA

Figure 2-17   Tarrant County Employees and Employers by Sector
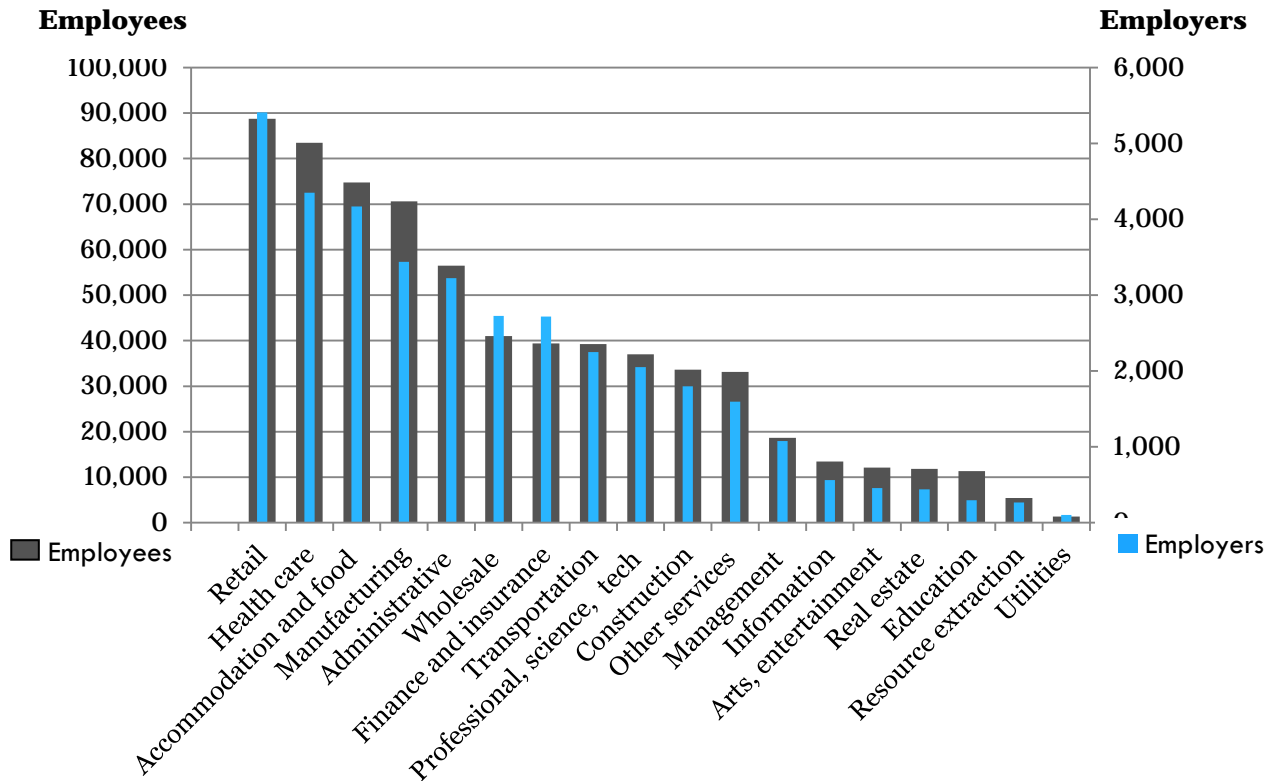
Source: US Census 2010

Colleges and Universities

Colleges and universities often have the potential for attracting a higher percentage of transit riders than the general public, especially if routes directly serve the campus at bell times and if colleges assess a fee for parking or parking is limited. Figure 2-18 lists colleges and universities in Tarrant County and indicates whether they are served by regularly scheduled transit services. A map showing their location in relation to transit service is shown in Figure 2-19.

Figure 2-18   Tarrant County – Colleges and Universities

Colleges and Universities	City	Served by Regularly Scheduled Public Transit?
UTA Fort Worth	Fort Worth	Yes
UTA Arlington	Arlington	**Yes**
Art Institute of Fort Worth	Fort Worth	No
College of Saint Thomas More	Fort Worth	No
Remington College	Fort Worth	Yes
Southwestern Baptist Theological Seminary	Fort Worth	No
Tarrant County College Northeast Campus	Hurst	No
Tarrant County College Northwest Campus	Fort Worth	No
Tarrant County College Southeast Campus	Arlington	No
Tarrant County College Trinity River Campuses (including Trinity River East)	Fort Worth	Yes
Tarrant County College South Campus	Fort Worth	Yes
Texas Christian University	Fort Worth	No

Source: NCTCOG and Nelson\Nygaard

Figure 2-19 Tarrant County Colleges and Universities

Legend:
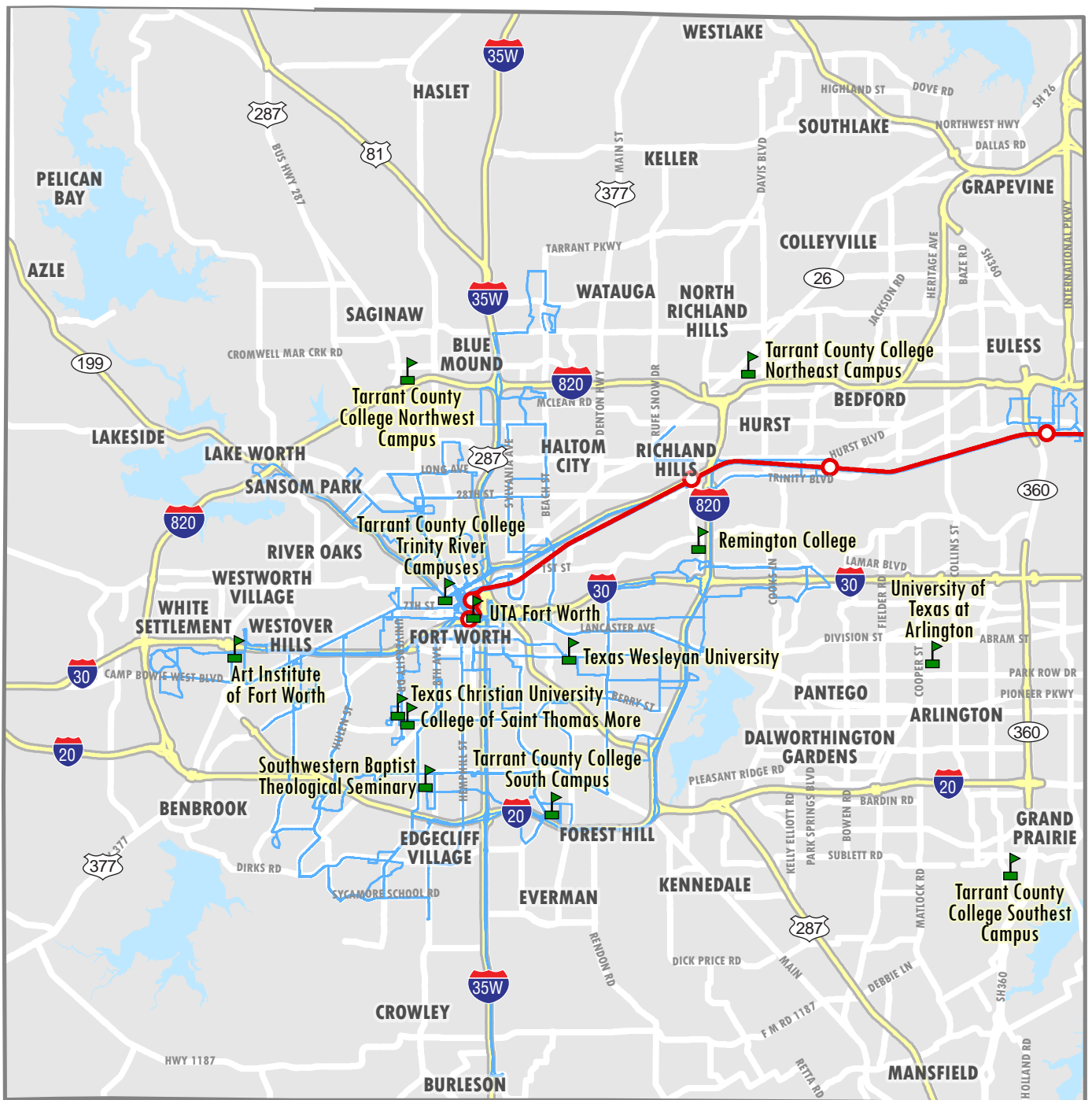
— The T Routes

—○— Trinity Railway Express Line (TRE)

⚑ Colleges & Universities

Source: NCTCOG; Tarrant County

0   5   10 Miles
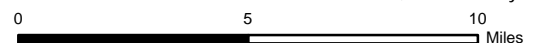
Medical Facilities

There are a large number of medical facilities, hospitals and dialysis centers located in Tarrant County, especially in the larger cities. Many of them are well served by transit, but those in Arlington, Mansfield, Grand Prairie, Hurst, Bedford, and North Richland Hills, are harder to get to via transit. A list of the major medical facilities and hospitals are listed in Figure 2-20 below and a map of these facilities and the dialysis centers are graphically displayed in Figure 2-21.

Figure 2-20   Tarrant County – Medical Facilities

Location	Facility
Arlington	Arlington Memorial Hospital
	Baylor Orthopedic and Spine Hospital
	John Peter Smith Hospitals*
	Medical Center of Arlington
Bedford	Harris Methodist HEB
Fort Worth	Andrews Women's Hospital
	Baylor All Saints Medical Center
	Baylor Institute for Rehabilitation
	Cook Children's Medical Center
	Federal Medical Center
	Harris Methodist
	HCA Health Campus
	HealthSouth Rehabilitation
	Huguley Memorial Hospital
	John Peter Smith Hospitals*
	Kindred Hospitals**
	Plaza Medical Center
	Tarrant County Psychiatric Center
	USMD Hospital
	Veterans Outpatient Clinic
Grapevine	Baylor Center
Mansfield	Kindred Hospitals**
	Methodist Mansfield Medical Center
North Richland Hills	North Hills Hospital
Trophy Club	Trophy Club Medical Center

*Locations in Fort Worth and Arlington

**Locations in Fort Worth and Mansfield

Source: NCTCOG

Figure 2-21 Tarrant County Major Medical Facilities
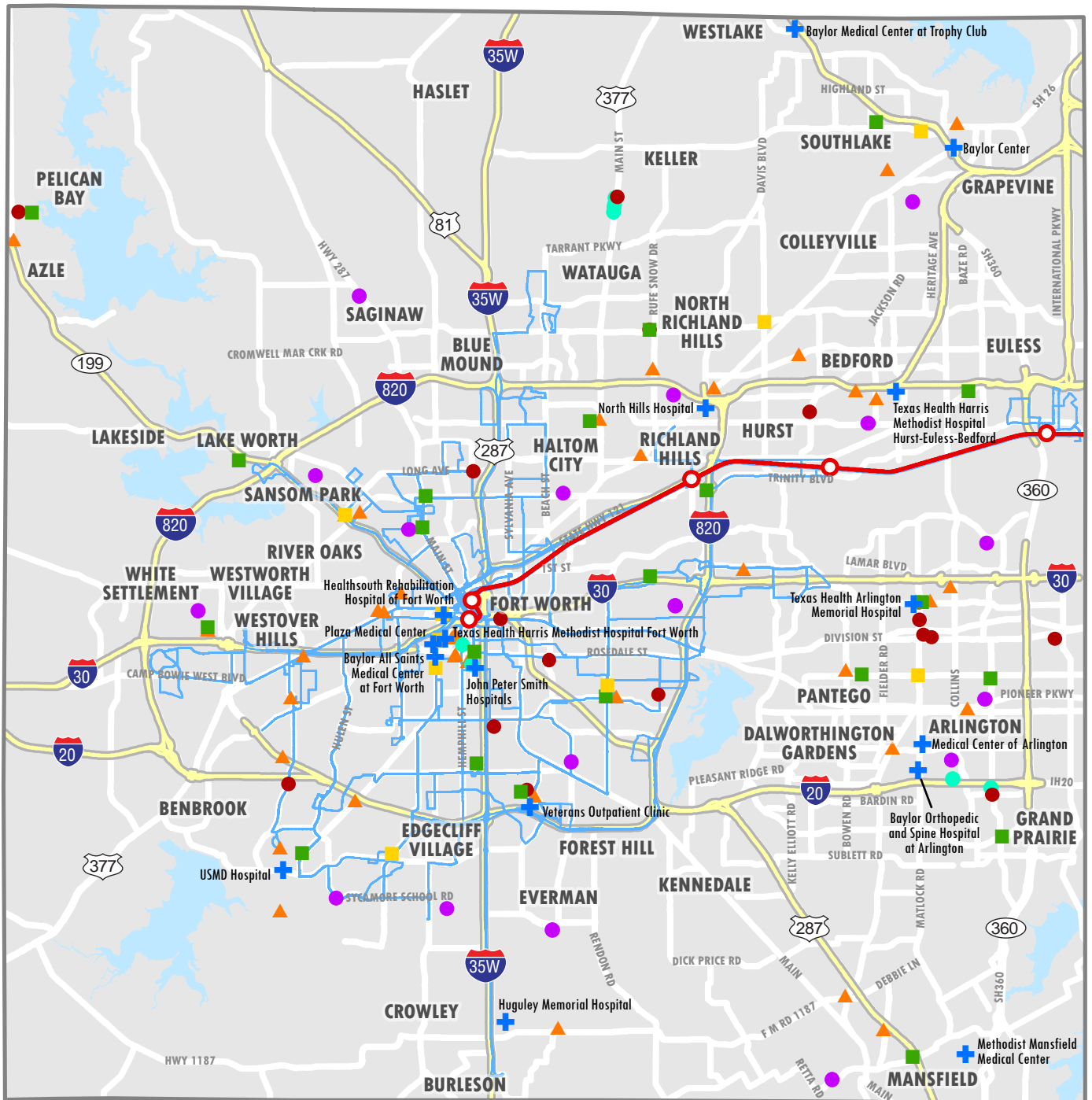
Legend:
- **Hospital** (blue plus)
- **Cook Children's Facility** (yellow square)
- **Tarrant County Public Health Facility** (green square)
- **JPS Health Center** (dark red circle)
- **JPS School-based Clinic** (magenta circle)
- **JPS Special Facility** (teal circle)
- **Dialysis Centers** (orange triangle)
- **The T Routes** (blue line)
- **Trinity Railway Express (TRE)** (red line)

Source: NCTCOG; Tarrant County
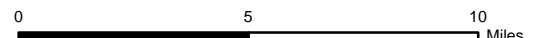
Large Scale Developments

Although the focus of this planning study is on relatively short-term solutions, new developments may result in new residential activity centers – as well as new employment, retail, and manufacturing centers – and may impact future transportation needs.

Information included here about some of the new developments is not comprehensive, but is intended to illustrate that areas of Tarrant County with little or no development today can be transformed in a matter of a few years to vital communities with unique transportation needs that may not be addressed with existing services.

Several large projects in Tarrant County are currently in start-up phases. According to Dallas-based MPF Research, about 17% of the NCTCOG region's new 2013 residential construction is in Tarrant County. Examples of some of the large-scale developments are as follows:

- **Arlington** - South of Euless, in north Arlington, Viridian is a 2,300 acre planned mixed-use community designed as a sustainable and green infill development and will occupy the last large remaining tract in Arlington. Viridian is bordered on the south and east by the Trinity River and the northern border is the Trinity Railway Express (TRE) commuter rail line. Planned land uses include retail shops, office, hotel and restaurant space, as well as 4,100 single-family residences and multi-family or condominium homes.

  The New York Avenue Corridor is also in the process of planning for redevelopment. The City of Arlington's goal is to create a tool to encourage public and private investment in the area, boosting economic development and providing housing and job opportunities.

- **Alliance Corridor** - Significant growth is expected along I-35W in northern Tarrant County, south of SH 170 and south of Forth Worth Alliance Airport. The Alliance area, managed by the Hillwood Corporation, continues to develop a 17,000-acre area in both Tarrant and Denton County, with master-planned communities and corporate campuses. According to Hillwood, Alliance currently is home to more than 300 companies and 31,000 employees. The area has approximately 8,000 homes in different subdivisions, including Monterra Village, a townhome development currently being expanded, as well as Heritage, Saratoga, and Vaquero which are comprised of single-family homes. According to planners, this area is expected to continue to grow as a major economic center and job hub. Discussions about widening I-35W in Denton County and transit service alternatives have been underway for several years. Although there are a number of jobs in this area, there is also ample free parking and no regularly scheduled transit services. With growth in this area, potential transportation solutions might benefit from collaboration between representatives of Tarrant and Denton Counties.

- **Fort Worth** - Apartment construction is significant, and nearly 1,000 units are currently (March 2013) being built near central Fort Worth, and to the west and southwest near Texas Christian University. Nearly as many units are also under construction in north Fort Worth. The area of Trinity Uptown is the largest mixed-use development in Fort Worth, with plans for 3,000,000 square feet of commercial space and 10,000 housing units. At Sundance Square and City Place in Fort Worth, 400,000 square feet of new office space is expected to be opened in 2013.

- **Western Tarrant County** - Walsh Ranch is a planned, mixed-use community located in western Tarrant County and eastern Parker County about 3 1/2 miles west of the intersection of I-30 with W. Loop 820. It is approximately nine miles from Downtown Fort Worth. As a planned, mixed-use community, Walsh Ranch contains a wide range of

land uses and services including retail, office, business park, corporate campus, and research and development. An existing park-and-ride lot at the IH20/FM1187 interchange indicates the desire for some form of transit or ride-sharing system in this area. The Concept Plan shows a potential location of a future transit center. While the current plan does not show any planned transit service in this area, Walsh Ranch developers indicate an interest to provide for the transportation needs of the community.

Vanpools

Another way to assess transportation demand is to look at where vanpools currently operate. The FWTA, DART, and Denton County Transportation Authority (DCTA) all administer vanpools that are available to serve the commute needs of Tarrant County residents, depending on their commute destination.   Partially funded through federal grants and a local match, these programs require close collaboration with employers and their employees.

In all, the regional vanpool program has over 100 vanpools currently in operation to and from Tarrant County, with the majority traveling into Tarrant County coming from Dallas County (14 vanpools) plus an additional 10 and nine vanpools respectively traveling from Parker and Johnson Counties into Tarrant County. As of July 2012, 60 vanpools operated from Tarrant County into Dallas County, making this vanpool commute the most significant for Tarrant County. Most of the vanpools with destinations in Dallas County are managed through the neighboring DART Vanpool program. Of the 29 vanpools within Tarrant County, there are 11 vans operating within Forth Worth and 11 vans traveling from Arlington to Fort Worth. Vehicles range from eight- to 10-passenger capacity.

The maps on the following pages (Figure 2-22 and Figure 2-23) visually display the travel patterns for vanpools operating to and from, as well as within, Tarrant County.

Figure 2-22 Regional Vanpools to/from Tarrant County
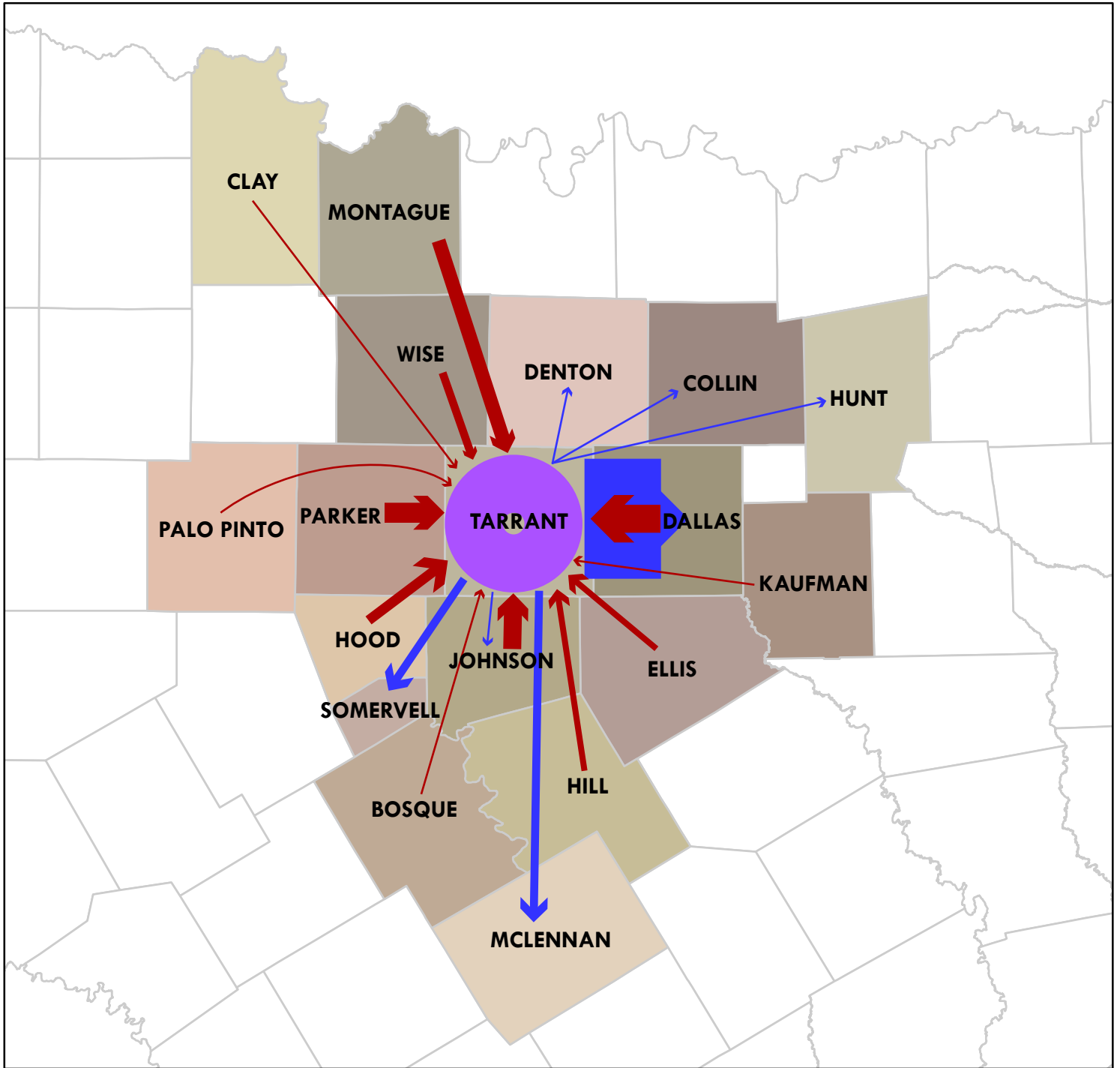
Vanpools to Tarrant County

Bosque 1
Clay 1
Kaufman 1
Palo Pinto 1
Ellis 3
Hill 3
Wise 4
Hood 5
Montague 7
Johnson 9
Parker 10
Dallas 14

Vanpools from Tarrant County

Collin 1
Denton 1
Hunt 1
Johnson 1
McLennan 2
Somervell 4
Dallas 60

Vanpools within Tarrant County: 29

Source: NCTCOG

0   10   20
Miles

Figure 2-23 Vanpools Within Tarrant County
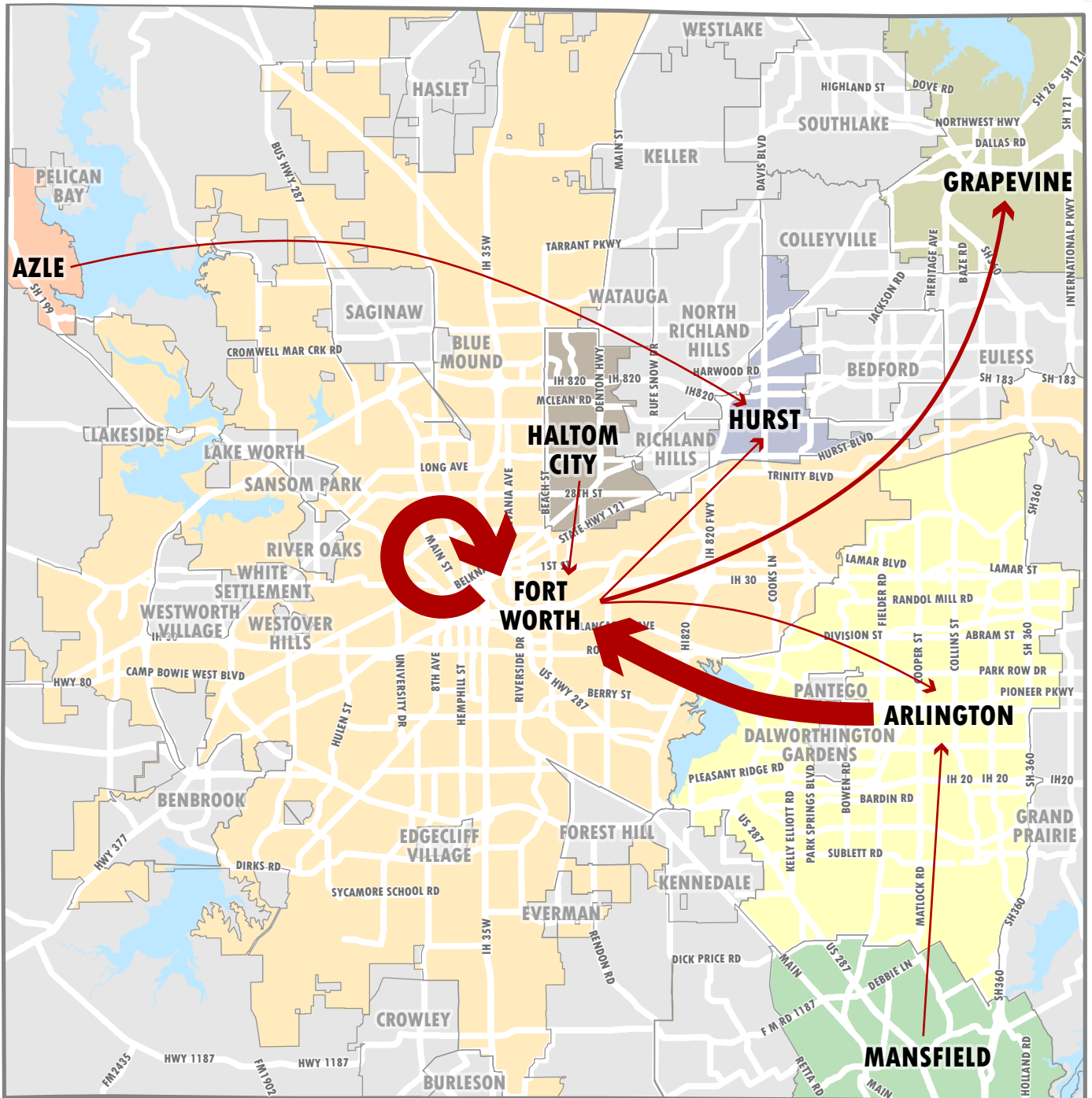
Source: The "T"; DART; NCTCOG; Tarrant County

City Boundaries

0   5   10
Miles

Vanpools within Tarrant County

One van each:
Arlington to Fort Worth
Azle to Hurst
Fort Worth to Arlington
Fort Worth to Hurst
Haltom City to Fort Worth
Mansfield to Arlington

Two vans:
Fort Worth to Grapevine

Eleven vans each:
Within Fort Worth
Arlington to Fort Worth

CONCLUSION

This chapter presents a snapshot of the distribution and density of population in Tarrant County to help understand the transit travel needs of residents and employees.

Between 2012 and 2020, Tarrant County's population is expected to grow by 16%, from 1.8 million to 2.1 million people. Cities with a 2012 population of fewer than 10,000 that are expected to grow by 20% or more in the next eight years are Azle, Everman, Flower Mound, Kennedale, Lake Worth, Lakeside, Newark, Reno, Westlake, and Westworth Village. In general, population growth is anticipated in outlying suburban and rural areas where current transit service is limited or nonexistent.

The maps and tables in this chapter show key population characteristics emphasizing transit-dependent demographics that tend to have limited mobility options and a higher propensity to use public transit services. This population, although distributed throughout the county, has high concentrations in:

- Central areas of Ft. Worth, as well as southern and northwest portions of the city
- White Settlement-Westworth Village
- Richland Hills and Haltom City
- Sansom Park
- Sections of Richland Hills
- Azle-Pelican Bay
- Arlington

Among these communities, general public transportation services operate *only* in Fort Worth and Richland Hills, meaning there are significant concentrations of Tarrant County residents without transit access. The lack of service in these communities presents a challenge for planners, social service agencies, and employers, because residents of these communities must either drive themselves to jobs, medical services and other activities, or rely on other individuals to provide a ride.

About 11% of families and 14% of all residents in Tarrant County live below the poverty level compared to 10% of families and 21% of residents in the NCTCOG region as a whole. Pockets of poverty exist throughout the county, but are concentrated in portions of Fort Worth and Arlington, as well as smaller communities, including White Settlement, Haltom City, and Sansom Park.

In some communities, a high proportion of residents are older adults. Upwards of 20% of the population is age 65 or older in some parts of Benbrook, Pantego, Hurst, and Dalworthington Gardens. Seniors are anything but a homogenous group: Tarrant County has new retirement communities comprised of higher-income seniors who may be able to rely exclusively on private transportation options; it also has older, lower-income communities where many adults have aged in place and have a greater likelihood of needing public or agency-provided transportation services.

There are nearly 121,000 veterans living in Tarrant County. Older or disabled veterans are likely to require services that younger veterans do not. In other communities, research has found that younger veterans prefer to carpool to veterans' services locations, while older veterans (of the Korean and Vietnam wars, for example) prefer to take a shuttle/van or transit service.

Many of the lowest income census tracts are those where a greater proportion of the population has limited English language skills, suggesting a higher percentage of immigrant residents, many of whom speak Spanish.

Many colleges and universities, especially those in Fort Worth, are served by transit, but several Tarrant Community College campuses are not. The University of Texas at Arlington will be served with the MAX service beginning in August 2013.   Many of the medical facilities and dialysis centers are served by the FWTA in Fort Worth. However, in Arlington and several cities in the northeast, including North Richland Hills, Bedford, Euless and Grapevine, medical facilities and dialysis centers are not served by transit. Overall, in outlying areas in the south, north and northeast sections of the county, transit service is sparse or not available.

The demographic and major destinations data suggests needs are diverse, from city to city and from demographic group to demographic group. Employment centers without transit service can only attract specific working populations, effectively disenfranchising those without available transportation. The data indicates that although countywide transportation solutions may be desirable for some stakeholders, targeting transportation programs to specific sub regions – primarily older suburbs, urban areas, and lower-income rural areas – may allow resources to be directed to those with the greatest need.

3 EXISTING TRANSPORTATION SERVICES

Transit services in Tarrant County are available through The Fort Worth Transportation Authority (FWTA or The T), which provides fixed-route bus service and some flexible/on-demand service, Trinity Railway Express (TRE) rail service, a vanpool program, and an ADA paratransit service known as Mobility Impaired Transportation Services (MITS). As of August 2013, a new route also began operating to Arlington known as the Metro ArlingtonXpress.

There are also several transportation services that are available to Tarrant County residents and social service agency clients who meet specific eligibility requirements. Many of these services are limited to specific trip purposes and are largely not available to the general public. Figure 3-1 illustrates the various public and human service transportation operations in Tarrant County. A table that summarizes these services is shown in Figure 3-10 on page 3-24.

Private services such as Amtrak, taxis, and Greyhound provide some local and regional service services for people traveling within, to, or from Tarrant County, and are discussed on page 3-26.

This chapter presents information about the variety of services in the county, emphasizing their key features including service area(s), days and hours of operation, eligibility guidelines, fares and other relevant data. It is organized based on the three key demographics, which serve as a focus for this assessment: seniors, people with disabilities and people with low incomes. In evaluating needs for these groups, it is also important to understand existing public transit services that are available to all individuals, so relevant information on the FWTA's services (including TRE) is provided. Some basic information about funding is provided, and the report includes references to selected federal funding sources.[1]

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[1] Federal Transit Administration (FTA) funding sources, as defined by TxDOT, that are primary funding sources in Tarrant County: (1) FTA Section 5307 (used in Arlington)- Mass transit apportionment to urbanized areas based on population, population density and operating performance; (2) FTA Section 5309 - Mass transit discretionary funds for capital projects only; (3) FTA Section 5310 - Provides federal funds to public and private nonprofit entities for the transportation of elderly individuals and/or individuals with disabilities. Grants are for capital equipment, preventive maintenance and purchase of service only; (4) JARC or FTA Section 5316 - Funds projects that provide work transportation or transportation to support services such as training, job search and child care; (5) New Freedom or FTA Section 5317 - Provides funds for projects that provide new public transportation services and public transportation alternatives beyond those currently required by the Americans with Disabilities Act. With the passage of the current Federal transportation funding bill, Moving Ahead for Progress in the 21st Century (MAP-21), the FTA Section 5316 and 5317 programs have been eliminated and funding is available for eligible projects using FTA Section 5310 funds.

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Figure 3-1 Tarrant County Transportation Services
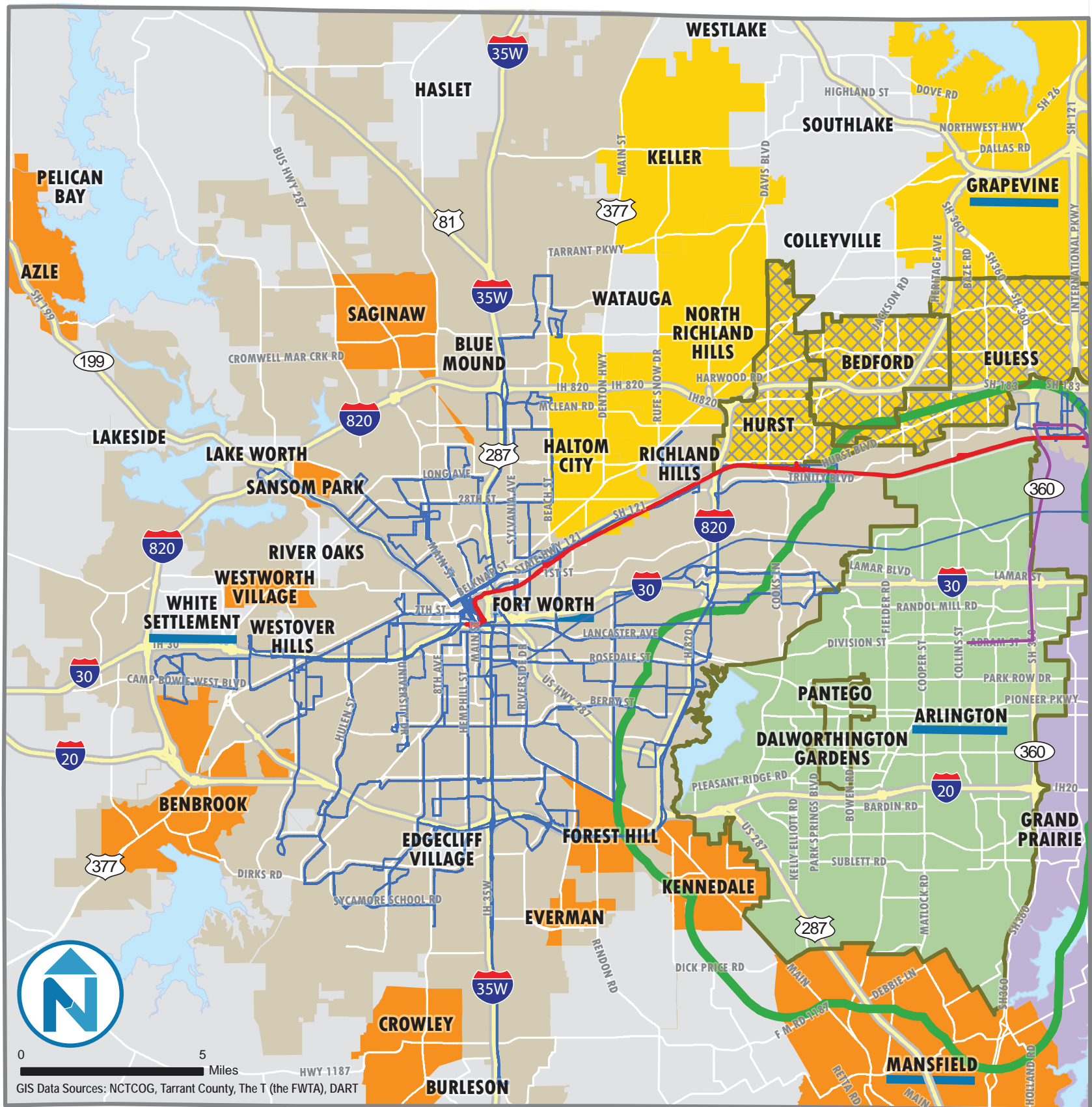
General Public Transit and Complementary Paratransit Services

— Fort Worth Transportation Authority (FWTA)/The T Routes

◼ The T's Mobility-Impaired Transportation Service (MITS) =
Blue Mound, Fort Worth, Richland Hills

— Trinity Railway Express Line (TRE)

— Metro ArlingtonXpress (MAX)

Specialized Services

Transportation Providers

◼ Grand Connection = Grand Prairie

▭ Handitran = Arlington + 1.5 miles outside city limits

▨ HEB Transit = Bedford, Euless, Hurst

◼ Northeast Transportation Service (NETS) =
Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, North Richland Hills

▭ Ride2Work = Arlington, Bedford, Euless, Hurst

— Senior Citizens Services of Greater Tarrant County
(SCSTC) = Arlington, Fort Worth, Grapevine, Mansfield, White Settlement

◼ Tarrant County Transportation Services (TCTS) =
Azle, Benbrook, Everman, Mansfield, Saginaw, Sansom Park, Westworth Village,
Forest Hill, Crowley, Kennedale

CCFW = Catholic Charities Transportation Program (county-wide, not shown on map)

Medicaid Transportation
provides countywide services
not shown on map

Specialized Providers by City

Arlington - Handitran, Grand Connection,
   Ride2Work, STSTC, CCFW
Azle - TCTS, CCFW
Bedford - HEB, NETS, Ride2Work, MCCC, CCFW
Benbrook - TCTS, CCFW
Blue Mound - MITS, CCFW
Burleson - CCFW
Colleyville - MCCC, CCFW
Crowley - TCTS, CCFW
Dalworthington Gardens - Handitran, CCFW
Edgecliff Village - CCFW
Euless - HEB, NETS, Ride2Work, Handitran (partial), CCFW
Everman - TCTS, CCFW
Forest Hill - TCTS, Handitran (partial), CCFW
Fort Worth - MITS, STSTC, CCFW
Grand Prairie - Grand Connection,
   Handitran (partial), CCFW
Grapevine - NETS, STSTC, SeniorMovers, MCCC, CCFW
Haslet - CCFW
Haltom City - NETS, MCCC, CCFW

Hurst - HEB, NETS, Ride2Work, MCCC, CCFW
Keller - NETS, MCCC, CCFW
Kennedale - TCTS, Handitran (partial), CCFW
Lake Worth - CCFW
Lakeside - CCFW
Mansfield - TCTS, Handitran (partial),
   STSTC, CCFW
North Richland Hills - NETS, STS, MCCC, CCFW
Pantego - Handitran, CCFW
Pelican Bay - CCFW
Richland Hills - MITS, CCFW
River Oaks - CCFW
Saginaw - TCTS, CCFW
Sansom Park - TCTS, CCFW
Southlake - CARS, MCCC, CCFW
Watuaga - MCCC, CCFW
Westlake - MCCC, CCFW
Westover Hills - CCFW
Westworth Village - TCTS, CCFW
White Settlement - STSTC, CCFW

Volunteer services are not shown on map, but include Mid-Cities Care Corps (MCCC), SeniorMovers, Social Transportation for Seniors (STS), and Call A Ride Southlake (CARS)

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PRIMARY PUBLIC AND HUMAN SERVICE/SPECIALIZED TRANSPORTATION PROVIDERS IN TARRANT COUNTY

General Public Transit Services

Fort Worth Transportation Authority

The Fort Worth Transportation Authority was created in 1983 as a regional transportation authority of the State of Texas. It is governed by a nine-member board of directors with eight appointed by the Fort Worth City Council and one by the Tarrant County Commissioners Court. The FWTA provides bus, vanpool and TRE rail services to commuters and residents in Tarrant County. [2] It also provides complementary ADA paratransit service called MITS to riders unable to use the fixed-route services, and manages a vanpool program (see Chapter 2 for vanpool overview).

At the time of inception, a one-fourth cent sales tax was imposed on retail sales within the City of Fort Worth in order to provide a stable source of funding for the FWTA. The sales tax rate was increased to one-half cent in January 1989. For the first several years of its existence, the FWTA provided services only in the city of Fort Worth. In subsequent years, other communities passed sales tax increases to join the FWTA's service area and benefit from its services. In May 1992 Blue Mound and Richland Hills approved a one-half cent sales tax rate. In 2006, Grapevine elected to approve a one-half cent sales tax increase for transportation. The FWTA will receive 3/8th for construction and operation of commuter rail though Fort Worth, Grapevine, and into DFW Airport.

Currently, three cities contribute funding towards the FWTA, which is funded primarily through a sales tax (in Fort Worth, Blue Mound, and Richland Hills), FTA Section 5307 funding, and fares.

FWTA Fixed-Route Bus Service

Fixed routes provide regularly scheduled bus services for the general public, but only in the portions of Tarrant County where the FWTA operates. The FWTA categorizes its fixed routes into two groupings: (1) regular fixed routes, which generally operate along arterials and smaller streets, and may include portions of Rider Request service (deviated on-demand general public service available in Richland Hills) and (2) express routes, which operate along freeway or highways corridors with limited stops.

The FWTA began operating an enhanced fixed-route service called Spur* (signal-priority urban route, with the asterisk (*) as part of the name) in October of 2011 with great success. Today, Spur* operates on the highest ridership corridor in the system. Based on recent estimates, over 4,000 boardings occur along the East Lancaster corridor on this service. Spur* service features branded articulated vehicles, transit signal priority, redesigned bus shelters and real-time arrival information.

In addition to its regular route services, the FWTA operates several special event services throughout the year. [3]

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[2] Funding for the Trinity Railway Express is provided through a joint effort including The Fort Worth Transportation Authority (FWTA) and Dallas Area Rapid Transit (DART).

[3] These include shuttle service to the downtown Main Street Arts Festival, Holiday Lights Tour, Cowboy Coach Service, and the Safari Shuttle service to the Fort Worth Zoo.

Including Spur*, 34 bus routes operate throughout the FWTA's 322 square mile service area, which includes the cities of Fort Worth, Richland Hills and Blue Mound. The FWTA routes and TRE rail line are shown in Figure 3-1.

The Intermodal Transportation Center (ITC) located on the corner of Jones and 9th Streets is the FWTA's largest bus transfer center, and is the FWTA's Customer Relations Center where a staffed kiosk for passenger information services is also available. Due to its central location, at least 23 of the FWTA's fixed routes operate to the facility, making it the most important customer-based facility in the system. A true intermodal transportation facility, the location is also served by TRE, Enterprise Rent-A-Car, Amtrak and Greyhound Bus Lines.

The FWTA has four additional transfer centers for regular bus operations:

- La Gran Plaza de Fort Worth at I-35 South and Seminary Drive
- Ridgmar Mall at I-30 and Green Oaks
- Hulen Mall at I-20 and Hulen Street
- East Fort Worth Transfer Center at 4100 East Lancaster Street

Fixed, Rider Request and Express Bus Routes and Ridership

Route and ridership information for fixed routes (with one 'Rider Request' service) and express routes services are shown in Figure 3-3 and Figure 3-4). This route-by-route data comes from fiscal year 2011, but does not include ridership on the Spur* route.

Based on the most recent ridership report (2013), fiscal year (FY) 2012 bus ridership was 7,436,206 which is an increase of 799,666 passenger trips or 12% increase over the same period in FY 2011.

Figure 3-2 Tarrant County - Fixed Routes
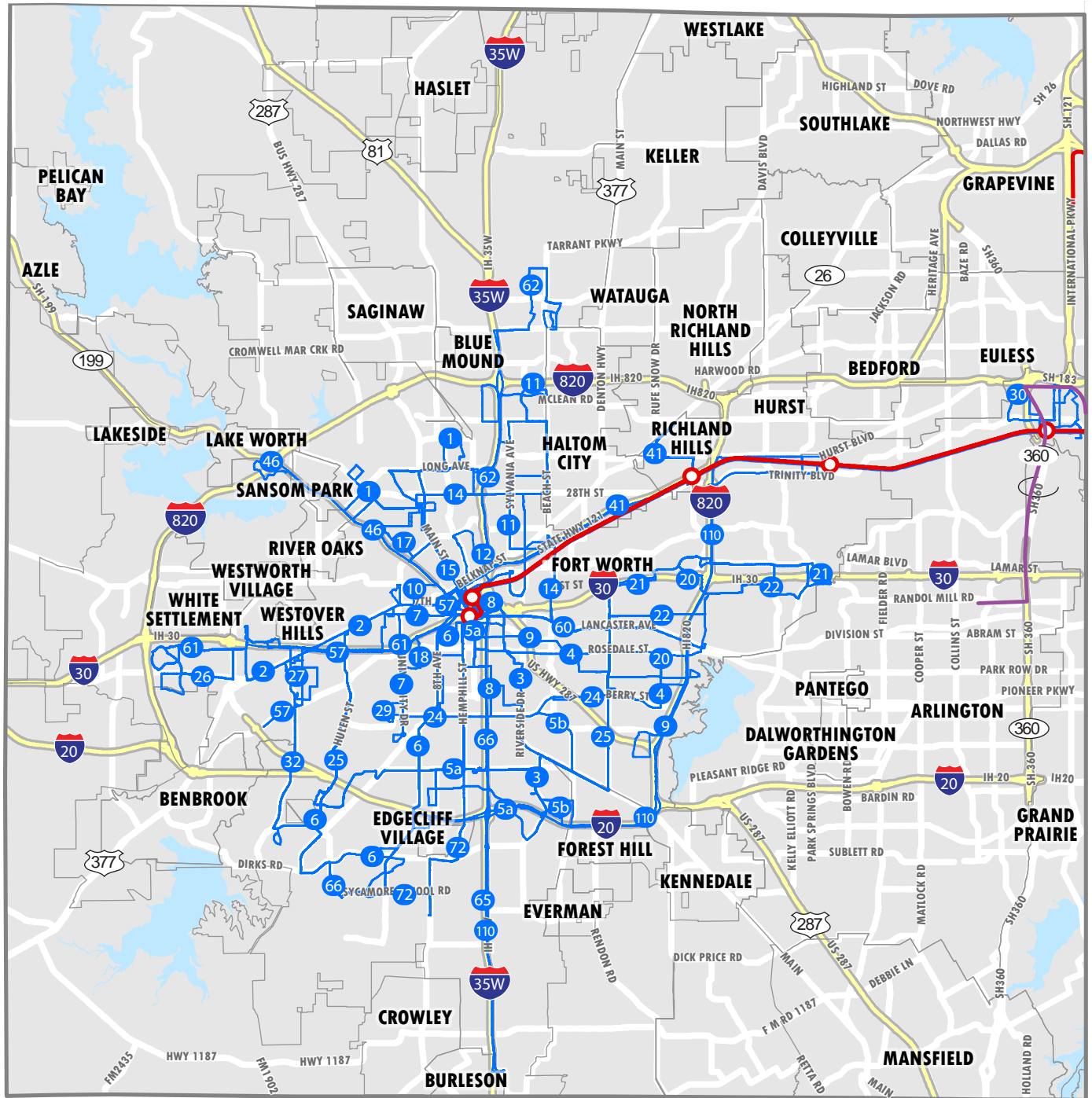
Source: The "T"; DART; NCTCOG; Tarrant County

City Boundaries

Fixed Route Transit

The T Routes

Trinity Railway Express (TRE)

Metro ArlingtonXpress (MAX)
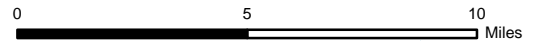
Figure 3-3   The FWTA: Fixed Routes and Rider Request Routes (Based on Fiscal Year 2011)

Route Number	Name	Passenger Boardings	Passengers per Hour
1	Hemphill/North Main	828,568	18.44
2	E. Lancaster/Camp Bowie	1,573,030	32.27
3	Riverside/TCC	253,489	19.54
4	East Rosedale	256,077	14.19
5	Evans Avenue	263,215	14.92
6	9th Avenue/McCart	341,970	16.12
7	University	67,960	14.09
8	Riverside/Evans (Sunday)	11,086	16.34
9	Ramey/Vickery	82,178	10.53
10	Bailey (formally Montgomery)	55,537	19.76
11	Sylvania	65,226	11.30
12	Greenway	8,687	5.72
13	Molly the Trolley/Sundance	8,555	6.58
14	Riverside	172,270	15.78
17	Central	26,278	7.68
19	Molly The Trolley/Downtown Get Around	62,381	9.66
21	Boca Raton	252,859	17.25
22	Meadowbrook	146,209	19.81
24	Berry Street	112,731	12.14
25	Crosstown	593,496	21.31
26	Ridgmar Mall/Normaldale	172,311	20.86
27	Como	56,686	9.69
29	TCU Shuttle	68,169	21.83
32	Bryant Irvin	51,023	10.60
41	Richland Hills (Includes Rider Request)	38,980	4.20
46	Jacksboro Hwy	131,607	18.12
57	Como/Downtown	16,333	4.10
72	James/Hemphill	56,197	13.36
993	Expanco Special	2,764	6.17
994	Lighthouse for the Blind	3,828	5.72
995	Cullen Street Workshop	891	6.00

Based on Fiscal Year 2011 Figures; Excludes Spur·

Figure 3-4   The FWTA: Express Routes (Based on Fiscal Year 2011)

Route Number	Name	Passenger Boardings	Passengers per Hour
60	Lancaster Express	32,416	18.87
61	Normandale Express	27,646	13.43
62	Summerfield Express	6,706	11.18
65	South Park and Ride Express	32,969	13.40
66	Candleridge/Altamasa	13,496	10.01
68	Park Springs (South Arlington)	18,779	11.17
110	Bell Express	13,486	8.00

Source: The FWTA; based on Fiscal Year 2011 figures

The FWTA operates a fleet that includes bicycle racks on the front of all fixed-route buses. There are over 2,100 bus stops in the FWTA's service area, and although not all are accessible, many stops have standard benches for waiting passengers. The MITS Advisory Committee has been working to identify those bus stops that require accessibility improvements.

Additionally, the FWTA administers transportation services in locations outside its service area through North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS). These services are funded by federal grants and state funds designed to assist non-member cities with their transportation needs (see pages 3-18 and 3-19 for further details on these services). The FWTA also coordinates with City/County Transportation for the Cleburne Interurban Commuter Bus Service, paying City/County Transportation to pick up and drop off passengers at the FWTA South Park-and-Ride during its midday trip.

FWTA Paratransit: Mobility Impaired Transportation Services (MITS)

In addition to its general public service, Mobility Impaired Transportation Services, or MITS, is the FWTA's ADA-complementary paratransit service for individuals with disabilities who are unable to ride regular fixed-route bus service. MITS provides door-to-door operations in a service area matching that of the FWTA fixed-route bus services, within the city limits of Fort Worth, Richland Hills, and Blue Mound. Its hours of service also parallel the FWTA's fixed routes, operating from Monday to Saturday between 4:30 AM and 11:30 PM, and on Sundays from 5:30 AM to 9:00 PM. MITS connects with the major transit services including the fixed routes, TRE, NETS and Handitran.

To be eligible to ride MITS, applicants must complete a certification process that may include an in-person evaluation. Some applicants may be granted "conditional" eligibility, which allows them to ride MITS for certain types of trips only (for example, a person with low vision may be eligible to ride MITS after dark). There is no limitation on the type of trip that can be made on MITS by eligible individuals.

Trip reservations are made by phone up to 14 days in advance and as late as 5:00 PM the day before the trip, and are granted according to availability.

The fare for MITS is $3.25 each way, and required personal care attendants may ride free (as designated on certification documents). Trips within the FWTA's downtown fare free zone, which are free on fixed routes, are also free of charge.

Trinity Railway Express

The TRE is a commuter rail line that operates between downtown Dallas and downtown Fort Worth. The operation is funded jointly by DART and the FWTA. The 34-mile route serves 10 stations with several park-and-ride facilities along the heavily traveled Highway 183/121 corridor between Fort Worth and Dallas. TRE extends general public services beyond the FWTA's service area to communities without regular public transit, but feeder bus service is not available to all TRE stations.

Figure 3-5   Trinity Railway Express Service Map

Source: Trinity Railway Express

In FY 2011, TRE provided 2.3 million passenger trips, a four percent (4%) decrease from passenger trips in FY 2010. Average weekday ridership for FY 2011 was 8,127 passenger trips, a decrease of seven percent (7%) from the previous year.

There are five TRE stations in Tarrant County:

- Texas and Pacific (T&P) Station at Lancaster and Throckmorton Streets
- Richland Hills Station at Handley-Ederville Road and Highway 121
- Intermodal Transportation Center (ITC) – at 9th and Jones Streets
- Hurst/Bell Station at Bell Spur off Highway 10 across from Bell Helicopter
- CentrePort/DFW Airport Station off Highway 360 just south of the airport (this station has an expanded parking lot and shuttle service; the FWTA provides service to CentrePort employers via Route 30)

Looking Ahead: Additional Future Rail Service in Northern Tarrant County (TEX Rail)

Although TRE is the only commuter rail service that currently operates in Tarrant County, the FWTA is proposing to build a 37-mile, double-track express commuter rail line (TEX Rail) from southwest Fort Worth, through downtown and northeast Tarrant County including the cities of Haltom City, North Richland Hills, Colleyville, and Grapevine, to Dallas/Fort Worth International Airport (DFW). The TEX Rail project would operate on portions of the Fort Worth & Western, Burlington Northern Santa Fe, and Union Pacific railroads, as well as the former Cotton Belt route now owned by DART. At DFW, the project would provide transfer connections to DART's Orange light rail line for trips to the north Dallas suburbs and downtown Dallas. The TEX Rail project includes construction of 12 new stations, expansion of an existing operations and maintenance facility currently used by TRE, construction of 3,300 park-and-ride spaces, and the purchase of eight rebuilt locomotives, nine new cab control cars, and 15 new bi-level coaches. The project would also share two additional existing stations with TRE in Fort Worth. In the opening year, currently anticipated to be 2016, service would be provided at 30-minute headways during peak periods and 90-minute headways during off-peak periods.

Fares

The FWTA's fare structure includes prices for local bus service in the vicinity of Fort Worth and also adopts elements of other fare structures in the region for longer trips outside of Fort Worth and for trips via paratransit. Figure 3-6 provides a summary of the fare structure.

Figure 3-6   The FWTA – Fares and Pass Prices

Fare Product	Description	One-Way Fare	Day Pass	7-Day Pass	Monthly Pass
Local	Valid fare on Local and Express routes, can be upgraded to regional ticket with additional fare	$1.75	$3.50	$17.50	$60.00
Reduced Local	Must show Reduced Fare Photo ID (for students[4], senior citizens, and persons with disabilities)	$0.85	$1.75	N/A	$30.00
Regional	Includes FWTA and most other service providers in the region including TRE, DCTA and DART.	$5.00	$10.00	$50.00	$160.00
Regional Reduced	Must show Reduced Fare Photo ID (for students, senior citizens, and persons with disabilities)	$1.25	$2.50	N/A	$40.00
TRE 1 Zone	Fare for riding TRE within one zone (to CentrePort/DFW); also includes Local and Express Routes	$2.50	$5.00	$25.00	$80.00
MITS Paratransit	Must be a MITS-certified passenger	$3.25			

Source: The FWTA

FWTA Operating Revenues and Costs

The FWTA's operating revenues are derived from a variety of sources, the most significant being sales tax revenue, which is approximately 57% of all system revenues in FY 2013 (budgeted). Other revenues include federal operating grants and farebox revenues from the fixed-route buses, TRE, MITS and E-Pass revenues (employer passes). Figure 3-7 provides additional detail on the various types of revenue sources for service, including capital grants and local financial contributions. This figure also provides details on the major expense categories. As expected, the most notable category is staff salaries and benefits, which together comprise 52% of total operating expenses.

Figure 3-7   The FWTA Operating Revenues and Expenses (FY 2011-2013)

	FY 2011	FY 2012	FY 2013
	Actual ($000's)	Budgeted ($000's)	Budgeted ($000's)
Operating Revenues			
Fixed routes	$3,389	$3,410	$3,598
Paratransit	$896	$850	$911
TRE	$2,256	$2,480	$2,254

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[4] Students between the ages of 12-18 and currently enrolled in a middle, high, or alternative school. The fare is also available to college or trade school students who attend school in Tarrant County.

	FY 2011	FY 2012	FY 2013
	Actual ($000's)	Budgeted ($000's)	Budgeted ($000's)
E-Pass Net	$393	$265	$275
Other	$325	$325	$304
Total Operating Revenue	*$7,259*	*$7,330*	*$7,342*
Other Revenues			
Sales Tax	$46,529	$50,882	$57,217
Operating Grants	$13,463	$11,857	$11,330
Capital Grant Reimbursement	$9,411	$8,974	$13,497
Contributions from Cities/Partners	$8,351	$8,378	$8,783
Miscellaneous	$1,767	$1,919	$1,495
Total Other Revenue	*$79,521*	*$82,010*	*$92,322*
Operating Costs			
Salary and Benefits	$29,881	$31,932	$32,557
Services	$17,653	$19,444	$20,397
Fuels and Lubricants	$3,468	$3,775	$3,279
Tires and Tubes	$300	$353	$369
Maintenance Materials	$2,638	$2,719	$2,804
Supplies and Materials	$274	$268	$314
Utilities	$1,019	$1,098	$1,066
Insurance	$144	$383	$383
Taxes and fees	$95	$109	$109
Miscellaneous	$665	$947	$960
Total Operating Expenses	*$56,137*	*$61,028*	*$62,238*
Street Improvement Fees	$125	$125	$143
Other non-operating expense	$2,120	$97	$203
Net Available for Capital Expenditures and Reserves	$28,398	$28,090	$37,080

Source: The FWTA

Metro ArlingtonXpress

The Metro ArlingtonXpress, also known as MAX, began operations on August 19, 2013 and provides a link between the TRE's CentrePort/DFW Airport Station and the University of Texas at Arlington, affording transfers to the TRE for travel to Fort Worth or Dallas.

MAX is part of a two-year pilot effort to provide a transit link to Arlington, with the City of Arlington paying approximately $700,000 per year, contracting with DART and the FWTA to operate the service.

The bus route operates weekdays only, from approximately 6:00 AM until 10:00 PM. A one-day pass for round-trip travel on MAX is $5.00.

Human Service and Specialized Transportation Providers

In addition to the traditional public transit services and vanpools operated/administered by the FWTA, and TRE, an array of other providers, some city-based and others operated by a human service agency, provide services in Tarrant County.

A matrix illustrating a summary of these of providers is presented in Figure 3-10 (see page 3-24). The matrix illustrates services based on the populations they are intended to serve. Each provider is described in more detail in the following sections.

These public and nonprofit providers offer a variety of demand-response transportation services. Each of these providers serves a particular geographic market. Although some providers' services overlap in portions of Tarrant County, several parts of the county do not have transit service of any kind. Likewise, eligibility requirements and fares are not uniform among providers, and the hours and days of service also vary significantly.

With the exception of the Ride2Work service, riders on all Catholic Charities-operated services are comingled based on origin and destination, meaning that, as an example, a vehicle carrying Catholic Charities medical riders might also be transporting riders for non-medical Catholic Charities trips and HEB Transit at the same time.

Services for Seniors Only

Mid-Cities Care Corps
Social service-based volunteer driver program

Mid-Cities Care Corps (MCCC), a nonprofit organization, operates a volunteer driver program designed to serve seniors in northeast Tarrant County. The area served includes eleven communities: Bedford, Colleyville, Euless, Grapevine, Haltom City, Hurst, Keller, North Richland Hills, Richland Hills, Southlake, and Watauga.

Seniors eligible for volunteer rides must be 65 years old, or 60 years old if they have a disability. Registered individuals must call for transportation services 14 days in advance of their appointment. There is no charge to the individual using the service.

In 2012, MCCC provided nearly 1,000 round trips. The service is funded by contributions and organizational donations, and the organization's overall annual operating budget is less than $100,000.

Although some volunteer driver programs use program funding to reimburse drivers for their mileage or fuel, MCCC volunteers donate their time, vehicle, and fueling. As a small-scale operation, MCCC's program offers a safety net for people with limited transportation options, as well as an opportunity for socialization, and at a very low cost using all donated resources.

A modest sized program, opportunities may exist to expand the scope of the service to reach more individuals through improved information and volunteer recruitment. Some of the communities served are also served by NETS, so the potential for MCCC's program to serve specific trips that are difficult to serve with NETS might be considered (i.e., certain medical or dialysis trips).

Senior Citizen Services of Greater Tarrant County (SCSTC)
Social service-based program

SCSTC is a nonprofit organization that provides a variety of services including meals to seniors in the Tarrant County area. The group contracts with three transportation operators to provide

door-to-door rides to adults 60 years old and over who have signed up as meal participants at one of 11 senior centers. These are shared group rides, where riders are picked up at home and taken to senior centers between 8:30 and 9:30 AM, and then returned home between 12:30 and 1:30 PM. SCSTC has nine minivans, although none have wheelchair capacity. Riders pay no fares, although donations from riders are a small source of funding for the cost of the service.

SCSTC provides between 120 and 130 rides every day, at an annual cost of $232,000 for 40,702 one-way trips (according to staff, they would provide 62,000 trips if they could raise the corresponding budget of $356,000). Funding sources include $120,000 from the Tarrant County Area Agency on Aging, $75,000 from a Fort Worth Community Development Block Grant (CDBG) and $12,000 from Arlington's CDBG, plus some donations from riders and a small amount from Tarrant County.

Serving senior center congregate meal programs is a fairly limited scope, and the staff acknowledges that they cannot provide shopping, field trips, and entertainment trips due to funding constraints. The limited funding suggests the need for new funding partners, larger contributions from existing partners, or a further reduction in services. However, the agency's contracts with small providers represents a building block of a coordinated transportation service (one agency scheduling trips for several providers) and is a model which could be expanded or shared with other agencies, with additional funding, to include a broader range of trip types. The inability of SCSTC to serve seniors who use wheelchairs is a constraint which could potentially be addressed by contracting with providers that have accessible vehicles, or helping to purchase accessible vehicles that can be used by existing providers, possibly under the FTA Section 5310 funding program.

SeniorMovers
City-based medical volunteer driver program

SeniorMovers is a volunteer-based program that serves non-emergency medical and dental transportation needs for Grapevine residents age 55 and older. Dialysis trips or any medical procedures requiring anesthesia are not served by the program. The services are administered by the City of Grapevine's Senior Activities Center, which also sponsors special events, field trips, classes, and a lunch program.

To use the service, seniors must be registered with the Senior Activities Center, give 48 hours notice of need and require minimal assistance. The majority of trips are provided in volunteers' personal automobiles, and volunteers are not reimbursed for fuel or mileage. Some trips, for non-ambulatory riders and trips that cannot be scheduled with volunteers are provided by staff using City of Grapevine vans and automobiles. No available operating budget informatin is available for the program, but all required funding and staff time comes from the City of Grapevine and requires staffing of about .25 full-time employee equivalents (FTE).

SeniorMovers does not coordinate with any other providers including volunteer driver programs that operate within the region such as MCCC, and staff was unaware of the TRN. The program operates in an area where NETS provides existing service, and thus offers an alternative to NETS. If transportation costs can be assessed, the City of Grapevine may be able to use its funding contribution to the program as a local match for outside public funding sources, allowing an expansion of the scope of services. Likewise, the service could coordinate with NETS and operate some of NETS' trips for Grapevine residents.

Social Transportation for Seniors (STS)
Social service-based volunteer driver program

Social Transportation for Seniors (STS) provides transportation to North Richland Hills residents age 62 and older. Participants are transported to locations within a seven-mile radius of the intersection of Mid-Cities Blvd. and Davis Blvd. in North Richland Hills.

This service provides rides for social and shopping purposes, and there is no charge for users, although donations are accepted. Volunteers provide rides Monday through Friday, from 8:00 AM to 4:00 PM.

The program served 642 round trips in 2012 at a cost of less than $11,000, and is funded primarily though donations and the use of in-kind services.

North Richland Hills is also served by MCCC's volunteer driver program and by NETS (see below). Unlike NETS, STS serves primarily social and shopping trips. This is a small-scale program, which could benefit from greater collaboration with MCCC, as well as NETS (to help consumers that cannot be served by NETS due to high demand for medical or work trips). In some communities, social and shopping trips are served by group shopper shuttles, reducing the need for multiple local trips, something that could be considered as a strategy in portions of Tarrant County that have multiple volunteer driver programs. Likewise, a larger scale volunteer driver program might incorporate the services of Senior Movers, MCCC, CARS (see below) and others.

Services for People with Disabilities and Seniors

Call A Ride Southlake (CARS)
Social service-based volunteer driver program

Call A Ride of Southlake, Inc. (CARS) provides free, non-emergency transportation to Southlake seniors and people with disabilities for medical, dental, social, business, shopping and personal needs. This is a volunteer driver program which uses pre-screened volunteers who use their own vehicles. CARS will provide service within a 25-mile radius of Southlake including Arlington, Fort Worth and Dallas for most medical purposes. CARS will transport within a seven-mile radius of Southlake for non-medical purposes.

To be eligible for the service, individuals must complete an application and interview. Service is available Monday through Friday from 8:00 AM to 5:00 PM with requests for service at least 24 hours in advance.

Volunteer driver programs tend to offer a lifeline for persons within a local community or to key destinations outside of the community. Although CARS serves a large area for medical trips, non-medical trips are limited to a smaller radius of Southlake. A larger scale volunteer driver program might consolidate CARS with other volunteer driver services to provide a one-stop volunteer transportation service in northeast Tarrant County, as well as provide more regional connections. It is unclear how successful CARS has been at meeting transportation needs in Southlake, but given the relatively high volume of trips, it is a well used service, and one of the more robust volunteer programs in the region.

Grand Connection
City-based program

The City of Grand Prairie operates a demand response service for trips that originate in Grand Prairie and go as far as Arlington or Dallas, covering a service area of about 89 square miles. It

operates Monday through Friday from 4:30 AM to 5:00 PM. It connects riders with other transit providers including TRE, DART, and Handitran, the last via a drop off point so that paratransit trips to areas not served by Grand Connection can be completed (transfers are required).

Eligible riders are adults over 60 years and people with disabilities. Trips can be made for medical purposes as well as school, work, and grocery shopping.

Trips are scheduled by phone at least two working days in advance, and up to two weeks ahead of time. Subscription service for regular trips is also available. The fare for medical trips is free, and other trips cost $1 each way.

Grand Connection carries 49,600 riders annually, at a cost of $626,000. Funding comes from federal grants, the state and the City of Grand Prairie. The service is operated with 12 cutaway vehicles.

This city-based program has a generous age eligibility threshold, defining "senior" as 60 years, the same as TCTS. The service coordinates well with its neighboring systems in Dallas and Arlington, allowing for transfers to the regular fixed routes in Dallas, and paratransit connections in both cities for eligible persons. The fact that a transfer must be made at all, however, is a constraint, and can be an inconvenience for very frail seniors or some people with disabilities, especially when transfers require a wait and payment of an additional fare. Grand Connection operators have identified some trips they have not been able to meet: evening trips, especially for dialysis appointments that end after 5:00 PM.

Handitran
City-based program

The City of Arlington operates Handitran, a demand-response door-to-door service for older adults (age 65 or older) and individuals with disabilities, within an area about a mile and a half beyond the city limits and encompassing Pantego and Dalworthington Gardens. It operates from 7:00 AM to 10:00 PM Monday through Friday, and from 8:00 AM to 9:00 PM on Saturday. There is no service on Sunday. Handitran can connect riders with several other transit services, including TRE (at several stations including the multimodal Hurst/Bell station), the FWTA, MITS, and Grand Connection in the city of Grand Prairie.

Eligible Handitran riders are seniors over 65 years and people with disabilities that prevent them from driving (even if they are too young to drive). Trips can be made for medical, essential personal, work, and recreational purposes. The fare for Handitran rides is $2 each way, and an unlimited monthly pass can be purchased for $55.

Rides are booked by calling up to seven days in advance, with same-day service available only if space permits. Regular or "routine" repeating trips can be requested as well. The agency is currently testing an online reservation service. When service is operating over capacity, Handitran refer trips to Yellow Cab, which provides service under contract to Handitran with ten taxicabs, two of which are wheelchair accessible.

Annual ridership was 130,492 in FY 2012. Annual costs vary year to year depending on capital expenses such as new buses, which are purchased every three years. Handitran owns and operates 20 23-foot diesel cutaway buses.

Funds for capital equipment are paid with FTA Section 5307 funds, for which Handitran is eligible, in part, because the City of Arlington does not have any regular fixed-route transit service (only the new MAX service to link Arlington with the rest of the region). To supplement the approximate annual allocation of federal funds of about $1.55 million, additional funding comes from TxDOT (about $243,000), and the City of Arlington general fund provides between $900,000 and $1 million.

Handitran staff report that there is much greater demand than the agency can serve. Because it uses Section 5307 funds (one of only four agencies nationally that are qualified to do so), the service is capped at a maximum of twenty buses, although it could easily fill ten more, according to staff. This suggests that opportunities to coordinate with small providers, possibly in addition to Yellow Cab, which can supplement the service, would be appropriate. A program like Handitran, which carries fewer than 2.5 passengers per hour and is limited in its ability to respond to all travel demands, might consider implementing group trips, or might explore other ways to boost its productivity (i.e., changes to dispatch procedures, deviated route services). In some cities, including Chicago and San Francisco, where high demand for shopping trips consumed a significant proportion of agency resources, shopper shuttle programs were implemented to take eligible seniors or people with disabilities to specific shopping centers, grocery stores and farmers' markets on specific days.

Northeast Transportation Service (NETS)
Sub-regional/City-based program

North East Transportation Services (NETS) is a partnership of the cities of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller and North Richland Hills, and functions as an urban transit district, with the FWTA as the federal grant recipient and North Richland Hills as the recipient for TxDOT funding. The City of Hurst administers the local funding match from the participating cities, which is based on a formula (approximately 70¢ per capita).

Figure 3-8   NETS Matching Funds from Participating Cities

City	Annual Contribution (FY 2012)
Bedford	$32,893
Euless	$36,050
Grapevine	$32,494
Haltom City	$29,463
Hurst	$26,152
Keller	$28,308
North Richland Hills	$44,646
Total Matching Funds	$230,006

Source: FWTA

NETS brings many organizations together to provide these services. The NETS Board of Directors is comprised of the city manager of each member city. It establishes the budget, fare policy and

passenger eligibility requirements. NETS provides 20,000 one-way trips annually at a cost of approximately $672,000 for older adults (defined as age 55 and older) or individuals with disabilities within the seven-city area. NETS vehicles are branded with their own program logo, in addition to the Catholic Charities' logo (Catholic Charities operates the service under contract to NETS).

A door-to-door service, NETS may be used for a prioritized list of trip purposes, with medical and work trips given the highest priority. Trip requests are scheduled on a first-come first-served basis. Subscription service is available to passengers who travel to the same destination at the same time every week.

The one-way fare is $1.50. Personal care attendants may ride free of charge provided they are serving a medical purpose. Ten-ride ticket books are sold for $15.

Based on ridership, NETS is the largest transportation provider in Tarrant County serving seniors and people with disabilities outside of Fort Worth and Arlington. It represents a model of multiple cities working together to address the transportation demands of people with limited service options based on an inter-local agreement with the FWTA (that contracts with Catholic Charities to operate the service and maintain NETS vehicles). NETS may, in fact, be one of the better models in Tarrant County for multijurisdictional coordination and a program that could continue to expand with participation from additional cities, providing more matching dollars that would allow the service to expand. Catholic Charities' role in operating NETS – along with other services in Tarrant County – showcases one of the most effective brokerages in Tarrant County.

Some stakeholders talked about problems with the availability and reliability of NETS service. NETS has the most generous eligibility criteria for seniors of any of Tarrant County's transportation programs that serve older adults. Whether 55 is appropriate as a designation for seniors is worthy of debate: an older age threshold could help reduce costs and allow seniors with the greatest need to use NETS for trips that are currently deemed a lower priority by NETS, including education and shopping trips. Likewise, opportunities exist for NETS to coordinate with some of the volunteer driver programs that operate in portions of its service area (MCCC, SeniorMovers, STS), possibly helping to incentivize volunteers at these programs to meet the needs of some NETS consumers.

Tarrant County Transportation Service (TCTS)
Sub-regional/City-based program, part of Catholic Charities' transportation services

TCTS, operated by Catholic Charities, is administered by the FWTA, which assumed responsibility for it at the request of TxDOT. The program provides rides to Tarrant County residents age 60 and older and people with disabilities for any trip purpose within certain cities on certain days outside of the FWTA service area. For example, on Mondays rides are provided in Azle and Saginaw, on Tuesday in Mansfield, Benbrook, and Kennedale, etc. (see Figure 3-10 for details).[5] On any given weekday, the service runs between 6:00 AM and 6:00 PM, and provides rides to other cities and on other days by request, depending on availability. Riders must call at least two days in advance to arrange rides, and pay a fare of $2.50 each way.

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[5] With Benbrook's larger senior population (based on 2000 data), the City provides a comparably greater funding contribution than the other cities, and service is provided twice a week in Benbrook, compared to once a week in the other TCTS cities.

TCTS provides between 4,000 and 5,000 one-way trips annually. Funding comes from FTA Section 5310 grant funds, TxDOT, and local matching dollars from participating cities as listed in Figure 3-9.

Figure 3-9   TCTS Matching Funds from Participating Cities

City	Annual Contribution (FY 2012)
Azle	$3,126
Benbrook	$7,529
Crowley	$1,607
Everman	$1,389
Forest Hill	$2,974
Kennedale	$1,288
Mansfield	$4,064
Saginaw	$1,795
Sansom Park	$1,349
Westworth Village	$619
Total Matching Funds	**$25,740**

Source: FWTA

Although similar to NETS, in that it is a multijurisdictional service, TCTS operates as a lifeline transportation model, providing a very limited amount of service in areas where generally no other options exist. This type of model is typical of what is often seen in rural communities and appears to be more limited than what is often seen in midsized cities like Mansfield (population 56,000) and Benbrook (population 21,000). The model also does not allow for a lot of regional travel.

The service is scaled to its funding. The contributions from TCTS's participating cities are very modest but provide enough of a match that TCTS can provide basic lifeline services. Local contributions from participating cities are based on US Census 2000 senior population numbers times a small multiplier. Greater funding from participating cities would afford expanded services, allowing TCTS to better meet some of the transportation demands identified in the survey (see Chapter 5). Use of 2010 data for calculating local contributions will also better reflect any demographic shifts that have occurred in the last decade.

Opportunities exist to expand the use of volunteer drivers in some TCTS communities, increase the service span and number of days it operates in each city, and potentially expand the geographic coverage of TCTS service in the future, encouraging additional cities to participate.

Services for Eligible Low-Income Individuals Only

The primary services for low-income residents outside of the FWTA service area are operated by Catholic Charities, and include three services.

Catholic Charities Transportation
Social service-based, part of Catholic Charities' transportation services

Catholic Charities operates demand-response service for trips within Tarrant County outside the FWTA's fixed-route service area or outside its service hours. Services are available to Catholic

Charities' clients or others referred by partner agencies. These trips can be for employment or other purposes.

Employment trips may be arranged any time of day on any day of the week, but other trip purposes are limited to Monday and Friday from 5:00 AM to 6:00 PM. Riders must call two days in advance to arrange trips, and pay $10 each way for door-to-door service.

This particular Catholic Charities service provides 7,000 one-way trips annually.

As part of the umbrella of transportation services operated by Catholic Charities, the operation benefits from the experience and capabilities of staff with knowledge of and direct operations for other Tarrant County transportation programs. Riders of this service are comingled with riders of other services operated by Catholic Charities.

HEB Transit (Hurst-Euless-Bedford)
Social service- and city-funded, part of Catholic Charities' transportation services

HEB Transit provides primarily job-related trips, but also some trips for other purposes within Hurst, Euless, and Bedford for transportation-disadvantaged individuals who do not qualify for NETS. Demand-response rides are provided Monday through Saturday from 6:00 AM to midnight, connecting with TRE at CentrePort and Hurst/Bell stations, and also serving the John T. White Health & Human Service Commission office. Riders must call at least two days in advance to schedule a trip, and pay a fare of $2 each way.

HEB Transit provides 6,000 one-way trips every year. Funding sources include federal Job Access and Reverse Commute Program (FTA Section 5316 or JARC) funds as well as local funds from businesses and faith-based groups, and the cities of Hurst, Euless, and Bedford.

HEB Transit is designed to serve the needs of a commuter population, but only individuals with limited transportation options who are affiliated with an agency. A low-income individual who is not a client of a participating agency would not be able to use the service. The two-day advance notice required for scheduling a job-related trip can be an obstacle for travel to a job interview, making an urgent shopping trip, or commuting to work in the event a car is inoperable or a carpool is unavailable. Opportunities to allow for a greater diversity of trip purposes and more flexibility regarding who can use the service may help address some of the stated needs in the survey.

Ride2Work
Social service-based and city-funded, part of Catholic Charities' transportation services

Ride2Work provides job-related trips for qualified Arlington residents to Arlington, Hurst, Euless, Bedford, and TRE at Hurst/Bell and CentrePort stations. Demand-response rides are provided between Monday and Friday from 6:00 to 11:00 AM and from 2:00 to 6:00 PM to qualified low- and moderate-income Arlington residents who are not eligible for Handitran. Trips can be rides to work or work-related activity such as interviews, training, education, and childcare. Riders must call at least 2 days in advance to schedule a trip, and pay a fare of $2 each way. Ride2Work vehicles are branded with their own program logo, in addition to the Catholic Charities' logo.

Ride2Work provides between 6,500 and 7,500 one-way trips every year. Funding sources include federal JARC funds, local community development block grant funds, the United Way, the City of Arlington, and other local funds. The program is essentially a safety net for select Arlington residents in a city without public transportation.

Services for Medical Trips Only

Catholic Charities Medical Transportation
Social service-based, part of Catholic Charities' transportation services

Another of Catholic Charities' demand-response services provides medical trips for riders who are not eligible for another service or program. These trips must begin and end within Tarrant County, and are available from Monday to Friday between 5:00 AM and 5:00 PM. There is no weekend service. Riders can connect with TRE.

Eligible trips are for non-emergency medical and pharmacy trips. Riders must call two days in advance to arrange for trips, and pay no fare.

The service, funded by United Way, provides between 6,000 and 7,000 one-way trips each year at an annual cost of about $220,000.

Medical Transportation riders may be served by vehicles operating for other Catholic Charities-provided services because they are scheduled using the same Routematch scheduling/dispatch software that is used for all Catholic Charities trips. Thus, the program is already fairly well integrated into the network of services provided by Catholic Charities.

Medicaid Transportation
State-based non-emergency medical transportation program

Medicaid beneficiaries traveling to a Medicaid-covered service or the pharmacy are eligible for transportation via this program. Days and hours of service depend upon medical appointments, but services are generally available between 8:00 AM and 5:00 PM. Reservations must be made at least 48 hours in advance with Logisticare, the Medicaid transportation broker, which assigns trips to any of more than 60 providers in the region. The program is funded by federal and state Health and Human Services funds.

Few opportunities exist to coordinate services between the Medicaid transportation program and other providers, primarily due to the State of Texas' Medicaid provider contracting and funding limitations.

Figure 3-10   Primary Public and Human Service/Specialized Transportation Providers in Tarrant County

Service Name	Service Area	Program Administrator and/or Operator	Days/Hours of Operation	Eligibility Criteria	Trip Purpose	Fare	Ridership (Annual or Monthly)*	Operating Costs (Annual or Monthly)*	Funding Sources**
For General Public									
Fort Worth Transportation Authority									
Public bus services (excludes TRE; see separate entry below)	Within city limits of Fort Worth, Richland Hills, Blue Mound	The FWTA	M-Sat 5 AM to 10:30 PM, Sun 7 AM to 8:30 PM	N/A	All trip purposes	$1.75 one-way local; $3.50 day pass; regional fares also avail.	6,637,681 one-way trips FY2011	$31,490,888 annually (FY2011)	Section 5307, 1/2 cent sales tax from participating cities
ADA Paratransit (Mobility Impaired Services - MITS)**	Within city limits of Fort Worth, Richland Hills, Blue Mound	The FWTA	M-Sat 4:30 AM to 11:30 PM, Sun 5:30 AM to 9 PM	Persons with disabilities that meet American with Disabilities Act (ADA) paratransit eligibility criteria	All trip purposes	$3.25 each way	370,822 one-way trips FY2012	$9,101,000 annually (FY2012)	FTA Section 5307, 1/2 cent sales tax from participating cities
Trinity Railway Express (TRE)	Trinity Railway Express corridor between Dallas and Fort Worth	The FWTA and DART	M-F 5 AM to 11:30 PM, Sat 5:30 AM to 11:30 PM	N/A	All trip purposes	$2.50 within Tarrant County, $5.00 beyond Tarrant County	2,300,000 on-way trips FY2012	$61,000,000 annually (FY2012)	Section 5307, 1/2 cent sales tax from participating cities
Metro ArlingtonXpress (MAX)	A single route between CentrePort/ DFW Airport Station and Arlington	The FWTA and DART under contract to Arlington	M-F 5:30 AM to 10 PM	N/A	All trip purposes	$5 for a day pass	N/A (service began operating August 2013)	N/A (service began operating August 2013)	City of Arlington, University of Texas at Arlington
For Seniors Only									
Mid-Cities Care Corps (MCCC)	Northeast Tarrant County	Volunteer driver program administered by Mid-Cities Care Corps, a community-based nonprofit	M-F 9 AM to 5 PM; Sat 9 AM to 1 PM	Older adults (65+) and seniors 60+ with a disability	Social, medical, shopping, personal needs; quality of life activities	Free	995 round trips FY2012 (all trips are round trips)	$98,000 annually (entire operating budget of the organization, 2012, including three other non-transportation programs)	Grants and donations, contributions from 19-faith based orgs., civic orgs., and other non-governmental orgs., fundraisers
Senior Citizen Services of Greater Tarrant County (SCSTC)	Arlington, Fort Worth, Grapevine, Mansfield, White Settlement	Senior Citizen Services of Greater Tarrant County, a community-based nonprofit	M-F 8:30 AM to 9:30 AM and 12:30 PM to 1:30 PM	Older adults (60+) who are registered as congregate meal program participant at one of 11 local senior centers.	Trips to senior centers for meals, within 2-mile radius of center	Free (donations accepted)	62,000 one-way trips annually	$232,000 annually. ($5.75 per one-way trip; need $356,000 to cover all trips, but have funding for only 40,702 one-way trips annually)	$120,000 AAA of Tarrant County; $75,000 Fort Worth CDBG; $12,000 Arlington CDBG; donations from riders; Tarrant county
SeniorMovers	City of Grapevine. Destinations within 25 mile radius, depending on volunteer willingness.	Volunteer driver program administered by Senior Activities Center of Grapevine	M-F 9 AM to 2 PM, occasionally later if can be accommodated.	Older adults (55+) who are residents of Grapevine.	Medical and dental trips	Free	420 round trips annually	N/A	City of Grapevine, volunteer in-kind donations
Social Transportation for Seniors (STS)	North Richland Hills. Participants are transported to locations within a 7-mile radius of the intersection of Mid-Cities Blvd and Davis Blvd in North Richland Hills.	Volunteer driver program administered by Social Transportation for Seniors, a community-based nonprofit	M-F 8 AM to 4 PM	Older adults (62+) who are residents of North Richland Hills	Social, medical, shopping, personal needs; quality of life activities	Free	642 round trips FY2012	$10,845 annually (2012)	In kind, other

Service Name	Service Area	Program Administrator and/or Operator	Days/Hours of Operation	Eligibility Criteria	Trip Purpose	Fare	Ridership (Annual or Monthly)*	Operating Costs (Annual or Monthly)*	Funding Sources**
For People with Disabilities and Seniors, All Trip Purposes									
Call a Ride Southlake (CARS)	25-mile radius of Southlake, including Arlington, Fort Worth, and Dallas for medical purposes. 7-mile radius of Southlake for non-medical purposes	Volunteer driver program administered by Call A Ride of Southlake, Inc., a community-based nonprofit	M-F 8 AM to 5 PM	Older adults (65+) and disabled adults who are Southlake residents	Non-emergency medical, dental, social, business, shopping, and personal needs trips	Free	1,800 round trips FY2012	N/A (staff not authorized to provide information)	Contributions from businesses, residents, and City of Southlake
Grand Connection	Trips originating in Grand Prairie; can go to Arlington or Dallas; 89 square miles	City of Grand Prairie	M-F 4:30 AM to 5 PM	Older adults (60+) and persons with disabilities	For medical trips and trips to school, work, grocery shopping	Medical trips are free; other trips cost $1 each way	49,600 one-way trips annually	$626,000 annually (approx.)	FTA Section 5307, state, city contract
Handitran	Arlington + 1.5 miles beyond city limits (approx. 200 square miles in service area)	City of Arlington	M-F 7 AM to 10 PM, Sat 8 AM to 9 PM	Older adults (65+) and persons with disabilities	Service is available for medical, essential personal, work, and recreational trips	$2 each way; unlimited monthly pass for $55	130,492 one-way trips FY2012	$2.6 million annually (varies by capital costs-- buy new buses about every 3 years)	$1.55 million from FTA Section 5307 funds; $243,000 TxDOT; remainder from Arlington general fund ($900,000 to $1 million)
Northeast Transportation Service (NETS)	Cities of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller and North Richland Hills	City-administered transportation operated by Catholic Charities of Fort Worth	M-F 6AM to 6PM	Resident of participating city who is older adult (55+) or disabled	Trips are prioritized in this order: (1) Medical, (2) Work, (3) Social Service, (4) Senior Center, (5) Education, (6) Shopping	$1.50 each way	20,000 one-way trips annually	$672,000 annually (2013 estimate)	FTA Section 5307, state grants
Tarrant County Transportation Services (TCTS)	• Monday: Azle, Saginaw • Tuesday: Mansfield, Benbrook, Kennedale • Wednesday: Sansom Park, Westworth Village • Thursday: Benbrook, Crowley Friday: Forest Hill, Everman	City-administered transportation operated by Catholic Charities of Fort Worth	M-F 6 AM to 6 PM	Tarrant County residents age 60+ and persons with disabilities	No limitations on trip purpose within defined service area; other cities by request based on availability	$2.50 each way for persons in member cities; $10 for non-member cities	4,000-5, one-way trips annually	$150,000 annually (2013 estimate)	FTA Section 5310 and local match from participating cities
For Eligible Low-Income Individuals Only									
Catholic Charities	Tarrant County (Outside the T's fixed-route service area and /or service hours	Catholic Charities of Fort Worth	24/7 for employment trips, M-F 5 AM to 6 PM for other trip purposes	Catholic Charities clients and or persons referred by partner agency case managers	No limitations on trip purpose	varies	18,000 one-way trips annually	$670,000 annually (2013 estimate)	Internal, nonprofit contributions, and in 2013 FTA JARC
HEB Transit	Hurst, Euless, Bedford	Catholic Charities of Fort Worth	M-Sat 6 AM to midnight	Job-related trips for those who do not qualify for NETS and are transportation disadvantaged	Job-related trips only	$2 each way	6,000 one-way trips annually	$107,781 annually (FY2012)	FTA JARC, Local funds from businesses and faith based groups, funds from the City of Hurst, City of Euless, City of Bedford
Ride2Work	Arlington, Hurst, Euless, Bedford, Hurst/Bell and Centreport TRE stations	Catholic Charities of Fort Worth	M-F 6 AM to 11 AM and 2 PM to 6 PM	Qualified low- and moderate-income Arlington residents (HUD standards) who are not eligible for Handitrans	For work and work-related trips such as child care, job interview, etc.	$2 each way	6,500-7,500 one-way trips annually	$160,000 annually (2013 estimate)	FTA JARC, CDBG, United Way, other local funds as received
Medical Trips Only									
Catholic Charities Medical Transportation	Trips must begin and end in Tarrant County	Catholic Charities of Fort Worth	M-F 5 AM to 5 PM, No weekend service	Transportation-disadvantaged persons who are not eligible for another service or program	Non-emergency medical and pharmacy trips only	Free	6,000-7,000 one-way trips annually	$220,000 annually (2013)	United Way
Medicaid Transportation .	TSA 4 Region: Collin, Denton, Dallas, Denton, Hood, Hunt, Johnson, Kaufman, Navarro, Parker, Rockwall, Tarrant, Wise, Somerville, Erath, Palo Pinto	Texas Department of State Health Services; Logisticare brokers services for 16 counties through contracts with 60+ transportation providers.	M-F 8 AM to 5 PM	Medicaid recipients, Children with Special Health Care Needs (CSHCN) and Transportation for Indigent Cancer Patients (TICP) members	Service for medical trips only	Costs paid	99,000 one-way trips /month in TSA 4 Region 26,000 one-way trips /month in Tarrant County	N/A	Federal and State Medicaid transportation funding

*As reported by agency

**Although technically not available to the general public, this is an ADA complement to general public service. It is included in the general public category because its intent is to afford universal access throughout the FWTA's fixed-route service area.

TRANSPORTATION COORDINATION EFFORTS IN TARRANT COUNTY

Transportation coordination efforts in Tarrant County are limited. Most of the initiatives to consider coordination of services have been undertaken in the past few years, but informal coordination and dialogues among providers have been ongoing for more than 30 years. In addition to the FWTA and Catholic Charities, both of which provide multiple services or work with several transportation programs, three primary efforts are underway in Tarrant County.

TRIP/MY RIDE

Tarrant Rides and Information Partnership (TRIP), an initiative implemented by MHMR, is working on a demonstration project to serve the transportation needs of seniors and people with disabilities in Tarrant County. TRIP could be seen as a grassroots effort to initiate a mobility management program in Tarrant County and has several primary objectives, paraphrased as follows:

- Identify additional transportation services, funding sources and partners (expand inventory of existing providers)
- Develop and market transportation offerings, and provide travel navigation services to consumers and human service agency staff
- Create and distribute information tools to increase the awareness of the TRIP program
- Encourage coordination to address service gaps
- Encourage regional transportation connectivity

MY RIDE, implemented by MHMR as part of the TRIP program, is designed to be a one-stop resource for disseminating information, providing personalized travel navigation services. MY RIDE also provides mobility training workshops for caseworkers, caregivers, family members and people with disabilities to learn about transportation services. MY RIDE distributes a transportation provider matrix which lists the various providers in the county (similar to Figure 3-10) and also offers referrals to specific transportation programs based on the needs of users. The MY RIDE website, designed as a clearinghouse for transportation information in Tarrant County, provides limited information about the available providers.

Opportunities exist to significantly expand the information available on the MY RIDE website or merge the website with that of another provider to better serve the needs of people seeking information about transportation in Tarrant County.

Tarrant RIDES

Tarrant RIDES is a small-scale coordinated transportation program which provides between 40 and 50 trips each weekday for individuals traveling for an array of purposes. The program is sponsored by AAA and MHMR. The agencies offer a voucher program to cover the costs of services provided by Yellow Cab, the FWTA (for both fixed-route service and MITS service), TRE, HandiTran and community transportation options operated by Catholic Charities. Service is available for AAA and MHMR clients, as well as other individuals who require transportation.

2-1-1/United Way

2-1-1 is a national telephone referral program (one can dial 2-1-1 on any telephone) that is designed to connect individuals with providers offering education, financial assistance, medical assistance, transportation, and other services. In Tarrant County, the program is maintained by 2-1-1 Texas, the information and referral service of the Tarrant County United Way. Individuals may dial 2-1-1 to talk to an information and referral (I&R) specialist 24 hours a day.

Although the I&R services provided by 2-1-1 are varied, 2-1-1 received more than 4,600 transportation requests in 2012. Transportation for medical appointments was the most popular request (44%) from people who made inquiries, followed by the need for gas money, local transit passes, and disability-related transportation needs.

With such a substantial volume of trips and the expertise to patch multiple services together (i.e., help someone with childcare, medical and transportation service in one call), 2-1-1 has the potential to expand its transportation service referrals with the right information and more direct connections to Tarrant County transportation providers. According to 2-1-1, the highest numbers of requests for transportation I&R come from Fort Worth and Arlington, and the vast majority of calls are from working-age individuals (25 to 64). Referrals are made to a number of organizations in Tarrant County, but the top referrals go to Catholic Charities, the Texas Health & Human Services Commission, Community Action Partners (Ft. Worth Parks & Community Services) and the FWTA.

Tarrant Riders Network (TRN)

The Tarrant Riders Network was founded in 2012. This coalition, comprised of key stakeholders with an interest in the provision of human service transportation within Tarrant County, is charged with the task of developing and implementing steps to advance transportation solutions. The organization's membership is weighted toward organizations serving the needs of people with disabilities, but its scope is broader: to advance opportunities to improve services, develop coordination strategies, and increase awareness of transportation options. Some duplication exists between the TRN and TRIP objectives, but TRN represents a broader mix of transit, nonprofit, for-profit, and volunteer transportation providers, as well as representatives from health and human service agencies and advocacy organizations.

Based on its membership and scope, the TRN may provide the most appropriate forum for defining specific mobility and coordination strategies appropriate for Tarrant County, but its scope still must be expanded to include some of the smaller providers and cities in Tarrant County. The TRN has three workgroups/committees with specific responsibilities to focus on some of the issues being addressed in this study: service expansion, public outreach and leveraging resources.

The TRN provides a structure to oversee a more advanced coordinated transportation program or mobility management effort in Tarrant County. The TRN, however, lacks the staffing that may be required to fully structure any of the initiatives the TRN wishes to carry forward, making it essential to work closely with the other coordination efforts –TRIP and 2-1-1 – as well as the providers and city staffs who can help carry out the various initiatives.

PRIVATE TRANSPORTATION SERVICES

In addition to the specialized public and nonprofit-based transportation services, a number of for-profit and national transportation providers operate in Tarrant County. Many of these providers, including taxis and shuttles, operate as subcontractors for some of the programs described above, but many provide services for corporations, tourists and the general public. Identifying all private transportation providers in Tarrant County would be a significant enterprise and is not critical for this Needs Assessment, however it is important to understand that some private regional and national carriers are already offering links to neighboring counties and that an array of taxi and shuttle services would likely be readily available to operate under contract to any transportation program designed to serve the needs of seniors and low-income individuals. Providers with accessible vehicles may also be available to serve the needs of people with disabilities.

There is one location where many of these providers come together, with the public transportation providers described above. The Fort Worth Intermodal Transportation Center offers connections between the FWTA bus lines, regional TRE, and national Amtrak rail service. In addition, intercity bus service is available on Greyhound, and taxis also serve the center.

Amtrak

Amtrak is the national passenger rail system, which operates though Tarrant County and provides connections to locations beyond Texas. The line known as the Texas Eagle operates between Chicago and Los Angeles, via St. Louis, Little Rock, Dallas and Forth Worth, San Antonio, and Tucson. The line also makes a stop in Cleburne. The service arrives in Fort Worth from Dallas at 1:25 PM each day and departs for Cleburne at 2:10 PM. Northbound trains arrive in Fort Worth from Cleburne at 1:58 PM and depart at 2:20 PM. Fort Worth is the only station along the entire route where trains operating onward in both directions are at the platform at the same time. Amtrak's Heartland Flyer route operates north from Fort Worth to Oklahoma City daily, departing at 5:25 PM, with trains arriving from Oklahoma City in Fort Worth at 2:39 PM. Trains also stop in Gainesville in Cooke County.

Greyhound Lines

Greyhound operates regional and national intercity buses serving several destinations. For example, Greyhound operates a route from Fort Worth to Dallas that takes 40 minutes to an hour, depending on the schedule. Buses leave several times a day, which would allow for someone to commute or go to a doctor's appointment and return the same day, although the service is not really marketed for these types of regional trips. Routes are also available to San Antonio, as well as several other cities via Dallas, including Oklahoma City, McAlester (OK), and Houston. Greyhound's contract operator, TNM&O provides direct service from Fort Worth to Wichita Falls and Amarillo, and contract operator Azabache provides a link from Dallas to Waco and Austin, as well as east to Greenville and to Little Rock.

Taxi and Shuttle Services

More than a dozen different private taxi companies and their subsidiaries are authorized to pick up and drop off passengers in Tarrant County, but several other smaller companies also exist. In addition, there are more than 100 limousine services, as well as a handful of shuttle operators. Yellow Cab currently operates under contract to the FWTA, AAA, and MHMR. The taxi company

also operates a taxi voucher program under a New Freedom grant that allows agencies to partner with the provider to offer service to their clients at a 50% fare discount.

Figure 3-11 shows only the major taxi companies and private shuttle providers.[6]   For the purposes of this Transportation Needs Assessment, the fact that these and other services exist is important because it suggests that cities, human service agencies, and employers have an array of potential private for-profit transportation providers available to them in Tarrant County. These could be used to supplement existing operations or develop new programs to address any number of the needs identified in this report.

Figure 3-11   Major Taxi Companies and Private Shuttle Providers

Major Taxi Cab Providers	Private Shuttle Providers
Alamo Cab Company	A's Shuttle Service
Ambassador Cab	GO Yellow Checker Shuttle
Cowboy Cab/Ranger Taxi Company	North Texas Airport Transportation
Dallas Taxi	Super Shuttle
DFWTaxiService.com	NETI (for Non-Emergency Transport Inc.),
Diamond Taxi Company	
Eagle Cab Company	
Executive Taxi Service/Golden Cab Company/Taxi Dallas	
Jet Taxi, Inc.	
King Cab Company	
United Cab Company	
US Cab	
Yellow Cab	

Source: NCTCOG

CONCLUSION

As one of the fastest growing counties in the State of Texas with a population of just under two million people, Tarrant County has good public transportation coverage in Fort Worth, Richland Hills, and Blue Mound, but limited or restricted service in the smaller cities and outlying sections of the county.   General public services provided by the FWTA and TRE (including MITS complementary paratransit services) are the most comprehensive in the county, but less than one-quarter of the county's geography, and about one-third of the population, is served by fixed-route buses.[7] These services are further inhibited in their ability to meet all needs based on long headways on some services, limited operating hours, and factors such as geographic barriers and weather conditions that can reduce access to fixed routes and the rail network. Expansion of general public transit services in Tarrant County would benefit transit-dependent individuals in the FWTA's nonmember cities, but would require a local funding commitment from additional cities. Key areas of expansion to be considered for general public service, based on needs defined

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[6] This list is not comprehensive and many other providers also operate within Tarrant County.

[7] 22.3% of the county, geographically, or about 35% of the Tarrant County total population is within ¾ mile of a FWTA bus route.

in Chapter 2, include access to the Alliance area and Arlington. The data in Chapters 2 and 3 point to significant transportation gaps for the general public that should be addressed as part of a comprehensive transportation approach to allow Tarrant County's residents and employees to maintain a high quality of life and allow Tarrant County to remain an attractive place for business development and economic growth.

The diversity of transportation services and programs appears to meet basic mobility needs of many of the individuals who rely on these services. Opportunities exist to better coordinate the services, develop consistent eligibility criteria and marketing tools, and expand some services. Looking specifically at the transportation services designed to meet the needs of seniors, people with disabilities and low-income individuals, a number of opportunities exist to build on the successes of Tarrant County's current specialized service providers:

- Some providers have limited capacity, and are unable to meet demands with existing service levels. Several providers have inadequate funding, which directly impacts their ability to provide transportation services. Coordination among transportation providers is also spotty. While a few of the largest specialized programs span multiple cities and include public funding for transportation from several sources, many of the smallest programs have no dedicated funding source or receive monies from a single source or in-kind donations. Funding also fluctuates from year to year. Improved coordination among providers, as well as contracts with transportation operators to supplement existing services that have poor capacity, can help existing providers meet demand and potentially better leverage public funding for transportation services.

- Catholic Charities' role in providing transportation services in Tarrant County cannot be understated. The organization serves in a mobility management role, information resource role, and fundraising role. The ability of the organization to expand its services is constrained due to a lack of funding and limited interest from Tarrant County local jurisdictions to support transportation services. Many of Catholic Charities' service capacity limitations, advance trip scheduling requirements, modest public information resources, and fluctuations in funding must be addressed to improve the visibility of the programs and build public support for expansion of services.

- Existing volunteer driver programs provide a unique, highly personalized approach to transportation which is appropriate for seniors, as well as select populations with disabilities (independent, ambulatory). Most Tarrant County volunteer driver programs do not incentivize people to volunteer (by reimbursing fuel costs, for example), which requires significant staff outreach efforts to the volunteer pool and a fairly limited number of overall trips that can be served by volunteers. There are also some duplicative volunteer driver efforts in the county. Restructuring existing volunteer driver programs and creating a network of volunteer driver programs to allow for easier trip making across Tarrant County or the region might be worthy of consideration. Likewise, volunteer driver programs can work with existing specialized transit providers like NETS or TCTS to supplement those services.

- An individual who is not affiliated with specific agencies or has not completed eligibility forms for specific services is unable to use transportation services in most portions of Tarrant County, outside of the FWTA service area. Most programs require advance registration and advance reservations for trips, meaning there are very few alternatives for an individual with unanticipated or immediate transportation needs. Taxis and

limousines help fill some of the gaps, but can be very expensive for people with limited incomes.

As the county continues to grow, particularly in the outlying areas, access to medical services, employment and other essential services will become increasing challenging. For low-income individuals, older adults, and persons with disabilities (including some veterans), mobility will become even more difficult given the limited transportation options.

The findings presented in this chapter suggest that a comprehensive and well-coordinated framework for administering, funding and coordinating transportation services is needed in Tarrant County.

4 STAKEHOLDER AND PUBLIC OUTREACH

A number of major themes emerged from efforts intended to engage local stakeholders to learn more, from their perspective, about transportation concerns specific to older adults, persons with disabilities, and low-income persons in Tarrant County. These efforts included a series of one-on-one interviews with individuals who are knowledgeable about human service transportation in Tarrant County, hosting meetings at human service agencies that were attended by members of the public and/or agency personnel, and three focus group meetings of transportation providers and human service agencies.

STAKEHOLDER INTERVIEWS

Stakeholder interviews were conducted in December 2012 and January 2013 with the primary objective of learning more about the major transportation needs in Tarrant County. A listing of the stakeholders interviewed and their affiliation is found in Appendix A. In some cases, group interviews were held, but others were one-on-one. Persons interviewed ranged from program staff representing service providers and nonprofit organizations, to representatives of cities within Tarrant County, to persons otherwise familiar with transportation needs of the county's workforce.

Stakeholder perceptions are important for a number of reasons. First, they allow the consulting team to supplement document review and technical analysis, both of which have inherent limitations when compared to what is observed on a day-to-day basis. Second, they provide insight "from the ground level" about opportunities and challenges for improving transportation services and increasing their efficiency and effectiveness. Third, they help ensure that recommendations from this study reflect key stakeholder concerns and are supported through the implementation process. For all of these reasons, it is valuable to speak candidly and anonymously with a range of stakeholders to consider the wide range of viewpoints which exists among the agencies, service providers and government entities engaged in transportation.

An interview guide was provided to participants in advance, which included questions about observations regarding the strengths and weaknesses of the current transit services in their communities and throughout the county. While specific questions served as a "script" for the interview, discussion often encompassed other topics as well as specific programs, depending on the participant's involvement in transportation. The interview guide can be found in Appendix A of this report.

The range of topics discussed was often broader than the perceptions and opinions described below, but a number of common themes emerged and are interrelated. Several stakeholders also offered background documentation to ensure their perceptions were presented in the appropriate context.

System Strengths and Weaknesses

It is important to understand the big-picture strengths and weaknesses of the current service delivery system in order to build upon the strengths to advance them to the next level. The major strengths and weaknesses described below represent the views as expressed by the stakeholders. Stakeholders interviewed articulated a number of strengths and weaknesses as summarized below (a sample of comments made by stakeholders is presented in Figure 4-1):

- *Commitment and dedication* – There is a general consensus that many agencies and individuals, including volunteers, are committed to improving services and working hard to try to address the transportation needs of the transit-dependent population. It was noted that nonprofit groups are willing to collaborate to find creative solutions. Other examples of commitment and dedication to addressing transportation issues in the county include the United Way's ongoing financial contributions to maintain services for transit-dependent persons, and Catholic Charities' willingness in late 2012 to assume provision of service from the American Red Cross under short notice.

- *Praise for the FWTA* – Several stakeholders mentioned that the FWTA provides a good service with a hardworking staff committed to collaborating with agencies to solve problems. The FWTA's travel training program by MITS was mentioned as a strength, as was its commitment to improving bus stop accessibility. Bus stop locations prioritized for improvement are actively identified by the MITS Advisory Committee.

- *Motivation to improve* – In late 2012, Easter Seals Project ACTION facilitated a two-day workshop to help local transportation providers and sponsors develop an action plan to improve accessible transportation options. As a result, the Tarrant Riders Network was formed, representing a collaborative effort to develop and implement a common work plan.

- *Limited public transit* – Interviewees agreed that, with the exception being residents of Fort Worth, transit-dependent persons, as well as the general public, have few viable public transportation options in Tarrant County. According to stakeholders, some limited, and at times unreliable, services are provided by a range of social service agencies and nonprofit organizations.

- *Limited information* – Nearly all stakeholders emphasized that there is limited information about available transit services, which is confusing to both caseworkers and social workers, but most importantly it is confusing to the transit-dependent population. Several stakeholders interviewed suggested there should be a single telephone number that one can call to learn about and arrange for transportation services. While the 2-1-1 system (administered by United Way of Tarrant County) provides some information about transportation resources, as does MY RIDE, the services are limited in scope.

- *Program restrictions* – A common theme of stakeholder comments is the numerous requirements, regulations, and stipulations that are attached to social service transportation providers. The various and inconsistent eligibility requirements among providers confuses and discourages people from using the services. Limited geographic

boundaries for some services, such as limits on travel within a specific city, further inhibits transit-dependent people from trying the services available to them.

- *Limited coordination* – While some stakeholders mentioned the FWTA's ability and willingness to coordinate with other agencies as a strength, more coordinated activity is needed. For example, many stakeholders cited the lack of coordination between service providers as a limitation to the customers' ability to travel between cities. Fragmentation of services is a challenge resulting in different funding "silos" with little or no coordination.
- *Limited funding* – While grant funding can jumpstart a new program or service, it is typically not sustainable in the long run. Longer-term permanent funding is needed to ensure program and service continuity.

Figure 4-1   Sample Stakeholder Comments about System Strengths and Weaknesses

System Strengths	
Collaborative relationships	Staff from the FWTA are willing to try new things; they have an excellent travel training program. The FWTA is very willing to come forward to explore options even though its programming and funding structure is limited.
	Judge Whitley's involvement has raised the awareness of transportation needs and encouraged collaboration.
	Catholic Charities has done a good job of taking over new services that had been provided by American Red Cross.
Motivation for change	A "grass roots" effort is underway via Tarrant Riders Network; there is new energy for exploring system changes.
System Weaknesses	
Need for employment transportation	The greatest transportation challenge facing the residents of Tarrant County is access to dependable public transit services to employment centers and businesses throughout the area.
	The Alliance area has a lot of employment opportunities but is not well served by transit.
	Persons living in Fort Worth are experiencing problems getting from home to their jobs in outlying areas.
Limited public transit options	Fort Worth residents have access to public transportation, but residents in the small cities to the north and west have NO public transportation.
	You must have access to a vehicle to get from one point to another in most of the cities.
	In Northeast Tarrant County, five agencies provide limited services. While these services support many persons, each city in the county should have this kind of on-the-ground network.
	The current focus on transit appears to be on the bigger cities of Fort Worth and Arlington—not the smaller communities.

Figure 4-1 Sample Stakeholder Comments about System Strengths and Weaknesses (continued)

System Weaknesses	
Need for better system coordination	People are falling through the cracks of what cannot even be called a "system."
	There is a better way of organizing transportation in the county.
	Lack of a coordinated system has prevented effectively leveraging state and federal funding.
Lack of a central point of information	A central clearinghouse is greatly needed to coordinate services to the various transit-dependent populations throughout Tarrant County.
	Creating one telephone number that persons may call for information about services throughout the county is important, although it will be extremely difficult to make sure the operator knows about ALL the services.
	There should be one number that is called for ALL transportation services.
	There should be a single place customers call to learn about transit options, and what resources are available.
Limited funding	The transit-dependent population is growing, and more funding is needed. However, no one believes that a sales tax will be approved by voters in the near future for public transportation.
Very little public outreach/marketing	Communications/marketing in regards to existing services is poor.
	Cultural differences can keep persons from venturing out of their neighborhoods and not knowing how to access public transportation; the Vietnamese community in South Arlington and the Somalian refugees in southeast Fort Worth are examples.
Limitations of the specialized services	Door-to-door transportation is needed.
	Transit dependent persons need more than transportation to the doctor.
	Seniors in particular have no quality of life when they are isolated.
	Handitran cannot provide rides beyond the 1.5 mile outside the city limits, which precludes taking clients to VA facilities.

Major Transportation Needs

Nearly all of the following specific transportation needs were repeatedly stated in the stakeholder interviews. These include:

Public transit and demand responsive services are not always available when it is needed.

- Service hours are limited for early morning service, before 8:00 AM and evening service after 5:00 or 6:00 PM. This limits the ability of some transit-dependent people from using transit service to travel to work and/or school. Some stakeholders mentioned capacity constraints experienced by many social service providers who are operating at peak capacity from 6:00 AM to 10:00 AM and in the afternoon from 3:30 PM to 7:00 PM. Limited weekend service is also a problem especially for people who rely on transit for travelling to religious activities on Saturday and Sunday.

Public transit and demand-responsive services are not always available where they are needed.

- Service to dialysis centers was cited by some stakeholders as their most crucial need to meet, and some agencies experience a waiting list of people needing dialysis treatment.

- A major need is for transportation service to the Alliance commercial and industrial sector. It is 13 miles north of Fort Worth and even though attempts have been made by the FWTA to serve this area, it is not considered "transit friendly."   Some type of service is needed to bring shift workers from central and south Fort Worth to the Alliance. A few stakeholders mentioned that employers want to hire but cannot get workers to the work place.

- Service for veterans was mentioned as a need by many stakeholders. Many veterans need service to Dallas to the Veterans Hospital on a regular basis.

- Service in outlying areas is very limited or non-existent in places such as White Settlement, Lakeside, Lake Worth, and Haslet.

- Residents in neighboring Johnson, Parker, and Denton counties want to come into Tarrant County for employment and medical purposes.

Public transit and demand-responsive services are not always available to specialized population groups who need them.

- Other transit-dependent populations discussed by the stakeholders are students, homeless persons, and non-English speaking persons who have great difficulty using public transit. It was noted that at-risk students, particularly those participating in afterschool programs, would benefit from specialized transportation services.

Existing transportation services are not well coordinated.

- The need to improve the coordination of services was mentioned as a high priority by nearly all stakeholders. They acknowledged that tremendous efforts are being made to coordinate services among nonprofit groups, churches, and providers such as the FWTA and Catholic Charities. They also emphasized that recent initiatives such as Tarrant Rides, Access North Texas, and the Transit Rider's Network are "only a drop in the bucket" because the need is so great.

- Most interviewees agreed that a central organization should be designated to coordinate services and to administer a centralized call center.

- Some stakeholders expressed concern that all funds are not being maximized and that there may be opportunities to leverage additional funds.

Need for sustainable funding.

- The need for more and stable funding was identified as a high priority by all stakeholders because funding is limited for all local and regional services. While many stakeholders receive federal and state funds, there is no accounting of how much overall funding is allocated to various public and private nonprofit services.

- Although stakeholders agreed that it is challenging to seek additional taxes of any kind for public transportation services (with a possible exception of supporting rail), other options could be worth pursuing. One idea that was mentioned by several stakeholders is to create a special taxing district with the same jurisdictional boundaries as Tarrant County.

Need for public/private partnerships.

- Public/private partnerships may also provide opportunities. For example, on a small scale, county officials are discussing with new car dealers the possibility of providing vehicles for specific services in certain areas of the county.

- Major employers would benefit when their employees can get to work reliably every day, and they understand the importance of decreasing the number of vehicles on the road given the region's air quality challenges. These Tarrant County employers could include Lockheed Martin, Bell Helicopter Textron, and Wal-Mart, and they would be asked to commit to longer term funding.

OUTREACH MEETINGS

A series of three public outreach meetings was convened to complement and supplement the stakeholder interviews. The purpose of the outreach meetings was to informally meet directly with older adults, people with disabilities and low-income residents to learn more about their transportation needs, and also to inform them about the project and to encourage their participation in completing the survey. Outreach meetings were held on February 6, 2013 at senior centers in Euless and White Settlement, and at the Vietnamese Community Center in Dalworthington Gardens.

Euless Senior Center

The meeting at the Euless Senior Center was attended by about 25 people. Most were willing to complete the survey and, in fact, some had come to the meeting with the expressed intent of providing their input. Most people attending the meeting have access to a car, but expressed concern about a time in the future when they can no longer drive, and when they will have fewer transportation options. Members of the consulting team introduced themselves, provided a brief overview of the project, and distributed the surveys. They provided assistance, as needed and responded to questions.

White Settlement Senior Center

Over 50 people participated in various activities at the White Settlement Senior Center. The project team was provided 30 minutes prior to "Bingo lunch" to present an overview of the Transportation Needs Assessment for Tarrant County, answer questions about the study and help participants fill out the survey.

Nearly all participants said that they rode the White Settlement van to the Center and that was the only available transit service to them. Several mentioned that they would like to travel to Fort Worth for medical appointments and for shopping trips. One person said that she lives in Fort Worth and rides MITS and praised it for the helpful drivers. Others asked when MITS could be extended to White Settlement because they would like to use the service.

Vietnamese Community Center

A meeting was convened at the center to learn more about its services, and needs of people who attend its programs. The community center provides senior day care and meals Monday through Friday to about 100 individuals. Funding is provided by United Way of Tarrant County, and from private donations. The center operates several buses, but most seniors depend on their children

to take them to medical appointments, or grocery stores. This is becoming more difficult because so many of the children and other family members are working and unavailable during normal business hours.

According to participants, transportation services are needed to help older, disabled and low-income persons get to grocery stores at SH 360/Pioneer Parkway and Great Southwest Parkway/Pioneer Parkway; medical appointments at Arlington Memorial and Medical Center of Arlington; YMCAs where afterschool programs are held; and Saturday and Sunday mass.

Additional transportation concerns were discussed, and the Center agreed to distribute surveys and provide translation services to ensure their members have input into the project. On February 15, members of the consulting team, along with Center volunteers, assisted program participants in completing the survey.

FOCUS GROUPS

A third element of the outreach for this project was a series of three focus group meetings at NCTCOG offices on February 7, 2013. The first meeting was attended by seven transportation service providers. The second meeting was attended by nine individuals representing human service agency staff whose client groups need to use specialized transportation services. Ten individuals attended the third group also representing human service agencies. In all, a total of 26 individuals, in addition to NCTCOG and consulting team staff, participated in the meetings.

Focus Group Goals and Methodology

The three meetings followed the same agenda. Members of the consulting team provided a brief introduction on the status of the Tarrant County Needs Assessment project, and also reviewed the agenda for the meeting. The meeting facilitator then explained the two primary goals for the focus groups, which were to

- Confirm the most significant transportation needs in the County
- Identify current activities to coordinate human service transportation

A list of findings emerging from the stakeholder interviews was developed as a baseline for discussion. This preliminary set of needs was organized into the following categories:

- Spatial needs, referring to where services are needed but not available
- Temporal needs, referring to when services are needed but not available
- Service quality needs, referring to reliability and dependability of existing services
- Organizational needs, referring to existing system and institutional limitations

A set of needs in each category was presented and discussed, and a poster-sized list of each was attached to the wall. Each group had the opportunity to add more needs to each category; in fact, each group did have additional needs to include in all of the categories.

After discussing each category of needs and adding new ones, participants were asked to prioritize those they considered most critical to meet. Each focus group participant was provided three paper stickers ("dots") for each category of needs, and was asked to place them on needs listed on the poster boards they felt were most crucial to meet. They were asked to weigh those three needs with a 1, 2, or 3; a dot with a 1 indicated the most important need, a dot with a 2 indicated the

second-most important need, and a dot with a 3 indicated the third-most important need. In this way, the group was able to see not only which needs received the most dots, but also their relative level of importance compared to the others.

As part of the needs exercise, participants also provided input on a map of Tarrant County to help visually depict where services are needed but not currently provided.

Another goal of the focus groups was to identify which activities are currently underway to coordinate organizational and customer needs. The purpose of this exercise was to identify those functions that are working well in Tarrant County in order to build upon them. Each group identified a series of functions and activities currently underway, which are summarized below.

Focus Group Results

The numbers of dots placed next to each identified transportation need were tallied and weighted with a point scale to assign three points for a "1" dot, two points for a "2" dot, and one point for a "3" dot. The focus group revealed important information regarding the stakeholders' perceptions of unmet transportation needs in Tarrant County. Figure 4-2 below presents the needs and their prioritization.

There were no significant differences among the three groups in identifying priority needs, but each group identified new needs for consideration; accordingly, these new needs were not necessarily identified in all three groups. In total, 49 separate needs among the four categories were identified. Only one need did not receive any points, indicating confirmation that the preliminary list of needs, plus new ones added in the meetings, is perceived as accurate among those who attended the focus group meetings. Despite the fact that not all groups reviewed the same list of needs (because of new ones added by each group) there was strong consensus that certain needs clearly emerged as most critical to meet. Findings are summarized as follows:

- As indicated in Figure 4-2, below, when considering spatial gaps, service for medical trips emerged as the highest priority when combining the need to provide trips to dialysis clinics, the John Peter Smith Health System, and other medical facilities.

- Serving entry-level job sites also emerged as a high priority, as did providing fixed-route service within the City of Arlington.

- When considering temporal needs, all three groups were consistent in their opinions that the top three needs are to provide better service to address various shift times, provide same-day service for demand response service, and to provide more frequent service for fixed-route service.

- Providing more frequent fixed-route service received, by far, the highest number of points among all the categories.

- In considering service quality issues, all three groups considered the need to provide affordable transportation as the highest need. In fact, it received one of the highest point total altogether. Other service quality issues of concern included the need to improve transfers between systems, eliminate service by trip purpose, and to provide more door-to-door service.

- There was strong consensus among all three groups in their deliberation of organizational needs. They identified the need to better coordinate funding streams, the need for a single point of contact for transportation information, and the need to designate a lead agency to carry out coordination activities equally important.

Figure 4-2, below, illustrates the findings from the focus group exercises. The needs with the highest number of points in each of the four categories are listed in order of their relative importance.

Figure 4-2   Summary of Focus Group Needs Prioritization Exercise

Spatial Needs	Temporal Needs	Service Quality Needs	Organizational Needs
Entry-level job sites	More frequent service on fixed routes	Affordable service for customers	Better coordinate funding streams
Dialysis Clinics	Same day service for demand-response	Trips not limited to specific purpose	Establish single point of contact for transportation information
John Peter Smith Health System	Better serve various shift times	Improve transfers between systems	Establish lead agency to implement coordination initiatives
Other medical facilities		Provide more door-to-door service	
Fixed-route service within City of Arlington			

Coordination Activities Underway

A portion of the meeting was intended to identify those coordination activities already underway that are intended to strengthen customer services, or to address organizational needs. Participants were not asked to prioritize them, but rather to list those that can be used as a starting point for future discussions regarding potential strategies to enhance coordination. Some activities identified by the participants are indicated below:

Formal Countywide Coordination Efforts

- TRIP/MY RIDE Tarrant
- Tarrant Riders Network
- The FWTA's travel training programs

Other Coordination/Cooperation Efforts

- Mission Arlington (Boys and Girls Club share a bus)
- Direct service fund for the homeless for transportation services
- Taxi voucher program funded by New Freedom funds and administered by NCTCOG
- Senior citizens trips funded by United Way
- Tarrant County provides low-income housing for clients without cars
- United Way supports veterans transportation into the Dallas Veterans Hospital
- Transfer arrangements between systems
- Catholic Charities coordinates with the FWTA and with Handitran

- Senior Citizens Services coordinates with social service agencies, purchases MITS passes, etc.
- Vietnamese Center coordinates contracts with Senior Citizen Services
- Volunteer transportation service programs

MEETINGS TO REVIEW POTENTIAL SERVICE ALTERNATIVES

Jurisdictional Stakeholder Meetings

NCTCOG and the consulting team conducted a series of meetings with municipal representatives in June 2013. In each meeting, a summary of the needs of Tarrant County's transit-dependent population was presented along with an overview of potential alternatives for service and an evaluation of those alternatives developed by the consulting team in collaboration with NCTCOG staff.   A total of 39 persons participated in five meetings, held at locations coordinated by Tarrant County precinct administrators. Invited to the meetings were representatives of the following municipalities:

- **Northeast Tarrant County**, Bedford, on June 25, 2013. Invited were representatives from Grapevine, Hurst, Euless, Bedford, Colleyville, Southlake and Flower Mound.
- **Arlington and Grand Prairie**, Arlington City Hall, on June 26, 2013. Invited were representatives from Arlington and Grand Prairie.
- **West and Southwest Tarrant County**, Benbrook City Hall, June 27, 2013. Invited were representatives from Lake Worth, Azle, Haslet, Benbrook, White Settlement, River Oaks, Sansom Park, Westworth Village, Lakeside, Crowley, Burleson and Pelican Bay.
- **South Tarrant County**, Arlington, on June 27, 2013. Invited were representatives from Edgecliff.Village, Everman, Kennedale, Mansfield, Forest Hill, Pantego and Dalworthington Gardens.
- **North Tarrant County**, Fort Worth, on June 27, 2013. Invited were representatives from Keller, Watauga, Blue Mound, Saginaw, Haltom City, North Richland Hills, Richland Hills and Westlake.

General comments made by the meeting participants include the following:

- Transportation services should be better coordinated to avoid costly duplication as well as to assure that persons can access the rides for which they are eligible.
- Service policies should be uniform across the board in regards to age, specific needs, etc.
- The public should be made more aware of transportation services that are available as well as how to access those services.
- At this time, with increased public awareness of transit services, capacity will become a serious problem until funding can be increased.
- Cities do not have the staffing to coordinate transportation services.
- While there is interest in joining the FWTA, cities do not have the ability to collect a transit sales tax unless state legislation is passed.
- Transportation to work can be equally important as transportation for the aging population.
- County Judge Glen Whitley's initiatives are appreciated, and the proposed countywide volunteer driver program will help meet the needs of transit-dependent persons.

- A countywide coordinating committee is needed, with full participation by the cities in Tarrant County.

Tarrant Riders Network June 2013 Meeting

The consultant made a presentation of the draft plan findings and potential service strategies at a Tarrant Riders Network meeting, which 92 individuals attended. Following the presentation, leaders from the Tarrant Riders Network sought feedback on proposed strategies and broke into groups to discuss various strategies. After the small group discussion, participants prioritized their strategies based on an investment exercise. The outcome of the exercise, shown below, offers a prioritized approach for the Tarrant Riders Network:

- Tarrant Riders Network Priority 1: Volunteer driver/driver reimbursement
- Tarrant Riders Network Priority 2 #1: Raise public awareness of transportation options
- Tarrant Riders Network Priority 2 #2: Uniform service policies
- Tarrant Riders Network Priority 3: Travel navigation, information and referral
- Tarrant Riders Network Priority 4: Transportation voucher program, fare reimbursement

Based on this exercise, some modifications were made to the evaluation of strategies (Chapter 8) to reflect the priorities of the participants at the Tarrant Riders Network meeting.

CONCLUSION

Consultation with stakeholders, focus groups and outreach meetings revealed some common and consistent themes with respect to challenges specific to the provision of human service transportation, as well as opportunities to advance local efforts. These are summarized below.

Challenges

Major transportation needs expressed by nearly all stakeholders are as follows:

- Public transit and demand-responsive services are not always available when they are needed or where they are needed.
- The cost of transportation for low-income individuals is a significant barrier.
- Public transit and demand-responsive services are not always available to the demographic groups who need them.
- There is a need for long-term and sustainable funding to support human service transportation programs.
- While some agencies in Tarrant County provide much needed services focused on the transit-dependent population and are viewed as extremely valuable, they are not well coordinated. Because each service has unique eligibility requirements, defined service areas, and restricted trip purposes, it is challenging for customers or their caretakers to understand and navigate the myriad of available services.
- Better information and referral services are needed (i.e., a one-stop call center) to provide information to members of the public about their transportation options.

Opportunities for a Coordination Framework

Numerous individuals mentioned interest in moving beyond the status quo to address institutional barriers preventing, in their opinion, effective delivery of human service transportation.

- The newly established Tarrant Riders Network provides a good foundation for local transportation providers and human service agency staff to work together to develop and implement a range of service improvements.

- There is potential to elevate the issue of coordinated human service transportation because of the expressed interest and involvement of Judge Whitley.

- A number of coordination/mobility management activities are already underway, and there is a history of informal collaboration and cooperation among agencies.

- A 2-1-1 system is already in place, which provides useful information about transportation needs.

5 TRANSPORTATION NEEDS SURVEYS

A transportation needs survey was conducted as part of the project. The survey was designed to solicit information about the existing travel patterns, as well as priorities and preferences for improvements to transportation services specific to older adults, persons with disabilities, veterans, and those with limited incomes. A copy of the survey is included in Appendix B.

The purpose of the survey was to offer additional supportive information regarding transportation priorities and needs when considered along with public input, stakeholder input, and the analysis of demographic and land use data.

METHODOLOGY

The survey instrument, developed by Nelson\Nygaard, was based on surveys used by the NCTCOG for the update of the region's public transportation coordination plan, Access North Texas. Questions were added and revised based on findings from stakeholder interviews, and on special issues related to Tarrant County. The survey was printed for distribution and was made available online on the project website, www.accesstarrant.org. Surveys were available in English and Spanish, and it was also translated into Vietnamese by members of the Vietnamese Community Center.

The survey was promoted through several channels. Members of the Project Review Committee were provided with surveys to distribute to their clients and other interested individuals. Project Review Committee members also distributed a fact sheet directing people to the online survey.

Information about the survey was also distributed via a series of news releases, emails to individuals and organizations whose clients use or need transportation services, at Tarrant Riders Network coalition meetings, three public outreach meetings, and through intercepting members of the public at three locations (see Figure 5-1 below).

Figure 5-1   Intercept Survey Locations

Date	Location	Address	Approximate Number of Completed Surveys
January 25, 2013	Tarrant Community College (South Campus)	5301 Campus Drive Fort Worth, TX 76119	35
February 4, 2013	Community Food Bank	3000 Galvez Avenue Fort Worth, TX, 76111	20
February 15, 2013	Trinity Railway Express – Centreport/DFW Airport Station	14470 Statler Blvd. Fort Worth, TX 76155	20

The original survey closing date was February 8, 2013. Due to a low response, the deadline was extended until February 22. In this two-week period, PRC members and other partners succeeded in widely distributing the survey. As a result of these efforts, 781 surveys were completed of which 507 were submitted on paper and 279 were completed online through the project website.

FINDINGS

The survey results are discussed in the following sections. To simplify the analysis, the online and paper survey responses were combined since the content was the same. Survey findings are organized into four sections:

- *Demographics* – residence, employment status and location, gender, household composition, income, disability, age, and availability of vehicles
- *Travel Characteristics* – travel mode, trip purpose, and travel limitations
- *Use of Public Transportation* – public transportation services used, frequency of use, source of information for transportation services, and reasons for not using transportation services
- *Opportunities* – importance of public transit, factors to encourage the use of public transportation, potential new public transportation services

For a select number of questions, survey results were broken out by geographic area to assess how travel behavior and preferences vary by different areas of Tarrant County. Survey respondents were categorized into four different groups based on their home location. Listed below are the four groups that were used for this analysis and the cities located in each group. Also listed is the number of respondents from each group. It should be noted that not all 781 respondents were included in the geographic analysis due to the fact that a number of respondents do not live within Tarrant County or did not provide a home location. The largest number of respondents (349) is located in Central Tarrant County (includes Fort Worth), while West Tarrant County had the lowest number of respondents with only 38 people from this area completing the survey. These groupings are graphically shown in Figure 5-2.

- **East Tarrant County:** Arlington, Dalworthington Gardens, Grand Prairie, Mansfield, and Pantego (*183 survey respondents*)
- **West Tarrant County**: Benbrook, Lake Worth, Lakeside, River Oaks, Sansom Park, Westover Hills, Westworth Village, White Settlement, Pelican Bay, and Azle (*38 survey respondents*)
- **Central Tarrant County**: Blue Mound, Burleson, Crowley, Edgecliff Village, Everman, Forest Hill, Fort Worth, Haslet, Kennedale, and Saginaw (*349 survey respondents*)
- **North Tarrant County**: Bedford, Colleyville, Euless, Flower Mound, Grapevine, Haltom City, Hurst, Keller, North Richland Hills, Richland Hills, Southlake, Trophy Club, Watauga, and Westlake (*149 survey respondents*)

Figure 5-2 Geographic Areas

CITY AREAS

- ARLINGTON; DALWORTHINGTON GARDENS; GRAND PRAIRIE; MANSFIELD; PANTEGO
- AZLE; BENBROOK; LAKE WORTH; LAKESIDE; PELICAN BAY; RIVER OAKS; SANSOM PARK; WESTOVER HILLS; WESTWORTH VILLAGE; WHITE SETTLEMENT
- BEDFORD; COLLEYVILLE; EULESS; FLOWER MOUND; GRAPEVINE; HALTOM CITY; HURST; KELLER; NORTH RICHLAND HILLS; RICHLAND HILLS; SOUTHLAKE; TROPHY CLUB; WATAUGA; WESTLAKE
- BLUE MOUND; BURLESON; CROWLEY; EDGECLIFF VILLAGE; EVERMAN; FOREST HILL; FORT WORTH; HASLET; KENNEDALE; SAGINAW

Demographics

Residence of Respondents

Responses were received from people representing 30 communities within Tarrant County. Slightly over 40% of respondents are residents of Fort Worth. Approximately 20% of the respondents are from Arlington, and nine percent (9%) are from Euless. There are also a small number of respondents located in a number of other communities throughout Tarrant County. Fewer than five percent (5%) of the respondents indicated they live outside of Tarrant County (see Figure 5-3). The concentration of survey responses from Fort Worth and Arlington is reflective of the fact that these are two of the major cities in the County.

Figure 5-3   Where Do You Live?

Response	Total		Response	Total	
	Count	Percent		Count	Percent
Aledo	1	0.1%	Kennedale	1	0.1%
Arlington	163	20.9%	Lakeside	2	0.3%
Azle	13	1.7%	Mansfield	7	0.9%
Bedford	2	0.3%	N. Beverly Hills	1	0.1%
Benbrook	14	1.8%	North Richland Hills	18	2.3%
Burleson	6	0.8%	Richland Hills	2	0.3%
Cobblestone	1	0.1%	River Oaks	2	0.3%
Colleyville	4	0.5%	Saginaw	2	0.3%
Euless	71	9.1%	Southlake	1	0.1%
Everman	4	0.5%	Trophy Club	1	0.1%
Flower Mound	1	0.1%	Unincorporated Tarrant County	1	0.1%
Forest Hill	9	1.2%	Watauga	4	0.5%
Fort Worth	316	40.5%	White Settlement	18	2.3%
Grand Prairie	22	2.8%	*Out of County*	*38*	*4.9%*
Grapevine	8	1.0%	*No Response*	*10*	*1.3%*
Haltom City	6	0.8%	*Tarrant County - no city specified*	*4*	*0.5%*
Hurst	22	2.8%	**Total**	**781**	**100.0%**
Keller	6	0.8%			

Survey responses were not received from Pelican Bay, Lake Worth, Sansom Park, Westworth Village, Westover Hills, Edgecliff Village, Crowley, Dalworthington Gardens, Pantego, Blue Mound, Westlake and Haslet.

Employment Status

Individuals were asked whether they work or are in school, and if so where. Nearly 60% of survey respondents are employed, while 11% are in school (Figure 5-4). Almost 22% of survey respondents are neither employed nor attending school. The majority of individuals who listed "other" marked that they are retired.

Figure 5-4   Are You Currently Employed or in School?
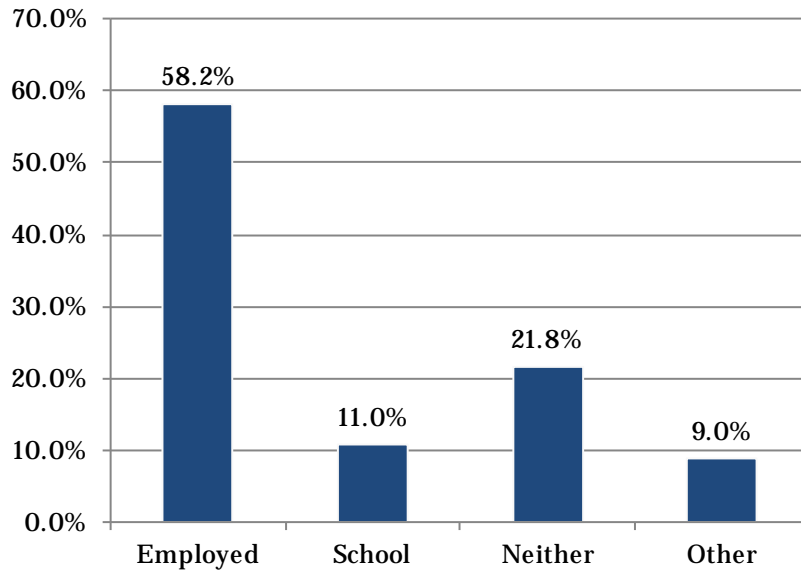
Among respondents who are employed and who also provided their employment location, just over half (54%) work in Fort Worth. Other primary work destinations include Arlington (16%), and Euless (6%). Fifteen percent (15%) of the respondents work in other locations, or stated that they had multiple work destinations. Fort Worth is the primary commute destination identified by survey respondents who attend school, either high school or college (28%). Sixteen percent (16%) of respondents who attend school travel to Arlington; 14% travel to Dallas and 14% to Hurst. Work and school locations are shown in Figure 5-5 and Figure 5-6.

Gender

More women than men completed the survey. Of persons indicating their gender, 74% of surveys were completed by women and 26% were completed by men.

Figure 5-5   Primary Work Locations
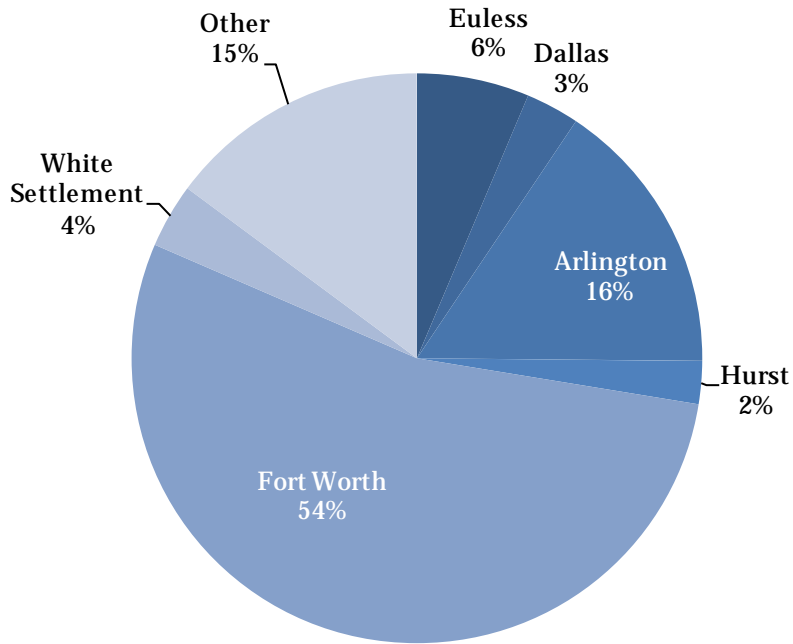
Figure 5-6   Primary School Locations (High School or College)
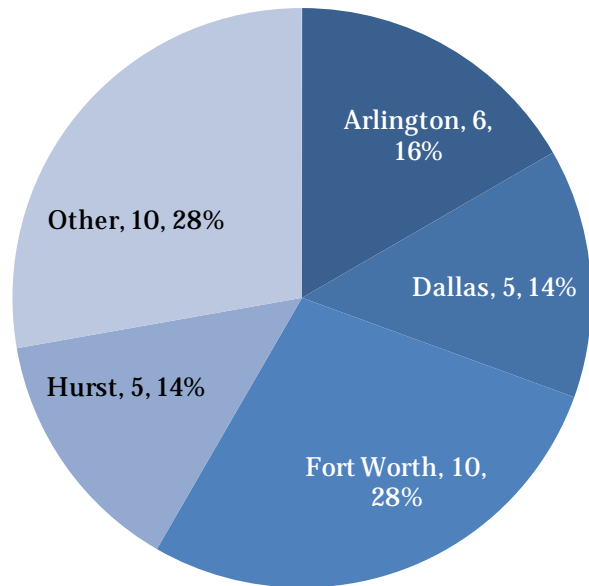
Household Composition

Individuals were asked about the size of their household. Forty-four percent (44%) of survey respondents have household sizes of one or two persons, while 31% have three or four people in their household. Seventeen percent (17%) have five or more persons in their household. Seniors tend to live in smaller households where there are few others who may be able to provide transportation assistance.

Figure 5-7   Including You, How Many People Currently Live in Your Household?
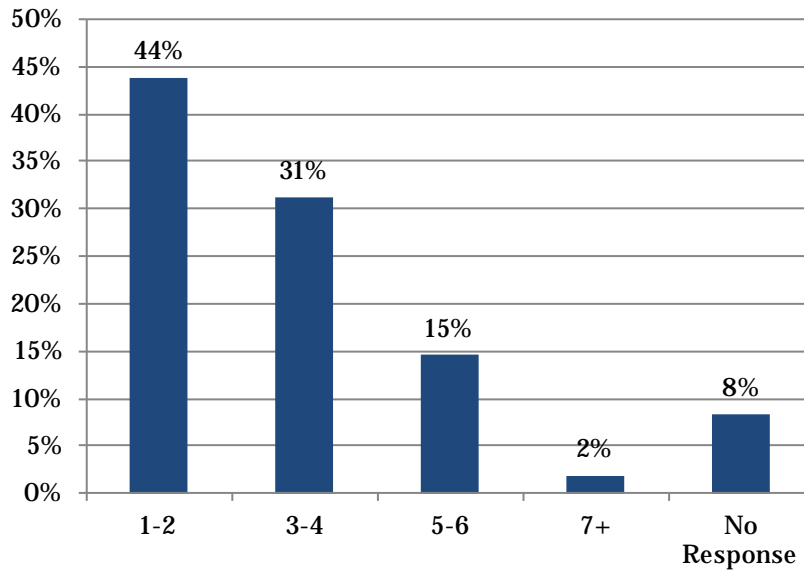
Annual Household Income

Figure 5-8 shows the annual household income of survey respondents. One-half (50%) of respondents have an annual household income below $35,000. The median income in Tarrant County ($56,178) is higher than in Texas as a whole ($50,920) and based on 2007-2011 American Community Survey (ACS) data, over 14% of Tarrant County residents live at or below the poverty line. Comparing these numbers suggests that survey respondents tend to have lower income levels than the overall population.

Income is also not evenly distributed in Tarrant County. In some of the centrally located cities such as Fort Worth and the area between Haltom City and Sansom Park, the median income is under $35,000 per year. Arlington and the Euless/Grapevine area, both east of Fort Worth, also have large pockets of low-income residents. Many people in areas east and south of Fort Worth have incomes lower than $55,000 per year.

Given that populations with lower incomes typically have high rates of transit use due to the high cost of owning and operating a private automobile survey participants may be more apt to use public transit and own fewer vehicles than the overall county population.

Figure 5-8   What Is Your Annual Household Income?

Response	Total	
	Count	Percent
No Response	113	14%
Under $25,000	278	36%
$25,000 - 34,999	112	14%
$35,000 - 49,999	85	11%
$50,000 - 74,999	72	9%
$75,000 - 99,999	65	8%
$100,000	56	7%
Total	781	100%

Disability

The survey asked whether individuals have a disability that makes it difficult to travel. The vast majority or 82% indicated that they do not have a disability that impacts their ability to travel while 18% stated that they have a disability that makes it hard for them to travel. Looking at county population data, approximately 9% of the population has a disability, thus a greater percentage of survey respondents has a disability compared to the population as a whole. Given that the needs assessment is targeted at individuals who use paratransit and transit provided by various social service agencies, it is not unexpected that there would be a higher percentage of survey respondents who classify themselves as disabled.

Age

Throughout the county a very small percentage of survey respondents are under the age of 19 (see Figure 5-9). Countywide the majority of respondents (54%) are between the ages of 25 and 54 and 29% are 65 or older. West Tarrant County had the highest proportion of senior respondents (67% were age 65 or older), while Central Tarrant County had the lowest proportion (12% were 65 or older). Only 7% of West Tarrant County respondents were in the 25-to-54 age bracket.

The age trends seen in the survey response group differ from the Tarrant county population as a whole, particularly given the lack of respondents under the age of 19 and the high number of respondents over the age of 65. The Tarrant County population is actually about evenly distributed by age, with a somewhat smaller proportion of the population over age 65 (9%). The youth population under age 19 (31%) is about evenly divided between those younger than 10 and those between 10 and 19 years of age. It is not surprising to see a greater percentage of survey respondents over the age of 65 as compared to the population as a whole as this demographic was targeted for the survey and is more likely to use paratransit and other transportation services provided by social service agencies or community centers.

Figure 5-9   Age
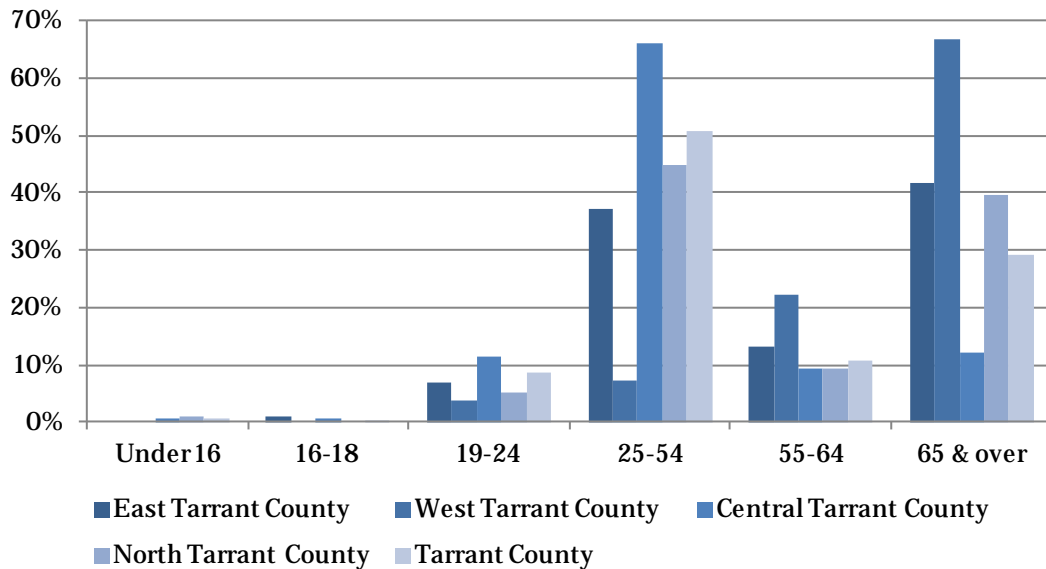
Availability of Vehicles

Survey respondents were asked how many vehicles they have available at their home, including automobiles, motorcycles, scooters, etc. Countywide, as well as for each of the sub-areas, the majority of households have at least one vehicle available to them. East Tarrant County has the greatest percentage of survey respondents who do not have a car (24%), approximately twice as many as Central Tarrant County, North Tarrant County, and the county as a whole (13%, 12%, 14% respectively). In West Tarrant County only 3% of respondents do not have a vehicle at their home. Countywide 36% of survey respondents have one vehicle compared to 24% of East Tarrant County respondents while almost half (49%) of West Tarrant County respondents have one vehicle. Thirty-eight percent (38%) of Central Tarrant County respondents have one vehicle, while 40% of North Tarrant County survey respondents have one vehicle available.

The number of respondents who have two vehicles at their home is relatively consistent across all geographic areas, ranging from 27% in West Tarrant County to 34% in East Tarrant County, Central Tarrant County, and North Tarrant County. Countywide 33% of survey respondents have two vehicles available. Availability of vehicles is shown in Figure 5-10.

Figure 5-10   How Many Working Vehicles (including Automobiles, Motorcycles, Scooters, etc.) Does Your Household Have?
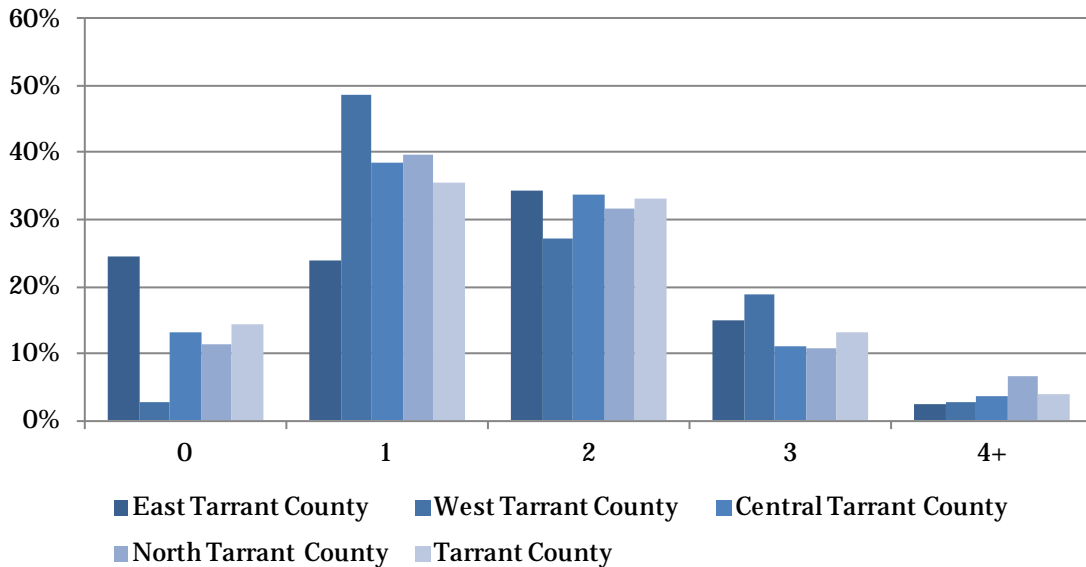
Looking at data for the population of the county as a whole, almost five percent (5%) of Tarrant County households have no vehicle available, and most of these households are concentrated in lower income areas in Forth Worth and its environs, as well as a few areas in Arlington. While the percentage of survey respondents without a car (14%) is higher than the overall county rate, survey findings reflect US Census data in the eastern portion of the county, where 24% of East Tarrant County survey respondents stated they do not have a car.

Travel Characteristics

Travel Mode

The survey asked individuals how they typically travel (Figure 5-11), and allowed them to choose more than one response. Looking at all the responses collectively, the private automobile is the travel mode used by nearly all respondents, either as a driver or as a rider, both countywide as well as in each sub-area. West Tarrant County and Central Tarrant County have the largest percentage of respondents who typically drive themselves, 59% and 57%, respectively, which is slightly higher than the countywide rate of 52%. In North Tarrant County 49% of respondents indicated that they usually drive themselves, and in East Tarrant County, 45%.

In all areas the second-most common method of travel is to get a ride with a family member or friend or to carpool, with 23% of survey respondents countywide using this mode. The share of respondents carpooling is slightly higher in East Tarrant County (30%) and in West Tarrant County (27%). In Central Tarrant County 18% of respondents share a ride as do 23% of respondents in North Tarrant County. With transit services more readily available, Central Tarrant County has the highest level of transit usage with 11% of survey respondents indicating that they usually use transit to get around. Only three percent (3%) of East and North Tarrant County respondents and two percent (2%) of West Tarrant County respondents typically use transit.

North Tarrant County has the greatest percentage (10%) of respondents who typically use paratransit. For purposes of this survey, paratransit services consisted of ADA or dial-a-ride services such NETS, MITS, Handitran, TCTS, HEB Transit, and Catholic Charities. Seven percent (7%) of West Tarrant County respondents use bus or van services operated by a senior center, community organization or other agency compared to two percent (2%) in each of the other three areas. The percentage of respondents who primarily get around on foot or bike is roughly the same throughout the county, ranging from a low of four percent (4%) in West Tarrant County, to a high of seven percent (7%) in East Tarrant County.

Figure 5-11   How Do You Usually Travel to Get Where You Need to Go?
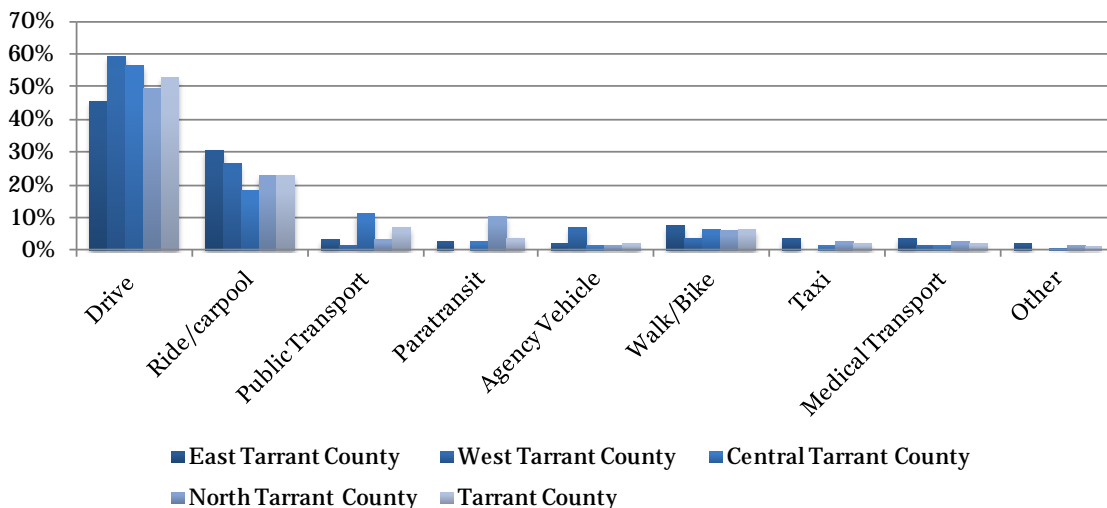
Trip Purposes

Survey participants were asked to select their typical trip purposes. Overall, shopping was the number one trip purpose countywide (26%) as well as for each sub-area (39% for West Tarrant County and 25% for East Tarrant County, Central Tarrant County, and North Tarrant County). This was followed by medical and dental trips (22%), which are prioritized by some transportation programs in the county (e.g., NETS and SeniorMovers), and then for recreation or social entertainment (20%).

Figure 5-12 Typical Trip Purposes
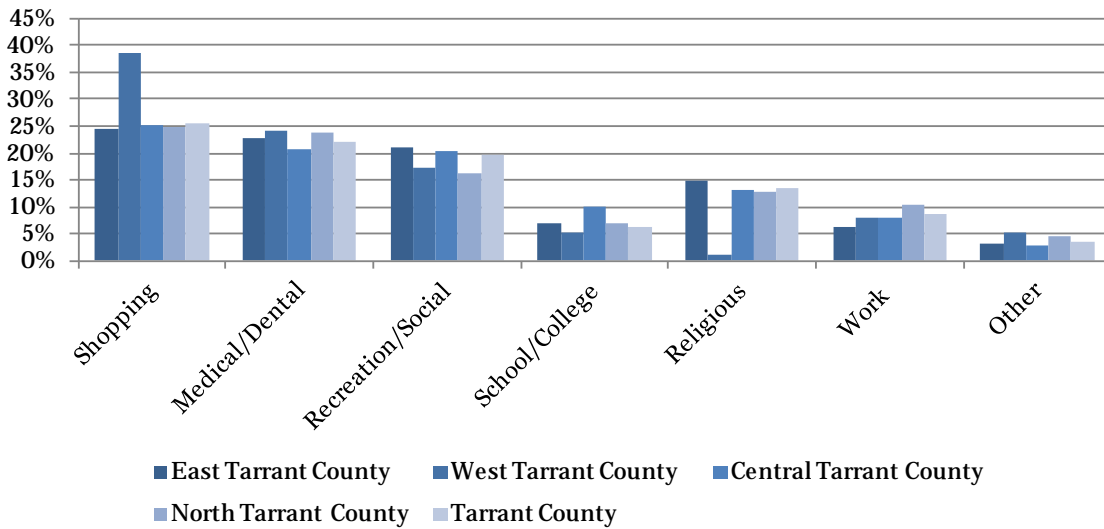
Travel Limitations

A set of specific questions was asked to better understand any limitations of existing transportation services. The analysis found that the majority of individuals could not take a trip they need to make due to a lack of transportation. When asked, "Is there anywhere you would like to travel but cannot due to lack of transportation?"68% of the respondents who provided an answer indicated "yes" and 32% indicated "no."   Respondents answering affirmatively were asked if there were specific days of the week that they would like to travel but service is not available. Respondents were almost evenly split between Saturday, Sunday, and weekdays with 32%, 36%, and 32% selecting each of these responses, respectively.

Respondents answering affirmatively were also asked to list where they would like to travel, and could list multiple destinations. Arlington was listed most often (51 respondents), followed by Fort Worth (41 respondents), Grand Prairie (nine respondents), and Dallas (seven respondents).

Respondents were asked what types of trips they would like to make. The most common need for trips were for doctor and hospital visits and grocery shopping (see Figure 5-13). In addition a number of survey respondents stated that the Vietnamese Center was a desired destination as well as shopping malls. It should be noted that a large number of survey responses were received from the Vietnamese Center which is likely contributing the importance of the Vietnamese Center as a desired destination.

Figure 5-13   Where Respondents Would Like to Travel but Cannot, Due to Lack of Transportation

Trip Type	Number of Responses
Doctor/Hospital	35
Grocery Store	20
Vietnamese Center*	14
Malls	12
School	7

*Eight respondents indicated a specific grocery store: Hong Kong Marketplace

Use of Public/Specialized Transportation Services

Transportation Services Used

Survey respondents were asked a series of questions regarding their transit usage including what services they take and how often they use these services.

Figure 5-14 shows the various transportation services used by survey respondents. Individuals could mark more than one transportation service if they had used more than one in the last six months. Eight separate services (not counting those who indicated "other") were identified. These services included the FWTA, TRE). Catholic Charities, MITS, Ride2Work, NETS, Handitran, and HEB Transit. As expected, the FWTA is the service most used by survey respondents given that it is the only general public provider in Fort Worth, Richland Hills and Blue Mound. The second-most popular service is TRE, the commuter rail line that operates between downtown Dallas and downtown Fort Worth, which was used by 24% of respondents in the past six months. Nine percent (9%) used the Catholic Charities service.

Figure 5-14   Which Public Transportation Services Have You Used in The Last Six Months?
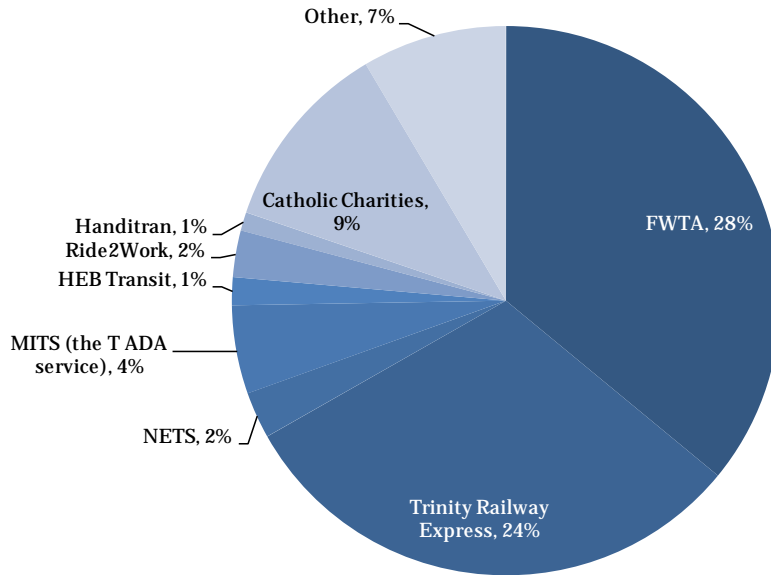
Frequency of Use

Those respondents who stated that they had used public and specialized transportation services during the past six months were asked how often they had used them during this time period. Figure 5-15 illustrates that 30% of respondents used them once a month or less. However, 20% of respondents stated that they use public transportation services almost every day, and that it is their primary mode of travel. Nine percent (9%) of respondents ride a few days each week and eight percent (8%) ride a few days per month. It should be noted that 30% of those completing the survey did not respond to this question.

Figure 5-15   How Often Have You Used Public Transportation in the Past Six Months?
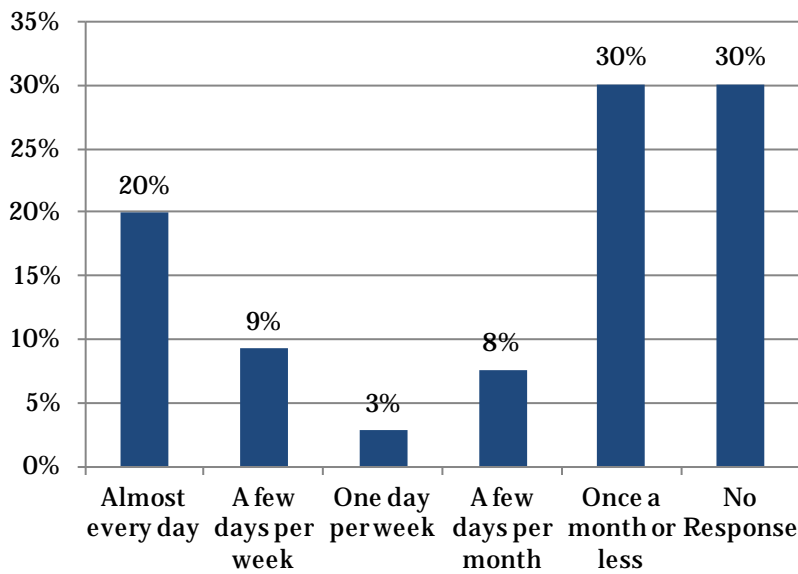
Source of Information for Transportation Services

Survey participants were asked how they typically get information about transportation service in Tarrant County. "Word-of-mouth" is the most common method, with 38% of respondents stating that this is how they get information. Fourteen percent (14%) of respondents get their information from a social service agency, while 12% use 2-1-1. Four percent (4%) use written information such as transit schedules, yellow pages, and newspapers. Over a quarter (27%) of respondents use other sources for getting transit information such as television, work, friends, the Red Cross, senior centers, and the Internet.

Figure 5-16   Source of Transportation Information
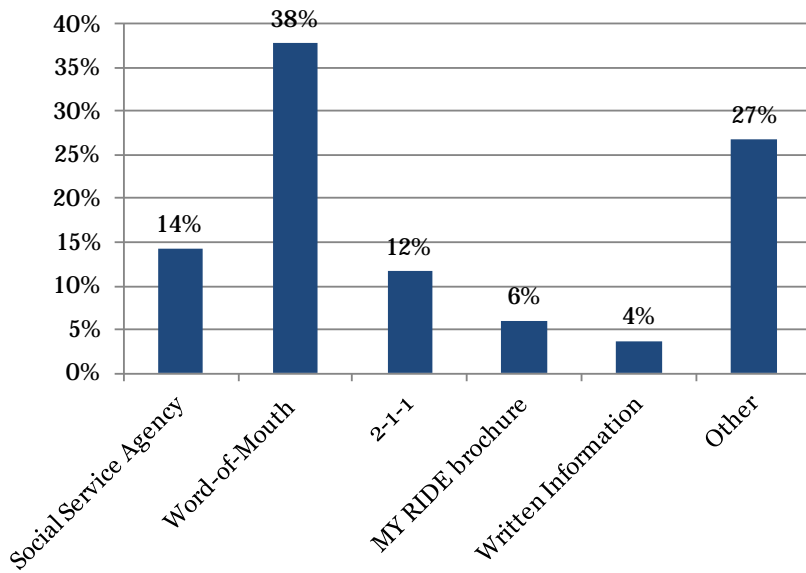
Reasons for Not Using Transportation Services

Figure 5-17 shows why respondents had not used public/specialized transportation in the past six months. Respondents were able to mark all relevant answers. The largest group of people indicated that they prefer to drive (28%), and 16% of respondents indicated that transportation is not available to them. Fifteen percent (15%) of respondents said that public transit service does not operate where or when it is needed. Eleven percent (11%) indicated that travel times are too long.

While there are a wide number of transportation services available, as described in Chapter 3, there are still portions of the county that are not served by transit or where services are only for specific purposes or populations. Even those areas with several transportation options may have service that only operates Monday through Friday during the daytime hours, making it difficult for those persons who need to make early morning, late night, or weekend trips to use the service.

Figure 5-17   Why Have You Not Used Any Public Transportation in the Past Six Months?
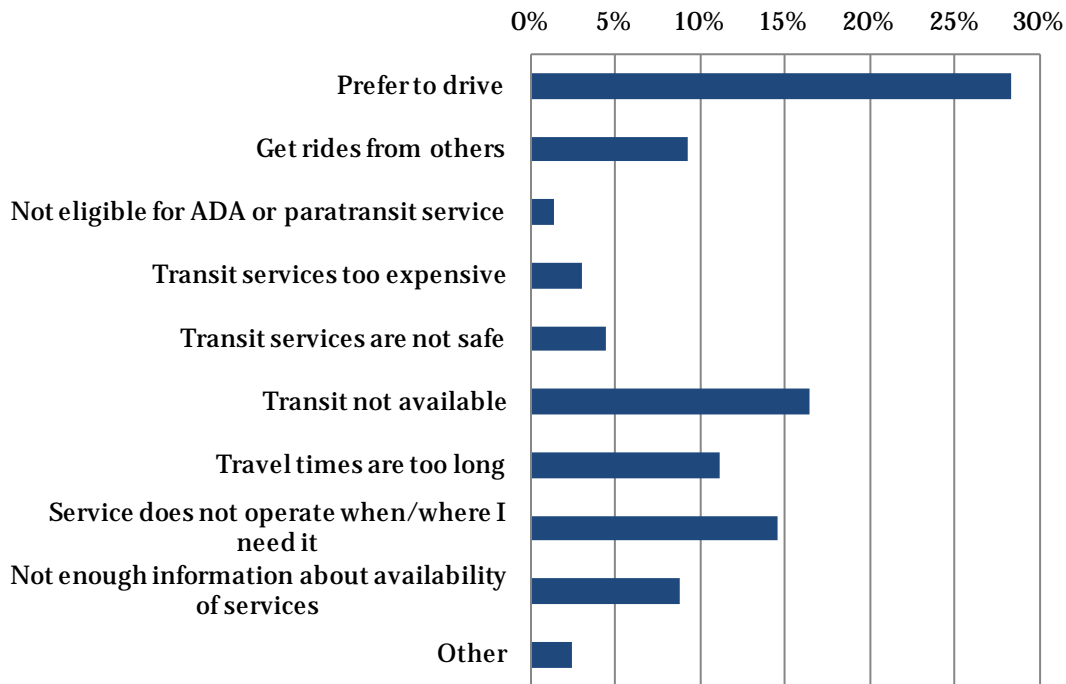
Opportunities

Importance of Public Transit

Figure 5-18 shows the importance of local transit to the individual respondent and his/her household, as well as the perceived value to the community. Overall, respondents indicated that even if transit is not necessarily important to them personally (for themselves and their household), most indicated that it is very important to have transit available in the community.

Forty-five percent (45%) of the survey respondents consider it to be very important for themselves and their households to have local transit available, and even more, 70%, said that

transit for the community is very important. Another 24% said it is somewhat important for themselves. Twelve percent (12%) indicated transit was not at all important for themselves or their household, but only 2% said it is not important for the community to have transit available. This suggests that even people who may not use transit now, nor have much likelihood of using it in the future, generally support some level of transit service as a value to the community.

Figure 5-18   How Important is it to Have Local Transit Services Available for (1) You and Your Household and (2) in the Community?
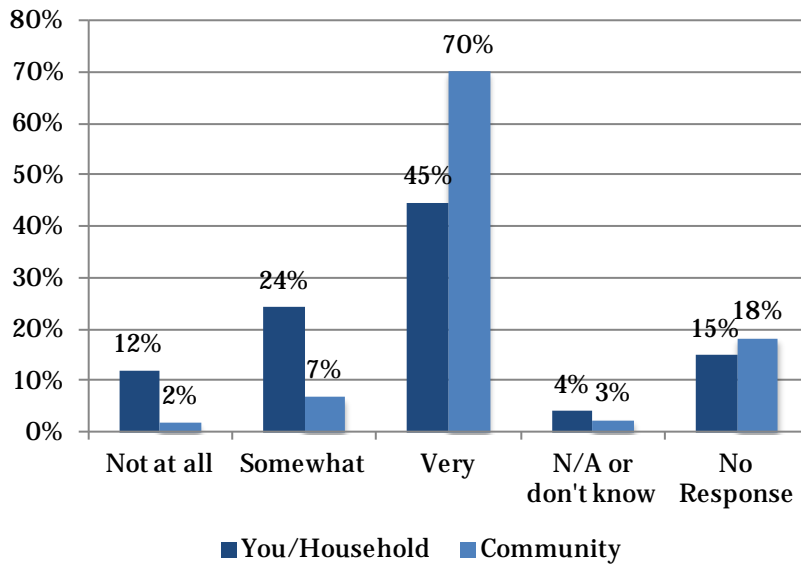
Factors to Encourage the Use of Public Transportation

Survey respondents were asked to indicate whether any of a series of conditions would encourage them to use public transportation more often (see Figure 5-20 and Figure 5-20).

Overall improvements to transit service in terms of frequency and hours of operation were factors that would encourage respondents to strongly consider using public transit. In addition, an enhanced sense of personal safety and security, as well as potential increases in gas prices would also cause respondents to strongly consider using public transit.

Figure 5-19 shows the responses for all respondents. Figure 5-20 shows what factors would encourage respondents to consider using public transit by geographic area. In East Tarrant County the top three factors most likely to lead respondents to strongly consider using public transportation are transit service at a bus stop near their home and destination (74%); better daytime transit availability (73%); and increase in gas prices (72%). A decrease in fares was the least likely factor to strongly consider public transportation, with 50% of respondents noting this as an important factor.

In West Tarrant County, interest in transit was lower. Respondents selected bus stop amenities (51%), increased gas prices (46%), and feeling safe to use public transportation (46%) as the top three factors that would encourage them to strongly consider using public transit. An increase in gas prices, feeling safe to use public transportation (both 59%), and transit service in the evenings

and on weekends (54%) were the top three measures for Central Tarrant County respondents, while 56% of respondents in North Tarrant County would strongly consider using public transit if there were more frequent transit service and better daytime transit availability.

Figure 5-19   Would Any of the Following Encourage You to Use Public Transportation More Often (All Respondents)?
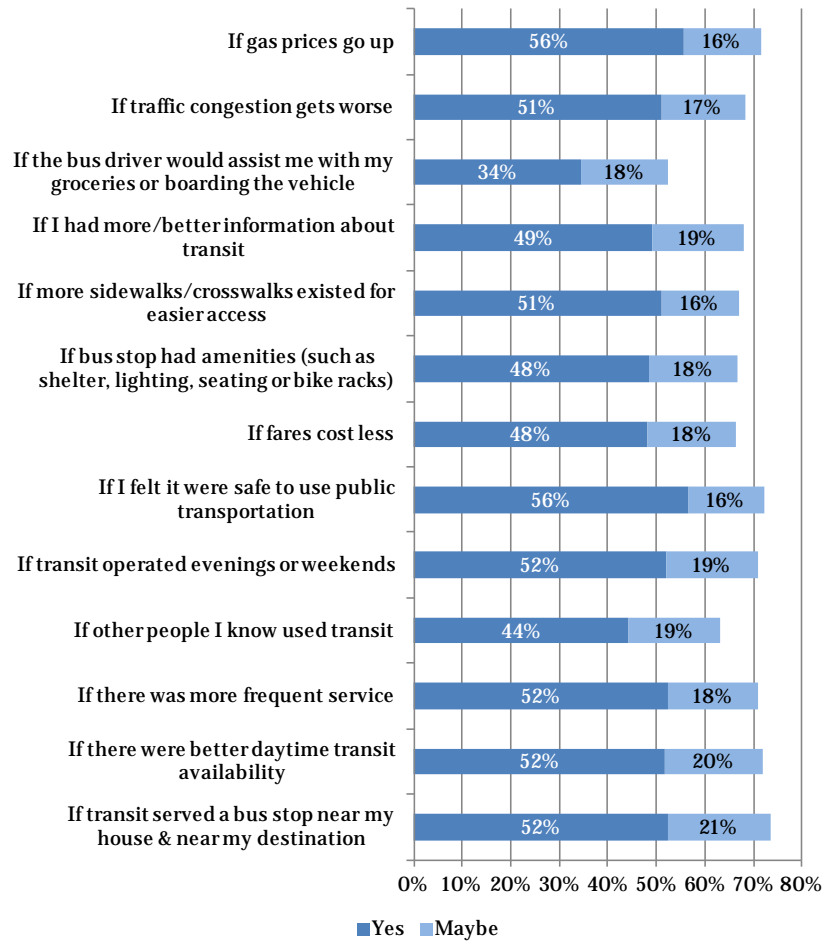
Figure 5-20   Would Any of the Following Encourage You to Use Public Transportation More Often (By Geographic Area)?

	East Tarrant County	West Tarrant County	Central Tarrant County	North Tarrant County
	Yes / Maybe	Yes / Maybe	Yes / Maybe	Yes / Maybe
If gas prices go up	72% / 13%	46% / 26%	59% / 19%	53% / 16%
If traffic congestion gets worse	67% / 14%	43% / 23%	52% / 22%	50% / 18%
If the bus driver would assist me with my groceries or boarding the vehicle	54% / 12%	31% / 20%	29% / 23%	37% / 22%
If I had more/better information about transit	64% / 15%	43% / 17%	51% / 23%	51% / 22%
If more sidewalks/crosswalks existed for easier access	65% / 15%	43% / 9%	52% / 18%	51% / 20%
If bus stop had amenities (such as shelter, lighting, seating or bike racks)	59% / 14%	51% / 3%	51% / 21%	47% / 22%
If fares cost less	50% / 16%	37% / 6%	47% / 24%	50% / 21%
If I felt it were safe to use public transportation	73% / 14%	46% / 9%	59% / 21%	53% / 17%
If transit operated evenings or weekends	71% / 18%	43% / 17%	54% / 23%	49% / 21%
If other people I know used transit	59% / 18%	34% / 17%	46% / 24%	40% / 21%
If there was more frequent service	70% / 16%	43% / 17%	51% / 24%	56% / 16%
If there were better daytime transit availability	73% / 13%	40% / 20%	50% / 27%	56% / 20%
If transit served a bus stop near my house & near my destination	74% / 15%	43% / 29%	50% / 27%	55% / 20%

■Yes ■Maybe

Potential New Public Transportation Services

The survey asked which of a list of potential new services would be most appealing to respondents and their household members. Options included "local bus service," "commuter bus service to TRE," "new regional bus routes," "countywide dial-a-ride," "one number to call to get information about transit services in Tarrant County", and "other," They could indicate more than one improvement if applicable (see Figure 5-21).

Figure 5-21   Which of the Following Potential New Services Would Be Most Appealing to You or Members of Your Household?
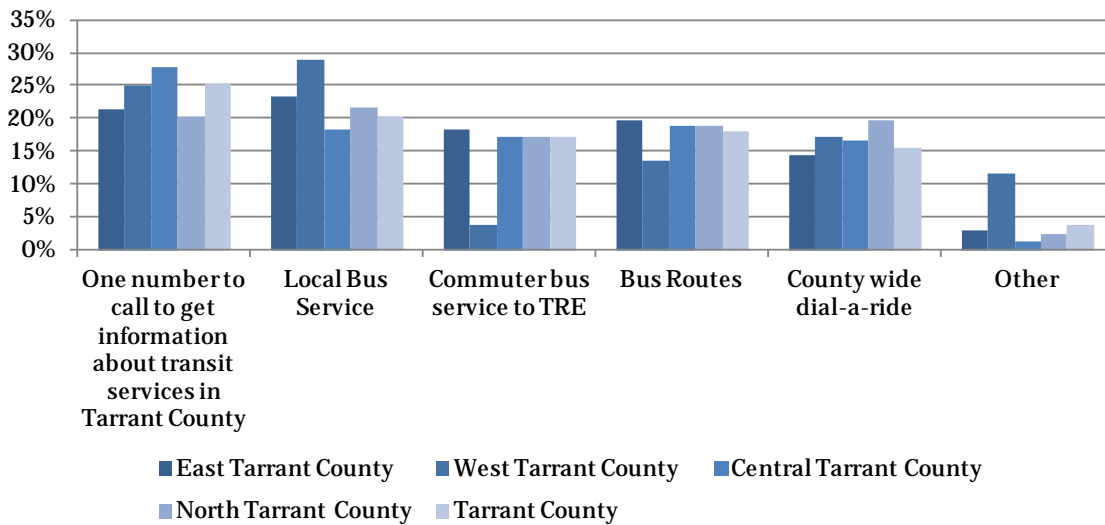
Countywide, 25% of respondents selected one number to call for information on transit services as the most appealing new service, followed by more local bus service (20%). In East, West, and North Tarrant County respondents preferred new local bus service (23%, 29%, and 22%, respectively) followed closely by having one number to call to get information about transit services in the county (21%, 25%, and 20%, respectively). For Central Tarrant County 28% of respondents selected having one number to call as their preferred potential service followed by bus routes between cities/communities in Tarrant County (19%). For those respondents who provided feedback on bus routes, several respondents suggested service between Fort Worth and White Settlement. Twenty percent (20%) of East Tarrant County respondents selected bus routes and the most common suggestion was for service was between Arlington and Fort Worth.

By far, the most common preference among those who listed "other" was rail service. Specific suggestions include commuter train service from Arlington to Fort Worth and rail service on State Highway 360 from Mansfield to Fort Worth. Among the non-rail "other" services listed were having more transportation information available online, better/new bicycle paths and pedestrian paths, and more transportation services for veterans.

Comments/Feedback

Respondents were asked if they had any comments they wished to provide. They provided a diverse set of comments which, for summary purposes, were assigned to different categories or themes as shown in Figure 5-22.

Over two-thirds (78%) of the respondents had no comments to offer. Among those who commented, the majority of respondents expressed a need for more cities to be served and connected by the transit system – the FWTA and TRE. Respondents mentioned the need for service improvements for seniors and people with disabilities. Other comments address a desire for better service frequency and a longer service day, extending service earlier in the morning and later in the evening.

Figure 5-22   Comments by Theme

Response	TOTAL	
	Count	Percent
No Responses	606	78.3%
Add Cities to Transit System	65	8.4%
Connection to TRE	5	0.6%
Cost	8	1.0%
Safety	7	0.9%
Service Duration	9	1.2%
Service for Disabled/Senior Citizens	22	2.8%
Service frequency	17	2.2%
Other	35	4.5%
Total	774	100%

CONCLUSION

Comparing the demographics of survey respondents to demographics of the county population as a whole (see Chapter 2 for more detail), there are several noticeable differences between the two groups. Survey respondents tend to have lower incomes and more households without a vehicle than the county as whole. Eighteen percent (18%) of survey respondents identified themselves as disabled as compared to nine percent (9%) of the county population and a much larger percent are 65 years or older as compared to the population as a whole. Low-income and older persons tend to be more transit dependent, suggesting that survey respondents may be more likely to use transit services than the population as a whole.

When looking at demographic characteristics of the different geographic areas, there are a high proportion of respondents over the age of 65 in West Tarrant County, while the age of respondents for the other three areas was more evenly distributed. For all areas, the majority of households have at least one vehicle available to them. However, East Tarrant County has the greatest proportion of survey respondents who do not have a car (24%), approximately twice as many as Central Tarrant County and North Tarrant County (13% and 12%, respectively). In West Tarrant County only 3% of respondents do not have a vehicle in their home.

While the majority of respondents typically drive alone for most of their trips, on the whole, public transit service is valued even if individuals are not likely users. The majority of respondents note that some level of service should be made available. Overall improvements to transit service in terms of frequency and hours of operation were factors that would encourage respondents to strongly consider using public transit. In addition, a feeling of safety, and increases in gas prices would also cause respondents to strongly consider using public transit.

Potential programs that could encourage an increase in transit usage include providing one number to call to get transportation information, which was the most popular suggestion given by survey participants. Currently, there are a number of service providers throughout the region, and riders must review the eligibility requirements of each service and service area to determine what transit services they might be eligible for. Survey respondents also noted that the most common way they currently get information is through word-of-mouth. Establishing one information number would help reduce the barrier to use the options that currently exist by increasing access to information and providing people with assistance in determining what service(s) they are eligible for. The addition of local bus service between cities, particularly between Arlington and surrounding communities, was also suggested by a large number of survey respondents.

6 BEST PRACTICES FROM OTHER REGIONS: CONSIDERATIONS FOR TARRANT COUNTY

INTRODUCTION

Most of this report focuses on Tarrant County's internal factors: travel demands, demographics, and existing transportation providers. To gauge how other regions with characteristics similar to Tarrant County addressed travel demands, this chapter looks externally, to examples of large-scale specialized transportation programs and mobility management efforts. These best practices examples are presented to apprise stakeholders in Tarrant County of approaches that are considered successful in other parts of the country for coordinating and managing human service transportation services.

Five sample agencies/programs were chosen because they represent diverse types of governance and organizational alternatives, and because they have a proven record of approaching mobility management in unique and creative ways.   The five agencies presented in this review represent a wide range of geographic areas in Texas, California, Oregon, Massachusetts, and Georgia. The services offered and role of these agencies is varied, as well, and provide interesting examples for the range of services a single entity can provide in a place like Tarrant County:

- **Harris County Transit/Harris County Rides** – Harris County, Texas (Houston). Rides is part of the Transit Division of the Harris County Community Services Department. Its purpose is to offer transportation programs that fill in the gaps in fixed-route service for seniors, persons with disabilities, and low-income persons. Direct operations of the two programs managed by Rides are provided by outside contractors.

- **Ride Connection** – Portland Region, Oregon. Ride Connection is a nonprofit organization that serves three counties. It coordinates more than 30 small community-based providers of transportation for older persons and persons with disabilities. It also provides travel training and administers a vehicle-sharing program.

- **Montachusett Regional Transit Authority (MART)** – North-central Massachusetts. MART provides local fixed-route service as well as complementary ADA paratransit service. In addition, MART is the Medicaid Non-Emergency Medical Transportation (NEMT) broker for four of the state's nine Office of Human Services brokerage regions.

- **Coastal Regional Commission (CRC)** – 10-county Coastal Region, Georgia. The CRC provides services at a regional scale. The CRC is governed by a regional commission board. It does not directly provide transportation services, but rather contracts for an array of public transportation and human services transportation.

▪ **Outreach** – Santa Clara County, California (San Jose). Outreach provides ADA paratransit service on behalf of the local transit provider, the Santa Clara Valley Transit Authority (VTA). In addition, it serves as mobility manager for the county.

METHODOLOGY

The best practice review consisted of a three-step process. First, a preliminary list of potential best practice examples was reviewed by NCTCOG staff and the Project Review Committee, and five agencies were selected for further review. Second, background research was conducted to understand the key features of each agency's mission and purpose, services offered, and organizational structure. Data was collected from a number of sources, including agency websites, and other agency-related materials. The preliminary information was then sent to contacts at each of the agencies to check for accuracy. Step three involved sending a questionnaire to a contact at each agency and then conducting a follow-up telephone or in-person (with Ride Connection) interview to gather more in-depth information on the organization and to ensure that the information gathered as part of the background research was current. A copy of the questionnaire can be found in Appendix C.

PROGRAM OVERVIEW AND COMPARISON

A brief overview of each program summarizes the services provided. Subsequent sections of this chapter look more closely at how the program formed, governance and administration, and funding. Figure 6-1 on page 6-6 provides a summary, as well as general characteristics of each program.

Program Summaries

Harris County Rides

Harris County Rides is part of the Transit Division of the Harris County Community Services Department. The primary mission of Rides is to coordinate many transportation providers to deliver basic mobility for people with disabilities, seniors, and low-income residents. Eligible individuals must apply to Rides to use the services, or be registered for Rides through one of several partner agencies, most of which are nonprofit human service agencies.

Rides fills in gaps to provide non-emergency transportation service by offering both a shared-ride service and taxi service.

▪ The shared-ride service is a non-metered program in which passengers share rides with other passengers. The service requires advance reservations. Of the two services available for program participants, this is the most economical. The cost is based on the mileage from the point of pick-up to the destination. The total price ranges from $6.00 to $42.00, with the customer paying 50% of this cost. Trips must be booked a minimum of 24 hours in advance.

▪ The taxi service is metered same-day service, with a cost based on the rate of the meter. Customers may take a one-way trip with a maximum up to $48.08, and the customer pays 50% of the trip cost. With this service, rides are dispatched on the same day as the request. Trips can be booked up to 90 minutes in advance.

Rides manages these programs, however operations are contracted. Unlike some mobility management programs, where a broker assigns trips, Rides' individual registrants schedule their

own trips directly with the provider they opt to use. In order to assist riders in selecting which option is best for them Rides offers advice on which option might be most economical, so that when passengers call to arrange a ride they can decide what type of service they prefer for each trip. Rides has also added an Ambassador Program called Rides Plus. Rides Plus has eight ambassadors who ride on shared vans and assist clients with packages, and other services as needed (they essentially are passenger assistants). Rides' also conducts ADA eligibility screenings.

In addition to the traditional Rides services, the program also operates Harris County Transit, which provides fixed route services on five routes. Harris County Transit provides residents outside of the Houston Metro service area with basic transportation alternatives, and is supported by the County and the cities served.

Ride Connection

Ride Connection is a private nonprofit organization, located in Portland, Oregon, that coordinates transportation operations of 30+ small community-based providers of senior transportation and transportation for people with disabilities in Clackamas, Multnomah, and Washington counties. The partner network includes a variety of human service organizations serving elders and people with disabilities throughout the metropolitan area. Each transportation service is individually designed for the neighborhood in which it is located. Ride Connection service partners include the local chapter of the multi-service centers, faith-based groups, senior centers and residential care facilities. The vast majority of people served by the Ride Connection network are eligible for ADA transportation.

In areas of the district where there are no private nonprofit partners of transportation for seniors and people with disabilities, such as in East Multnomah County and part of Washington County, Ride Connection becomes the provider, hiring operators and operating the service. In other areas, where there are no private nonprofit providers and more capacity is needed, contracts are established with taxicab companies. Programs offered by Ride Connection include travel training, community shuttles, a program whereby the agency lends vehicles to organizations during off-peak hours (evenings and weekends) and also places retired vehicles with governmental jurisdictions and nonprofit organizations, a volunteer driver recruitment program, and several programs in partnership with specific nonprofit organizations (e.g., American Cancer Society, Veterans Volunteer Transportation Program).

Ride Connection offers an extensive number of support services for its partners, including service coordination between partners; service scheduling and centralized call center services for a growing number of partners; driver, partner and staff training and development; accessible fleet acquisition; fleet management; outreach and joint marketing of regional transportation services; advocacy for individuals with transportation needs and for community-based service partners who meet those needs; volunteer recruitment assistance; grant writing, fundraising, and serving as conduit for state and federal funds; and service planning, which includes coordination of existing services.

In addition, Ride Connection acts as a Mobility Manager and serves as the first point of contact for new customers and agency professionals working to assist their clients. The goal is to counsel and educate older adults and people with disabilities about all available transportation options in their community providing information and assistance to the most appropriate, least restrictive mode of transportation.

The centralized service center provides ease of access to customers through a single portal: one accessible regional phone number. The service center has translation services available through a third party in most languages and currently has Spanish and Russian speaking staff on site. A Text Telephone (TTY) number is also available.

Montachusett Regional Transit Authority (MART)

MART is a public transportation provider operating in north-central Massachusetts. MART operates a variety of transportation services, including fixed-route transit, ADA complementary paratransit service, long-distance hospital shuttles, and town-based demand-response service. MART's service area for these public transportation services covers some 63 square miles, includes 21 municipalities, and serves a population of 113,000 individuals.

In addition to operating public transportation, MART also functions as a transportation broker, managing and assigning medical and human service transportation for the Massachusetts Executive Office of Human and Health Services (EOHHS).

MART is currently contracted to provide brokerage functions for its public transportation service area, as well as several other regions; MART currently provides 70 percent of the Commonwealth's medical transportation services, including the metropolitan Boston area, several medium-sized cities such as Springfield, Lowell, and parts of Worcester, and large tracts of suburban communities.

Coastal Regional Commission (CRC)

In the State of Georgia, regional commissions are designated by law as the official regional planning entities for land use, environmental purposes, transportation, and historic site preservation. There are twelve such multi-county regional commissions throughout the state. The CRC serves 10 counties and 35 cities. The region encompasses the six coastal counties and four inland counties and has a total land area of over 5,110 square miles. It is home to the state's largest urbanized area outside of the metropolitan Atlanta region (Savannah), with a total population of about 650,000.

The CRC administers a variety of transportation programs to meet the mobility needs of individuals throughout the coastal Georgia region. The CRC does not provide direct services, but instead contracts with various providers for service delivery. Nevertheless, the CRC operates a regional call center, which is a central place for customers to call to receive information about programs, and their eligibility for these programs. The call center staff serve as the transportation broker, scheduling the trips and assigning them to the appropriate provider. The transportation programs the CRC currently oversees include the following:

- **Department of Human Services** (DHS) Coordinated Transportation – The CRC contracts with the Georgia DHS to provide administrative oversight to the DHS Coordinated Transportation program. Eligible DHS consumers include seniors and people with low incomes. Consumers that participate in Mental Health, Developmental Disabilities, and Addictive Diseases programs through the Division of Behavioral Health may also be eligible for coordinated transportation through the Department of Human Services. The CRC contracts the provision of this service to transit providers.
- **Regional Rural Public Transportation** – Coastal Regional Coaches is the regional rural public transit program that provides general public transit service in the counties of Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and

Screven. This service is available to anyone, for any purpose, and to any destination in the coastal region, and operates as a demand-response, advance reservation service Monday through Friday from 6:00 A.M. until 6:00 P.M. Coastal Regional Coaches coordinates public transit service with a variety of other transportation services simultaneously in order to make the program more cost-effective and efficient.

▪ **Regional Vanpool Program** – The Regional Vanpool Program is available to commuters who live or work in the ten counties of the coastal region. The CRC has contracted with VPSI, Inc., to manage all aspects of the vanpool program.

Outreach

Outreach is a nonprofit broker for VTA and serves Santa Clara County, California. Outreach operates the ADA paratransit service as a contractor to VTA and also offers a variety of alternative transportation options targeted to seniors and persons with disabilities. As the Mobility Manager for Santa Clara County, Outreach and has established a Mobility Management Center with a web-based system referred to as TripNet. TripNet allows health and human service agencies to manage members, trip reservations, standing orders, and vehicle sharing. It is also used to manage gas cards provided to individuals who give rides as volunteers, take credit card payments, manage other agencies' funds, and oversee discounted taxi rides, Medicaid trips, homeless trips, aging trips, etc. TripNet includes a fleet inventory system, GIS mapping and vehicle routing for emergency evacuation. Outreach also consolidates and coordinates health and human service transportation and contracts with private sector providers and health and human service agencies.

Outreach's Senior Transportation Program provides various services including subsidized taxi trips, volunteer rides for older adults, and gas cards to volunteers who provide services. The Walking/Safe and Healthy Senior Program provides service to and from community centers and programs and works with their advisory committees on bus stops to serve seniors and persons with disabilities. Outreach also provides shuttles to and from select locations on a case-by-case basis, such as from homeless shelters to service centers; from neighborhoods to health care centers; etc.

Figure 6-1   General Characteristics

Location	Agency Name	Organizational Structure	Primary Function	Major Services/ Coordination Activities	Other Information
Harris County, Texas	Harris County Rides	Public agency	Provides non-emergency transportation services for seniors, people with disabilities, and low-income residents of Harris County who live outside the METROLift service area or are unable to access METRO services.	Administers a curb-to-curb subsidized program for eligible customers and participating agencies to purchase transportation services. Serves as a broker and mobility manager. Conducts ADA eligibility assessments.	Customers select from two service types: 1) shared ride or 2) subsidized taxi service.
Portland, Oregon	Ride Connection	Private nonprofit agency	Provides and coordinates transportation options primarily for older adults and people with disabilities in the greater Portland, Oregon metropolitan region.	Conducts Travel Training, provides door-to-door services through special contracts, administers a comprehensive volunteer program and oversees a vehicle-sharing program. Designated as the region's single recipient of FTA Section 5310 funding. Serves as a mobility manager by providing consumers with information on all their transportation options and coordinating 30+ services.	Ride Connection enjoys a strong relationship and complements the services provided by TriMet, the public transit operator.
North Central MA	Montachusett Regional Transit Authority (MART)	Public transportation provider	Serves as a broker for transportation services as operating a variety of transportation services.	Operates fixed-route and ADA services, hospital shuttles and demand-response service. Serves as a broker for the Medicaid Non-Emergency Medical Transportation for four of the state's nine Office of Human Service Transportation brokerage regions.	The public transportation service area covers 63 square miles, including 21 municipalities.
10-county Coastal Georgia Region	Coastal Regional Commission (CRC)	Local regional planning agency designated by state law	Serves as broker for human service and rural public transportation services in this 10-county region	Administers one 800 call-in number to schedule trips. Working toward consolidation of multiple software/programs for scheduling and booking trips from multiple providers.	Successfully administers a fully coordinated 5311 Public Transit system for the 10-county region.
Santa Clara County, CA	Outreach	Private nonprofit agency	Provides ADA services for the local fixed route provider. Serves as the mobility manager for local social service agencies.	Operates ADA services and Mobility Management Center with a web-based system referred to as TripNet.	Offers a number of programs for seniors such as Walking/Safe and Healthy Senior Program.

Formation and Organizational Purpose

While the process for formation of each the five peer agencies differs, the impetus for the creation of many of these agencies was based on the need to fill gaps not served by the existing transportation network, very similar to the concerns raised in Tarrant County. And while some of the programs are relatively new, others have been around for decades.

The formation of Harris County **Rides** arose out of the need to address gaps in existing transit services for seniors and persons with disabilities. The impetus for the Rides program goes back to 1999 when Harris County, in partnership with Houston-Galveston Area Council, American Red Cross, and other human service organizations, conducted a Transit Needs Study. A county judge was responsible for spearheading the effort, and in March 2003, Harris County received a $40,000 grant and became the fiscal agent of the Harris County Coordinated Transportation Program. In October 2003, Harris County launched a coordinated program as a pilot, managed out of Judge Eckels' office. Now known as Harris County Rides, the program coordinates many of the region's transportation resources to provide basic mobility for Harris County residents with disabilities and seniors, when the current transportation services are unavailable, insufficient, or inappropriate. The Judge's office no longer houses the program, but served a supportive launching point at the county level to get the program started.

Unlike Rides, **Ride Connection** emerged from a collaborative effort with the local transit agency as part of a strategy to meet the transportation needs of seniors and persons with disabilities in a more effective way. In the mid 1980's, a TriMet citizen committee recommended to TriMet that a volunteer program could better meet the transportation needs of older adults and people with disabilities. The first volunteer rides were offered in 1986 as a TriMet project. Ride Connection was then incorporated as a private nonprofit in May 1988 with a vision to serve this population with a more adaptable, accessible service than traditional public transit.

The relationship between TriMet and Ride Connection represents a unique blending of public and private resources and serves as a model of effective regional cooperation and collaboration. Ride Connection and its service partner network have evolved from a limited provider of volunteer transportation service options to a major provider of transportation services to older adults and people with disabilities in the Tri-County area.

While TriMet effectively spun off its specialized programs as a separate entity, **MART**, on the other hand, is a public, nonprofit organization that provides public transportation to the Montachusett Region. MART is one of 16 Massachusetts' regional transit authorities (RTAs). MART was established in 1978 to provide fixed route service to and within north-central Massachusetts. Duplicating the MART model in Tarrant County would be akin to the FWTA assuming responsibility for human service transportation and mobility management.

Likewise, the **CRC** provides a comprehensive set of services for the general public as well as seniors and people with disabilities. The transportation system for the geographic area that the CRC oversees was initiated in 1999 under the auspices of the manager of the Human Services Transportation program.[1] In response to numerous concerns expressed by human services staff and members of the public regarding the lack of viable transportation options, a transportation feasibility study was conducted in 2004. That study found that only 60 percent of the need within

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[1] In Georgia, FTA Section 5310 funds (Transportation for Elderly Persons and Persons with Disabilities) are provided directly to the Department of Human Services to manage local human service transportation programs.

the ten-county region was being met. Specifically, low-income people needed public transit to access work opportunities; persons with disabilities needed specialized services; and many people reported they relied on friends or family members to transport them. Some communities had no public transportation available to them at all. As a result, a transportation system was developed utilizing federal transportation funds (United We Ride funds and FTA Section 5311) which were matched with services purchased by DHS. When the program first started, 88% of the trips were provided on behalf of human service agencies, and 12% were for members of the public. Public use of transit has increased dramatically, and currently, 55% of the trips are provided for human service agencies and 45% for members of the general public

Unlike the other agencies profiled, the initial purpose for forming **Outreach** was not to meet unmet transportation needs, but rather to provide other social services. Outreach was founded in the 1970's during the War on Poverty movement and started as a social service program. In 1979, Outreach incorporated as an independent nonprofit and began providing transportation services. It quickly became the largest coordinated community-based transportation and social service provider in Santa Clara County. The structure of Outreach shifted and the focus expanded in the 1980's when Outreach was designated as the Consolidated Transportation Services Agency for Santa Clara County by the State of California.

Governance/Administration

The various agencies profiled in this chapter have different approaches to management and policymaking. The governing board for **Rides** is the Harris County Commissioners Court, which consists of four commissioners and one judge, all of whom are elected. The Rides program has an advisory council made up of stakeholders such as senior groups, the Area Agency on Aging, and a Mobility Manager. Harris County has the flexibility to add additional contracted staff members depending on the number of grants they receive. Currently there are four county employees who are staffed at the Rides program. Harris County manages all contracts, but all transportation services are provided by subcontractors chosen through a competitive RFP process. Rides Plus (ambassador program) is staffed by 10 contract employees (eight ambassadors and two mobility specialists) whose positions are funded with New Freedom funds.

Ride Connection's 15-member Board of Directors oversees and directs the organization's activities. Board members represent a cross-section of the region and those that are served by Ride Connection, and have the skill set needed to ensure proper oversight is maintained. Advisory committees (e.g., Audit and Finance Committee, Program and Provider Services Committee, RideWise Committee) report to the board and monitor business practices, service delivery methods, fund development activities and core accountabilities to ensure the stability and longevity of the organization and its network. Ride Connection has 37 employees, of whom seven are part-time.

MART's 100 administrative staff members cover all facets of its large operation, with its drivers as a separate unit (not counted among the 100 staff members). The organization's 21-member Board is comprised of a mix of appointed and elected representatives, including persons representing all of the geographic areas served by the operation. Likewise, the **CRC** is directed by a Commission Council, a body of elected and appointed officials representing the public and private sector. Programs offered are managed by a staff of 12 persons. The CRC serves as the transportation broker and fiscal agent for the program.

A nonprofit agency, **Outreach** is governed by a Board of Directors with up to 15 members. Board representation is based on strategic sectors to bring new skills to the organization (people representing the technology sector in Silicon Valley, people representing marketing firms, people with skills in management, etc.). There are seven people on staff, including three people who answer phones, one account manager, two staff members responsible for funding and operations, and the Executive Director who is very involved in all facets of the organization.

Figure 6-2 provides an overview of the governing body, management, and administrative and operations responsibilities by agency.

Figure 6-2   Governance and Management for Peer Providers

Transit Provider	Governing Body	Management, Administration and Operations
Rides	- A division of the Harris County Community Services Department - Harris County Commissioners Court is oversight body	- Staffed by county employees: 6 staff members for Harris County Rides and 5 staff members for fixed-route service, responsible for all administrative, registration and funding elements of the operation - Rides Program has a Mobility Manager and advisory council - Harris County Transit manages all contracts, but all operations are handled by subcontractors
Ride Connection	Nonprofit agency overseen by a 15 member board of directors	- Staffed by 37 employees, covering all administrative and management roles - Operates service in areas where there are no providers or contracts with taxis to operate the service - Develops and implements transportation programs in local communities
Outreach	Nonprofit agency with a board of directors of up to 15 members; board representation is based on strategic sectors to bring new skills to the organization.	- Seven staff members, as well as a call center with 20 on staff. Of the seven, three people answer phones, and there is an accounts manager, two funding/operations managers and one executive director. - Operates ADA paratransit service for VTA - Serves as a broker for some social service transit operations
Coastal Regional Commission (CRC)	- Public agency - Overseen by a Commission Council with 34 members	12 staff members in planning - Manages all programs but all operations are handled by subcontractors.
Montachusett Regional Transit Authority (MART)	- Nonprofit public service agency mandated by the State of Massachusetts - MART Board of 21 members oversees policymaking for the agency	100 staff members in planning, operations and brokerage services, including telephone/scheduling operations (does not include drivers) - Operates fixed-route service - Contracts NEMT trips to over 150 providers

Funding

All of the programs evaluated use a combination of funding sources with federal, state, local and private funds, including some funds not traditionally used for transportation such Department of

Health and Human Services funding. Annual operating budgets range from $2 million to $68 million, with **Rides** having the smallest operating budget, at approximately $2 million. The program uses a wide range of funding sources. For services targeted at older persons and persons with disabilities Rides utilizes FTA Section 5307, 5310, and 5317 funds. However these sources of funding cannot be used for programs targeted at low-income persons. Some of Rides' partners cover 50% of the cost of a trip or offer in kind services. Rides also leverages general funds from the county to use as matching funds.

A much larger program, **Ride Connection's** operating budget totals $8.6 million per year. Its programs are funded with a combination of sources, which include JARC (FTA Section 5316), New Freedom (FTA Section 5317), TriMet, FTA Section 5311 federal rural assistance, state Special Transportation Funds, Aging and Disability Services, fare donations, Veterans Initiative funds, and charitable contributions. Additionally, 48,784 volunteer hours (drivers, escort, Ride Ambassadors, committees and administrative support) were contributed in FY 2012. Ride Connection service partners contributed $2,890,528 to their transportation programs above what they received through Ride Connection.

The largest of these programs, **MART**, has an annual budget of $68 million for all public transit and human service transportation operations. For the services that MART provides as the NEMT broker for four of the state's nine Office of Human Service Transportation (HST) brokerage regions, they are reimbursed based on a per-trip rate that is set annually by the HST Office based on the average trip costs recorded in the previous year. A unique aspect of the HST contracts is an incentive program that allows brokers to share cost savings with the HST Office. If MART is able to provide service for less than the contracted rate, MART is allowed to keep savings (or profits) up to three percent (3%) of the annual projected program costs. While much of its funding comes from federal sources (FTA Sections 5310, 5316 and 5317), because MART coordinates transportation for Massachusetts' human service agencies, it receives direct funding from the Department of Developmental Services, Mass Health, and the Department of Public Health (DPH). MART also receives education funding because it coordinates Special Education transportation for local school districts.

The **CRC** has an operating budget of approximately $7 million and is funded with a variety of funds, including federal transportation dollars (FTA Sections 5310, 5311, 5316, 5317), DHS funds, fares (generated from general public passengers) and general funds from local cities and counties. DHS funds are considered as match to the FTA funds. Federal stimulus funding, available in 2009, was used to purchase vehicles. The system is fully coordinated, meaning that members of the general public use the same service as those who are sponsored by a human service agency. However, it is important to note that the funding is not comingled, meaning that human service funding is directly tied to the provision of client-related services, and FTA Section 5311 funds are tied to provision of services for members of the public.

Outreach relies on an expansive array of funding sources, including federal, state, and local dollars. At the federal level, Outreach receives funding through FTA Sections 5310, 5316, and 5317. Outreach currently operates nearly 50 vehicles secured through the FTA Section 5310 program and has been an FTA Section 5316 recipient since 1998 when it partnered with the County of Santa Clara, the Metropolitan Transportation Commission (the regional council of governments) and VTA to develop and deliver a Guaranteed Ride Program for persons leaving welfare and training or entering the workforce. Outreach uses State of California Health and Human Services funding and State Transit Development Act funds. At the local level, Outreach receives funding from Santa Clara County General Funds, City of Campbell General Funds, the

Measure A Program (sales tax increase to be used for county programs), private donations, and a car donation program. It also receives funding from foundations and corporations.

Figure 6-3 provides a summary of each agency's annual operating budget and the types of funding used.

Figure 6-3   Annual Operating Budget and Funding Sources

Agency	Annual Operating Budget	Sources of Funding
Harris County Rides	$2 million	Federal – 5307, 5310, 5317 Local/Other – general funds
Ride Connection	$8.6 million	Federal – 5311, 5316, 5317 State – TriMet, Special Transportation Funds, Aging and Disability Services Local/Other - fare donations, fund raising, interest income, private, Veterans Initiative funds, and charitable contributions
Montachusett Regional Transit Authority (MART)	$68 million	Federal – 5310, 5316, 5317 State – Department of Developmental Services (DDS), Mass Health, and the Department of Public Health (DPH) Local – fare revenue, special education departments
Coastal Regional Commission (CRC)	$7 million	Federal - 5310, 5311, 5316, 5317, State - Department of Human Services (DHS) funds Local/Other – fares, general funds from local cities and counties
Outreach	$25.6 million	Federal – 5310, 5316, 5317 State – Health & Human Services, State Transit Assistance, Transportation Development Act, and Tobacco Settlement Act Local/Other–county and city general funds, sales tax revenue, and private donations

CONCLUSION

This best practices review provides some interesting lessons for Tarrant County. It suggests that agencies grew out of different missions, but all are responsible for pooling a wide array of funding sources and meeting the transportation needs of a diversity of communities. Agency representatives were also asked to offer advice for Tarrant County.

Rides staff noted that it would take time to get agreement on the goals of a regional mobility management agency. At Rides, part of the process was getting everybody comfortable with the fact that they did not have to relinquish their own program/service. The biggest challenges they faced when establishing their programs were getting all providers to use the same fare and reimbursement rates. To come to an agreement they had all the providers come together in one room and negotiated. Ultimately the county set the rate through a request for proposals (RFP)

from providers (rate is per passenger based on mileage). It also took ongoing communication and planning over two years before the first trip was offered.

Another key part of the formation process was to include vendors (taxis and shared ride providers) in the planning discussions. Finally, staff emphasized that a champion was needed, particularly at the political level. In the case of Rides, it was Judge Eckels.

Ride Connection and **Outreach** found that having a partnership with a public transit agency was able to save the transit agency money on what would otherwise be more expensive ADA trips, providing an impetus for Ride Connection and Outreach to broker the services. In the case of Ride Connection, managing a successful volunteer driver program allowed them to expand the reach of the services they could office.

Massachusetts and MART offer an interesting case study, because Massachusetts implemented its own version of health care reform in 2006, and the state served as a model for several aspects of the federal health care reform law. Massachusetts, like Texas, has a regional model for Medicaid NEMT service delivery and contracts with public entities to serve as brokers for NEMT service, but MART is one of only a handful of nonprofit organizations serving as Medicaid transportation brokers in the nation. It also has one of the largest nonprofit brokerages in the country.

Part of MART's success, as well as Outreach's and Ride Connection's, is the management of a sophisticated software system developed in house with custom modules tailored to the broker's particular needs.

CRC's lessons for Tarrant County include the importance of educating members of the public, local elected officials, and statewide legislators to show them there is a need for transportation, especially in rural areas not currently served by transit operators. According to CRC, it is important for members of the general public to recognize the service as a public system rather than one dedicated to people with special needs. They also encourage the development of a system identity and "branding" so it can be easily recognized by members of the public. Finally, they note that it is important to consider the indirect or administrative costs needed to support a brokerage. These are above and beyond the direct operating costs, and will include staffing and other overhead costs.

Based on the discussion, in all of these best practices, a single agency serves as the transportation broker and fiscal agent. This entity is responsible to enter into contracts with human service agencies whose clients need transportation, and to contract with service providers. The result is a single, coordinated transportation system for specialized populations, and in some cases, the general public.

The brokers successfully combine a variety of funding sources, including federal transportation dollars, human service agency funds, fares, and those available through local jurisdictions. This model responds to concerns raised in Tarrant County about accountability of funds, and concern that funds are not efficiently spent. The broker is also responsible to ensure funds are spent as they are intended (i.e., Area Agency on Aging funds provided for trips to a senior center).

Finally, in these examples, a single call center was established, something identified as an area of major concern in Tarrant County. As a result, a customer may make only one call to learn about transportation options, and with the exception of Rides, for his or her trip to be scheduled.

7 TRANSPORTATION TOOLBOX FOR TARRANT COUNTY

INTRODUCTION

As described in Chapters 1 through 6, a number of specific needs were identified. The project team identified 23 transportation alternatives that could potentially address the various mobility needs of Tarrant County residents. Members of the Project Review Committee made some adjustments to the alternatives and the final set of alternatives for consideration were identified as follows:

A. Mobility Management Strategies	
	▪ Cost sharing/leveraging of funding
	▪ Joint procurement of vehicles and equipment
	▪ Raise public awareness of transportation programs
	▪ Transportation voucher program/fare reimbursement
	▪ Travel navigation/information and referral
	▪ Trip brokerage
	▪ Uniform service policies
	▪ Volunteer driver program/driver reimbursement program
B. Transit Strategies	▪ ADA /eligibility-based dial-a-ride (often classified as a mobility management strategy)
	▪ Community shuttle (as well as possible dialysis shuttle)
	▪ Express bus/park & ride service
	▪ Feeder/connector service to fixed routes
	▪ General public dial-a-ride
	▪ Local fixed-route bus service
	▪ Neighborhood express bus service
	▪ Point deviation service
	▪ Route deviation
C. Public-Private Strategies	▪ Employer shuttle
	▪ Subscription bus services
	▪ Vanpool
D. Personal Strategies	▪ Carpool
	▪ Non-motorized alternatives

These potential alternatives will be reviewed with NCTCOG staff and the Project Review Committee to determine which are appropriate for evaluation. Other alternatives not included on this list may also be added.

REVIEW OF ALTERNATIVES

Each of the alternatives is briefly defined and discussed on the following pages.

A. Mobility Management Strategies

Mobility management can be interpreted in a number of different ways, but generally refers to a strategic, cost-effective approach to connecting people needing transportation to available transportation resources within a community. Through partnerships with many transportation service providers, mobility managers enable individuals to use a travel method that meets their specific needs, is appropriate for their situation and trip, and is cost-efficient. Mobility managers should also identify when appropriate transportation resources are not available, and assist in developing and implementing them.

Cost Sharing/Leveraging of Funding

Service Description: Either through a mobility manager or an oversight entity that is connected to numerous transportation providers in the community, incremental steps can be taken to coordinate financial resources and enhance the effectiveness of service provision.

Need Being Met: Cost sharing can help defray the costs to a single provider while maximizing the availability of funds from state and federal sources by better leveraging local funds.

Market: Primarily used for services to people with disabilities and the elderly.

Service Parameters (frequency, operating hours etc.): Not applicable.

Existing Conditions required for Success: Strong political leadership to bring together different providers, and to ensure that costs are equitably distributed. Buy in from local jurisdictions to share cost information and negotiate collaborative agreements. Administrative and operational capabilities that allow cost to be shared and funding to be fully leveraged.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): More money for service, more service, service and greater sharing of the costs of service provision.

Extent to which Needs are Addressed: Depends on level of coordination and cost sharing arrangements.

Other Implementation Considerations: Cost sharing and leveraging of funds can be most effectively achieved through a mobility manager.

Joint Procurement of Vehicles and Equipment

Service Description: Agencies that require vehicles or other equipment have opportunities to work together to jointly procure vehicles rather than initiating and managing their own vehicle/equipment procurement program. A regional procurement program already exists that covers Tarrant County.

Need Being Met: Joint procurement can help save money and resources, and may result in better pricing for vehicles or equipment required by Tarrant County transportation providers.

Market: May be used for any general public services, as well as services specifically for seniors and people with disabilities.

Service Parameters (frequency, operating hours etc.): Not applicable.

Existing Conditions required for Success: NCTCOG has the informational tools to bring providers together to participate in the joint procurement program. Better information and outreach to providers is required to encourage this level of coordination.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Potential cost savings; avoiding duplication of efforts.

Extent to which Needs are Addressed: Modest, but allows staff with limited resources to focus on other activities.

Other Implementation Considerations: NCTCOG or a coordinating entity within Tarrant County should take the lead on the effort and provide outreach to organizations that may benefit from joint procurement.

Raise Public Awareness of Transportation Options

Strategy Description: Raising public awareness refers to outreach, marketing and educational efforts that should be conducted to educate the public about transportation options in their community, in order to increase the likelihood that they will try alternatives to solo auto driving. This strategy can involve a broad range of activities, including promotion of services through the print and radio media, through the Internet, on roadside billboards, and in flyers distributed at strategic locations.

Need Being Met: This strategy would address the current lack of awareness of public transportation and other options that are available and underutilized in the community. This need was frequently identified by stakeholders in Tarrant County.

Market: While all members of the public should be exposed in some way to these educational efforts, particular groups who are likely to be more transit-dependent should be targeted, such as people with disabilities, seniors and low-income residents who may not have access to a car.

Service Parameters (frequency, operating hours etc.): Not applicable, since this is not an on-the-ground service that is being provided, but rather a means of promoting awareness of existing services.

Existing Conditions required for Success: A variety of transportation options that can be accessed by the target population. A commitment on the part of local agencies to assign adequate budget for marketing purposes in the face of limited resources for service provision.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Increased usage of local transportation resources.

Extent to which Needs are Addressed: Effective public awareness and educational campaigns can be critical in areas where residents are not aware of their transportation options, particularly in an auto-oriented environment.

Other Implementation Considerations: Requires coordination between local agencies, and built-in programmatic function to assume ongoing updating of service information.

Transportation Voucher Program

Service Description: A voucher program allows agencies and individuals to purchase transportation services from private and nonprofit transportation providers. An agency can use the vouchers for their clients instead of needing to provide the service itself. Vouchers allow individuals who are unable to use existing transportation providers for their travel needs to use another service, at a rate pre-negotiated by the mobility manager.

Need Being Met: The program is intended to address a gap in transportation services provided in Tarrant County, and provides a service for individuals who have a high risk of isolation. Improved same day, door-to-door options. Increase existing ridership. More personalized service than some other options. Most likely to be able to provide 24/7 service.

Market: A voucher program is primarily for seniors, people with disabilities and low-income individuals.

Existing Conditions required for Success: The availability of taxi and other providers in all parts of Tarrant County will be critical, enabling people to redeem vouchers for the services they need. Willingness of taxi and other companies to participate in the program given federal requirements (drug and alcohol testing, training, etc.) is important.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Affords subsidized transportation access to private nonprofit and for-profit transportation services; establishes protocols for registration and billing. Could attract very high numbers of users. Level of service will vary depending upon available budget, level of subsidy, constraints such as trip limits, eligibility, etc.

Extent to which Needs are Addressed: Successful voucher programs serve people with few other transportation options. The flexibility of this service can result in significant meeting of needs apart from the high subsidy level required.

Other Implementation Considerations: Vouchers would be provided through the mobility manager or a qualifying mobility manager partner organization and eligible individuals would be required to register for the program in advance. Given program costs, this may well serve as a lifeline service for those essential trips that cannot be provided by the other options. Three partner agencies in Tarrant County (MHMR-Intellectual and Developmental Disabilities Division, MHMR- Mental Health Division, and the Area Agency on Aging) are currently piloting a transportation voucher program, Tarrant RIDES, which is being evaluated for its role in leveraging funds and services, minimizing isolation among older adults and persons with disabilities, and offsetting the cost barriers that often prevent an individual from using an existing transit services.

Travel Navigation and Information & Referral Services

Service Description. Travel navigation and information & referral are different functions, but have a common purpose in Tarrant County. Travel navigation, particularly for older adults and persons with disabilities, relies on individuals who are specialized subject matter experts on the full range of transportation services, including public, nonprofit, for-profit, and volunteer options. Information & referral specialists are subject matter generalists who address questions and concerns to identify services for which a caller is eligible, and to provide them with the necessary information to make use of the available services. Both are key components of providing comprehensive information about a variety of services to ensure that people who are in need of assistance, can access the array of services available to them. In Tarrant County, 2-1-1 offers countywide information & referral services, including

contacts to transportation providers, to members of the general public who contact them. MY RIDE provides travel navigation services to persons with disabilities, determining services for which an individual with a disability is eligible, providing ongoing assistance to an individual to eliminate barriers to mobility, and as needed, coordinating trips that involve multiple providers.

Need Being Met: The program is intended to address a gap in navigating the array of mobility services available in Tarrant County and the region.

Market: This service is valuable for the general public and agency representatives, but particularly for seniors, people with disabilities and low-income individuals.

Existing Conditions required for Success: To provide these services successfully requires development and maintenance of a database of relevant programs and services, and then work to ensure that the information is provided to individuals and community representatives through an array of different outreach channels. Existing organizations have the capabilities to expand their range of transportation-related information services.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Participants should report reduced isolation; increased independence and community connections; knowledge of transportation services and skill in using them; and increased transportation options.

Extent to which Needs are Addressed: The assistance offered through both travel navigation services and information & referral were among the most requested needs.

Other Implementation Considerations: It is assumed that establishing this function for all demographic segments would require careful coordination with participating agencies and providers, and may require the transitioning of existing staff to a different – or broader—function, or potentially require additional staffing. MY RIDE has developed excellent relationships and worked to support coordination across the county and services offered by the program could be expanded.

Trip Brokerage

Service Description. A Trip Brokerage system is one where an individual or agency calls a single telephone number to schedule a trip. The broker makes a decision about how best to serve that trip request, whether with a volunteer ride, a transit ride via the FWTA, a preferred contracted transportation provider, or an individual ride using a taxi voucher. Unlike a voucher program described above, a broker would assign a trip to a provider based on his or her knowledge of where various agency vehicles are traveling, which have capacity for a passenger, and what assignment would be the most efficient use of resources

Need Being Met: Improves coordination by consolidating scheduling functions of multiple providers based on trip origins and destinations.

Market: A brokerage system is primarily to serve seniors, people with disabilities and low-income individuals, but can also serve the general public.

Existing Conditions required for Success: The availability of multiple providers in Tarrant County will be critical, enabling the broker to schedule individuals on the services that most efficiently and effectively serve the needs of the client, at a reasonable cost to the provider and funding agency.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Successful programs serve a wide array of trips and comingle riders from multiple agencies, resulting in cost savings for agencies and better access to transportation services for individual users.

Extent to which Needs are Addressed: Provides the most comprehensive approach to meeting travel demands for the target demographics in Tarrant County.

Other Implementation Considerations: Once a brokerage system is in place, a direct payment system could be developed so individuals who request a trip do not need to pay directly for service (they could be billed or use a fare payment card or voucher), and agency accounts could be debited based on the trips their clients are taking.

Uniform Service Policies

Service Description: Consistent eligibility requirements would be adopted by jurisdictions and transportation programs in Tarrant County. Eligibility requirements across transportation programs are very different. Some programs consider seniors to be age 55 and older, while others require them to be 65 or older. Likewise, an individual with a disability does not need to be ADA-certified on some services, but must be for other services.

Need Being Met: Allowing individuals to use multiple services and/or transfer between services is challenging when they may qualify for one service but not a connecting service.

Market: Primarily seniors and people with disabilities.

Service Parameters (frequency, operating hours etc.): Not applicable.

Existing Conditions required for Success: Agreement by multiple jurisdictions and transportation programs to track the number of passengers, trips, and costs incurred by adopting uniform service policies or agreements. Adoption of consistent policies.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Will facilitate transfers and allow agencies to work together to provide some services.

Extent to which Needs are Addressed: Serves as a building block of a successful mobility management effort; facilitates regional coordination in general.

Other Implementation Considerations: Different policies adopted at the local level may also be codified in local laws which can cause conflict in trying to standardize the definitions.

Volunteer Driver/Driver Reimbursement Program

Service Description: Volunteer drivers using their own vehicles (or vehicles provided by an agency) to offer transportation to targeted individuals such as people with disabilities and seniors. Volunteer driver programs could sometimes include long distance trips outside of Tarrant County to serve specialized destinations not found in the county (e.g., a VA hospital).   Tarrant County has several volunteer driver programs that do not coordinate with one another.

Need Being Met: Increase transportation options, including potential same day service. Provide more personalized service. Service for populations that do not have access to a car or ability to drive.

Market: Seniors, Disabled, Temporary Situations (health care, job hunting).

Service Parameters (frequency, operating hours etc.): Varies considerably depending on the program parameters.

Existing Conditions required for Success: Strong volunteer base. Well-established network for volunteer recruitment. Agency able and willing to take on labor-intensive administrative function.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Entirely dependent on the scale of the program.

Extent to which Needs are Addressed: Successful programs provide highly customized service, but overall trip availability per person is likely to be limited

Other Implementation Considerations: Implementation of a successful program can be long-term, with a key challenge being able to balance the number of volunteers and potential riders, and the former's availability with the times at which trips are needed.

B. Transit Strategies

Transit strategies are scheduled public or specialized services that are operated using buses or vans, and serve multiple persons on a shared trip. Some of these services already exist in Tarrant County; existing services could be expanded to address temporal and spatial gaps, while new services could also be considered for development.

ADA/Eligibility-Based Dial-A-Ride

Service Description: Demand-response service for seniors and people with disabilities

Need Being Met: Compliance with Federal ADA Complementary Paratransit requirement where fixed-route service exists. Lifeline service for sensitive population groups where no other transit service exists.

Market: Seniors, Disabled

Service Parameters (frequency, operating hours etc.): Comparable to fixed-route service, with no more than double the fare.

Existing Conditions required for Success: ADA paratransit service required within ¾ mile on either side of fixed-route service, and during comparable service hours. Non-ADA service requires community support and demand among target ridership.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): ADA paratransit or eligibility-based dial-a-ride services typically generate 2 to 3 passenger trips per vehicle revenue hour, with lower productivity in congested urbanized areas, or where long trips are provided.

Extent to which Needs are Addressed: ADA paratransit or eligibility-based dial-a-ride services provide critical mobility opportunities for select population groups, but reservations must be made at least the day before the trip, and for non-ADA service, restrictions are sometimes placed on trip types and frequency of use by an individual.

Other Implementation Considerations: ADA paratransit or eligibility-based dial-a-ride services typically require dedicated dispatching staff and specialized ride-matching software to operate efficiently.

Community Shuttle

Service Description: Fixed-route or demand-response services in small or rural communities. Operates one to three days a week. TCTS is an example of a community shuttle service.

Need Being Met: Access to shopping and services on designated days for those with limited transportation options.

Market: Seniors, Disabled, General Public (for local shopping / services).

Service Parameters (frequency, operating hours etc.): Available at least one day per week. Can be operated as a fixed-route or demand-response service. Service hours depend on funding and ridership demand.

Existing Conditions required for Success: Community Shuttles are often considered a lifeline service, so an oversight body must define "success".

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Ridership is highly dependent on the service design, which can be fixed-route or demand-response and range from one round-trip per day to dozens of trips per day.

Extent to which Needs are Addressed: Community Shuttles provide lifeline coverage in low-density environments, but lack the ability to serve daily commuters.

Other Implementation Considerations: Community Shuttles often alternate between different communities on different days. Some communities may be able to support more service days per week than others.

Express Bus/Park & Ride Service

Service Description: Non-stop or very limited-stop commuter service in heavily traveled and congested corridors, often offering an alternative to automobile travel. In Tarrant County, expanded Express Bus service would most likely be designed to serve downtown Fort Worth, but could also serve Arlington or the Alliance. The FWTA operates some existing Express Bus service.

Need Being Met: Reduced commuting cost compared to driving alone, especially for long commutes. Potential for significant timesavings where HOV lanes are available.

Market: Commuters, General Public (when service is available beyond peak hours).

Service Parameters (frequency, operating hours etc.): 30-minute service or better in the peak. Hours depend on demand and funding availability.

Existing Conditions required for Success: Park & Ride facility and/or connecting local service. HOV / HOT lanes preferable.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Express bus service typically averages between 15 and 20 passengers per trip.

Extent to which Needs are Addressed: Express bus service is best suited for daily commuter trips to employment destinations outside of the community. Express bus service generally does not address circulation within a community.

Other Implementation Considerations: Express bus service usually operates from Park & Ride lots which can be stand-alone or shared facilities. For shared facilities, it is best to consider a venue with low parking demand during daytime business hours (such as a movie theater).

Feeder/Connector Service to Fixed-Route

Service Description: Fixed-route or demand-response service that is designed to feed passengers from low-density environments to nearby transit centers or fixed-route bus stops. Feeder service can

also be used to shorten paratransit trips by providing service to fixed-route bus service for those who are conditionally ADA paratransit eligible.

Need Being Met: Feeder/Connector Services are designed to provide the "last mile connection" that is key to the success and functionality of a regional transit network.

Market: General Public.

Service Parameters (frequency, operating hours etc.): 60-minute service or better in the peak for fixed time points. To accommodate flex pick-ups, the travel time between time points must be longer than for direct travel. For feeder service provided to people with disabilities, headways of 15 minutes or less is required in order to avoid long wait times.

Existing Conditions required for Success: 2 or more persons/acre within ¼ mile of the corridor served for fixed-route service. 0.5 or more persons per acre average if demand-response. Paratransit trip requests that are lengthy and can be more efficiently served through transfers from paratransit to fixed-route.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Depending on the service design and the type of service connecting into, Feeder/Connector Service could be expected to carry from 2 to 10 passengers per revenue hour.

Extent to which Needs are Addressed: Feeder/Connector Service complements an existing broader transit network, allowing more passengers to access the system for a wide variety of trip types.

Other Implementation Considerations: Feeder/Connector Service schedules are usually coordinated with connecting services to ensure a seamless transition for passengers. In the case of paratransit feeder services, many systems provide the full length of the trip on paratransit if there is a missed connection with the fixed-route service rather than have the passenger with disabilities wait.

General Public Dial-A-Ride

Service Description: Demand-response service for general population.

Need Being Met: In low-density environments with dispersed destinations, demand-response service provides the ability to serve a large geographic area.

Market: Seniors, Disabled, General Public (for local shopping/services).

Service Parameters (frequency, operating hours etc.): Daily trip limits per passenger are usually included in the program. Hours are based on demand and funding availability.

Existing Conditions required for Success: Dial-a-ride service must have well-defined boundaries to ensure reasonable trip distances and travel times.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Dial-A-ride services typically generate two to three passenger trips per vehicle revenue hour.

Extent to which Needs are Addressed: Dial-A-ride services provides a very basic level of mobility coverage in low-density environments, but mostly lack the ability to accommodate travel that is not planned in advance.

Other Implementation Considerations: Dial-A-ride services typically require dedicated dispatching staff and specialized ride-matching software to operate efficiently.

Local Fixed-Route Bus Service

Service Description: Regularly scheduled routes making frequent stops along a set path. Most of the FWTA's general public services are Local Fixed-Route bus operations. These services do not exist outside of the FWTA service area.

Need Being Met: Local Fixed-Route Bus Service is designed to serve a variety of local activity centers and often to provide connections to regional services at transit centers and stations.

Market: General Public.

Service Parameters (frequency, operating hours etc.): 30-minute service or better in the peak, depending on land use densities.

Existing Conditions required for Success: 8 or more persons/acre within ¼ mile of corridors served.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Local Fixed-Route Bus Service in a suburban or small urban environment typically carries 8 to 10 passengers per revenue hour. Higher productivities can be expected in more densely populated areas such as Fort Worth.

Extent to which Needs are Addressed: Local Fixed-Route Bus Service is designed to meet local mobility needs and connect to regional networks, but is not well suited for long-distance commuter trips.

Other Implementation Considerations: Complementary ADA Paratransit Service (e.g., MITS within the FWTA service area) must accompany Local Fixed-Route Bus Service.

Neighborhood Express Bus Service

Service Description: Neighborhood express bus service between regional destinations, often serving multiple cities. Neighborhood express bus service in Tarrant County may terminate in Fort Worth, Arlington or another major employment location.

Need Being Met: Connectivity between regional destinations.

Market: Commuters, General Public.

Service Parameters (frequency, operating hours etc.): 60-minute service or better in the peak. Regional service is typically an integral part of the transit network and operates all day (6:00 am to 10:00 pm for example).

Existing Conditions required for Success: Transit center and/or connecting local service.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Regional bus service typically carries 20 passengers or more per revenue hour.

Extent to which Needs are Addressed: Regional bus service is designed to provide limited-stop service between key regional destinations. Local circulation within a community is usually not addressed by regional bus service.

Other Implementation Considerations: Regional bus service is usually paired with connecting local service to provide first/last mile connections.

Point Deviation Service

Service Description: Service with fixed time points but flexible routing between time points (therefore considered one of the variations of "flex" service).

Need Being Met: Point Deviation Service combines the accessibility features of demand-response service with the scheduled reliability of fixed-route service.

Market: General Public.

Service Parameters (frequency, operating hours etc.): 60-minute service or better in the peak for fixed time points. To accommodate flex pick-ups, the travel time between time points must be longer than for direct travel.

Existing Conditions required for Success: 2 or more persons/acre within ¼ mile of fixed time points. 0.5 or more persons per acre average in "flex" area.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Point Deviation Service typically carries 3 to 5 passengers per revenue hour.

Extent to which Needs are Addressed: For trips from scheduled time points to the flex areas, riders do not need reservations. For trips from flex areas to set time points, riders would need to make reservations to be picked up directly at the curb in front of their origin. For trips entirely within flex areas, riders make reservations for curb-to-curb service. Flex services are considered to be "demand-responsive" under ADA regulations, so complementary paratransit services are not necessary.

Other Implementation Considerations: Some transit agencies charge different fares on Point Deviation routes depending on if a passenger requested a "flex" trip or boarded and alighted at set time points only.

Route Deviation Service

Service Description: Fixed-route service that allows buses to deviate a certain distance from the defined path upon request. Buses must return to the point of deviation so that no fixed stops are missed.

Need Being Met: Route Deviation Service combines the accessibility features of demand-response service with the scheduled reliability of fixed-route service. Route-deviation service is slightly more fixed-route than demand-response when compared to Point Deviation Service.

Market: General Public.

Service Parameters (frequency, operating hours etc.): 60-minute service or better in the peak for fixed time points. To accommodate flex pick-ups, the travel time between time points must be longer than for direct travel.

Existing Conditions required for Success: 2 or more persons/acre within ¼ mile of the fixed route. 0.5 or more persons per acre average in "flex" area.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Route Deviation Service typically carries 3 to 5 passengers per revenue hour.

Extent to which Needs are Addressed: Since deviations from the fixed route need to be limited in order to maintain schedule adherence, this mode can only meet the needs of a limited number of people

with disabilities. However, it is an effective mode for serving the needs of those who can benefit from fixed-route service where densities do not justify full fixed-route service.

Other Implementation Considerations: Some transit agencies charge different fares on Route Deviation routes depending on if a passenger requested a deviation from the fixed route or boarded and alighted at regular bus stops only. Deviations can be at the discretion of a bus driver, depending on the on-time status of a given trip. However, exceptions can be made for people with disabilities who request deviations the day before the trip so that these can be more easily accommodated in the schedule.

C. Public-Private Strategies

Public-private strategies typically (but not always) assume participation of a private funder, usually a major employer.

Employer Shuttle

Service Description: Jointly funded service designed to provide "last-mile" connection to a sponsoring employer, institution, or retail destination.

Need Being Met: Employer shuttles are designed to provide the "last mile connection" to and from major employment destinations that are beyond walking distance from regional transit centers or stations.

Market: Commuters.

Service Parameters (frequency, operating hours etc.): 15-minute service or better in the peak.

Existing Conditions required for Success: Joint-funding and marketing sponsor. Transit center or station within relatively close proximity to major employment destination.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Ridership is highly dependent on the size of the employer served.

Extent to which Needs are Addressed: Employer Shuttle Service complements an existing broader transit network, attracting large numbers of workers who would likely otherwise drive to work.

Other Implementation Considerations: Employer Shuttles are designed around the needs of a major employer, but are open to the general public if they receive public funding.

Subscription Bus Service

Service Description: A designated bus route for which individuals must subscribe, usually by paying in advance and having a guaranteed seat about the vehicle. Subscription bus services are typically used for long-distance commutes, and often have private employer support to subsidize their operation.

Need Being Met: Commuter transportation option where no others may exist. Reduced commuting cost compared to driving alone. Potential for significant timesavings where HOV lanes are available.

Market: Commuters

Service Parameters (frequency, operating hours etc.): Route and schedule developed by participating employer(s) and/or transit agency.

Existing Conditions required for Success: Appropriate fares. Disincentives to driving alone such as long distances, heavy congestion, or tolls. HOV / HOT lanes preferable.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Fewer vehicles to contribute to peak-hour congestion.

Extent to which Needs are Addressed: Subscription buses are designed only for daily home-to-work trips.

Other Implementation Considerations: Employers need to play a substantial role to facilitate subscription bus services.

Vanpool

Service Description: Ride-sharing among commuters using a sponsored van. Vanpools are typically used for long-distance commutes, often to destinations outside of the county.

Need Being Met: Transportation option where no others may exist. Reduced commuting cost compared to driving alone, especially for long commutes. Potential for significant timesavings where HOV lanes are available.

Market: Commuters, Students (age restrictions may apply).

Service Parameters (frequency, operating hours etc.): Route and schedule developed by participants themselves.

Existing Conditions required for Success: Disincentives to driving alone such as long distances, heavy congestion, or tolls. HOV / HOT lanes preferable.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Fewer vehicles to contribute to peak-hour congestion.

Extent to which Needs are Addressed: Vanpools are most effective for recurring home-to-work trips, but are not well suited for occasional or periodic trips such as shopping or medical appointments. Vanpools also depend on potential participants to have sufficiently similar commuting patterns.

Other Implementation Considerations: Ride-matching services can help facilitate and promote vanpooling. Such services can be operated by public, private, or nonprofit organizations. A small administrative staff is needed to manage vanpool records, service issues, etc.

D. Personal Strategies

Personal strategies involve an individual making a choice to make a trip neither on transit nor by driving alone.

Carpool

Service Description: Ride-sharing among commuters using a personal vehicle. Carpools are typically used for long-distance commutes, often to destinations beyond the Tarrant County line.

Need Being Met: Transportation option where no others may exist. Reduced commuting cost compared to driving alone, especially for long commutes. Potential for significant timesavings where HOV lanes are available.

Market: Commuters, Students

Service Parameters (frequency, operating hours etc.): Route and schedule developed by participants themselves.

Existing Conditions required for Success: Disincentives to driving alone such as long distances, heavy congestion, or tolls. HOV / HOT lanes preferable.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Fewer vehicles to contribute to peak-hour congestion.

Extent to which Needs are Addressed: Carpools are most effective for recurring work or school commutes, but are not well suited for occasional or periodic trips such as shopping or medical appointments. Carpools also depend on potential participants to have sufficiently similar commuting patterns.

Other Implementation Considerations: Ride-matching services can help facilitate and promote carpooling. Such services can be operated by public, private, or nonprofit organizations.

Non-Motorized Alternatives

Service Description: Walking and bicycling along appropriate rights of way (sidewalks, on-street bike lanes, multipurpose paths). This is a broad alternative, which requires promotion of Non-Motorized modes as well as the facilities, including accessible rights of way, bike stations and lockers, etc. to make it easier for people to use these modes.

Need Being Met: For short distances, or where the facilities exist, Non-Motorized Alternatives may help meet the needs of the general public, seniors and people with disabilities or low incomes.

Market: Seniors, People with disabilities, General public.

Service Parameters (frequency, operating hours etc.): Not applicable.

Existing Conditions required for Success: Urban environments that allow people direct access along safe routes; shelters, parks, street lighting and other facilities to support people who walk and bicycle; programs to incentivize people to use bicycles or walk.

Anticipated Outcomes and Level of Service (ridership, productivity etc.): Improved urban environment; improved public health; persons living, working and shopping within close proximity.

Extent to which Needs are Addressed: Needs can be met only modestly, and substantial improvements to accessibility are required throughout Tarrant County to develop a comprehensive non-motorized network. Small-scale improvements, however, can afford access to existing transit facilities and nearby destinations.

Other Implementation Considerations: Most of Tarrant County is designed around the automobile. Significant public buy-in and support from local jurisdictions is required to define a new approach to integrating pedestrians and bicyclists into the transportation network.

CONCLUSION

Figure 7-1 provides a summary of needs and indicates which of the alternatives presented are designed to address the needs listed. The figure summarizes a classification of the primary transportation service alternatives based on the findings from this Transportation Needs Assessment. This information serves as a basis for an evaluation of the various strategies presented in Chapter 8.

Figure 7-1   Summary of Needs, Potential Alternatives, and Primary Beneficiaries of Addressing the Needs

PRIMARY Needs Identified in Tarrant County	Cost sharing/Leveraging of funding	Joint procurement	Raise public awareness of transport. programs	Transportation voucher program/fare reimbursement	Travel navigation/Information and referral	Trip brokerage	Uniform service policies	Volunteer Driver Program	ADA/Eligibility-Based Dial-A-Ride	Community Shuttle	Express Bus - Park & Ride Service	Feeder/Connector Service to Fixed-Route	General Public Dial-A-Ride	Local Fixed-Route Bus Service	Neighborhood Express Bus/Limited-stop bus service	Point Deviation Service	Route Deviation	Site-Specific Shuttle	Subscription bus services	Vanpool	Carpool	Non-motorized enhancements	General Public	Seniors*	People with Disabilities*	Low Income	Private Industry	Nonprofits/Human Svc. Agencies	Cities/Public Agencies
Spatial Gaps (service not provided where it is needed)																													
Service to entry-level job sites/major retail centers				•	•	•			•		•	•	•		•			•	•	•	•		•		•	•	•	•	•
Service in Arlington				•	•			•	•	•				•	•	•	•				•	•	•	•	•	•	•	•	•
Service in small cities outside the FWTA service area	•		•	•	•	•			•		•	•	•	•	•	•	•	•			•	•	•	•	•	•	•	•	•
Service to the Alliance					•				•		•	•			•			•	•	•	•		•		•	•	•		•
Service to DFW Airport					•				•		•	•	•		•			•	•	•	•		•		•	•	•		•
Service to dialysis clinics				•	•	•		•	•	•			•			•	•	•			•			•	•			•
Service to select medical facilities				•	•	•		•	•			•	•			•		•			•			•	•			•
Service into Tarrant County from outlying areas	•			•	•	•		•	•	•	•	•	•		•			•	•	•	•			•	•	•		
Service from Tarrant County to other counties	•			•	•			•	•	•	•	•	•		•			•	•	•	•		•						
Temporal Gaps (service not provided when it is needed)																													
Weekend service where not available				•		•		•	•					•		•	•	•		•	•		•	•	•	•	•	•	•
Service during various shift times (e.g., graveyard)												•		•	•	•	•	•	•	•			•		•		•	•	•
Same day service (reserve and take a trip the same day)	•			•		•			•		•	•	•	•	•	•	•	•						•	•			•	
Service Quality Gaps (of existing transportation providers)																													
Greater use of taxi			•		•				•				•											•	•	•		•	
Guaranteed trips; no service denials	•			•		•		•	•	•	•	•	•	•	•	•	•	•						•	•			•	
Service for any trip purpose	•			•		•		•	•	•			•	•		•	•				•			•	•	•		•	
More door-to-door service	•			•		•		•	•	•			•			•	•			•	•			•	•			•	

PRIMARY Needs Identified in Tarrant County	Cost sharing/Leveraging of funding	Joint procurement	Raise public awareness of transport. programs	Transportation voucher program/fare reimbursement	Travel navigation/Information and referral	Trip brokerage	Uniform service policies	Volunteer Driver Program	ADA/Eligibility-Based Dial-A-Ride	Community Shuttle	Express Bus - Park & Ride Service	Feeder/Connector Service to Fixed-Route	General Public Dial-A-Ride	Local Fixed-Route Bus Service	Neighborhood Express Bus/Limited-stop bus service	Point Deviation Service	Route Deviation	Site-Specific Shuttle	Subscription bus services	Vanpool	Carpool	Non-motorized enhancements	General Public	Seniors*	People with Disabilities*	Low Income	Private Industry	Nonprofits/Human Svc. Agencies	Cities/Public Agencies
Accessible bus stops/accessible path of access to bus stops										•						•	•					•		•	•			•	
Affordable transportation services	•			•		•		•		•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•		•	
Services for non-English speaking persons			•		•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•			•		•	•
Better information and referral			•		•	•	•																•	•	•	•		•	•
Organizational Gaps																													
Improved coordination to eliminate service duplication	•	•	•	•	•	•	•			•	•	•	•	•	•	•	•							•	•			•	•
Single place for consumers and/or agencies to get transportation information			•		•	•																	•	•	•	•		•	•
Coordination oversight for projects of regional significance	•	•				•					•	•	•		•									•	•	•		•	•
Maximizing available transportation program funding	•	•	•	•		•		•		•								•	•	•	•		•	•	•	•		•	•

*Includes veterans

8 EVALUATION OF ALTERNATIVES AND PREFERRED STRATEGIES

INTRODUCTION

All of the different types of transportation services discussed in the toolbox in Chapter 7 could be feasible in Tarrant County in the near term. To target the appropriate services to the communities where they are likely to have the greatest impact or be most effective, these services were evaluated and prioritized.

This chapter defines the evaluation criteria and outcomes.

EVALUATION OF ALTERNATIVES

The evaluation was performed based on a set of criteria developed by the consulting team in collaboration with NCTCOG staff and the Project Review Committee, whose members reviewed proposed evaluation criteria and made some refinements. For the consultant's evaluation of potential alternatives, criteria used to evaluate the alternatives were as follows:

1. Community

Level of community support, serves greatest need, serves needs of diverse community, accepted by target population

- High ranking - High community support and serves greatest need
- Medium ranking - Moderate community support and serves greatest need
- Low ranking - Low community support

2. Transportation Benefits

Number of beneficiaries, number of problems solved, ease of use, measurable solutions (increased access to community resources/employment/workforce, reduced isolation, etc.)

- High ranking - Large number of residents benefit, addresses multiple concerns, growth potential
- Medium ranking - Moderate number of residents benefit, addresses multiple concerns
- Low ranking - Small number of residents benefit, addresses one concern

3. Financial

Overall cost, cost per beneficiary, funding availability and sustainability (operating and capital)

- Highest ranking - Lowest cost to implement (under $50,000), most cost effective and financially feasible
- High ranking - Low cost to implement ($50,000 to $100,000), cost effective and financially feasible
- Medium ranking - Medium cost to implement ($100,000 - $250,000), moderately cost effective and feasible
- Low ranking - High cost to implement ($250,000 to $1M), high cost per beneficiary
- Lowest ranking - Highest cost to implement (over $1,000,000), highest cost per beneficiary

4. Implementation

Implementation timeframe, staging, and coordination

- High ranking - Short term (1-2 years), or capable of being implemented in stages, potential for coordination increases likelihood of implementation
- Medium ranking - Medium term (3-4 years), less coordination potential
- Low ranking - Long term (5+ years), may require large upfront fixed costs, least coordination potential

Alternatives Evaluation Summary

Figure 8-1 shows the compatibility of each service alternative with regard to specific geographic service classifications. A white circle indicates that the service alternative is least compatible/ appropriate with a classification; a black circle shows it is most compatible/appropriate. A circle that is both black and white means that a service alternative may not be ideal for a type of community (or at the countywide level), but could be successful under certain circumstances.

It should be noted that transit services could evolve along with the communities they serve. A vanpool program that is strained by its own success can be converted into a subscription bus or express bus service. Conversely, a fixed-route bus service that is failing to meet ridership goals can be transformed into a route deviation service to widen its coverage area. Some service alternatives require supportive infrastructure such as bus stops or park & ride lots. These can be viewed as placeholders for transit centers and rail stations if demand warrants.

Figure 8-1   Outcome of Strategies Evaluation

SERVICE ALTERNATIVES	Countywide	Fort Worth/ FWTA	Arlington-Grand Prairie	Rural and Suburban*
A. Mobility Management Strategies				
Cost sharing/leveraging of funding	◐	◐	◐	◐
Joint procurement of vehicles, equipment and insurance	◐	◐	◐	◐
Raise public awareness of transportation programs	●	●	●	●
Transportation voucher program/Fare reimbursement	◐	◐	●	◐
Travel navigation/information and referral	●	●	●	●
Trip brokerage	◐	◐	◐	◐
Uniform service policies	●	◐	●	●
Volunteer driver program/Driver reimbursement program	●	◐	◐	◐
B. Transit Strategies				
ADA/eligibility-based dial-a-ride	◐	●	●	●
Community shuttle (also includes potential for dialysis shuttle)	●	●	●	●
Express bus-park & ride service	○	○	○	○
Feeder/connector service to fixed routes/TRE	◐	●	◐	◐
General public dial-a-ride	◐	○	●	●
Neighborhood express/limited-stop bus service	◐	●	◐	◐
Local fixed-route bus service	○	●	●	◐
Point deviation service	◐	◐	●	●
Route deviation	◐	◐	●	●
C. Public-Private Strategies				
Site-specific shuttle	◐	◐	◐	◐
Subscription bus services	○	○	◐	○
Vanpool	●	●	●	●
D. Personal Strategies				
Carpool	◐	●	●	◐
Non-motorized alternatives	●	●	◐	◐

*Rural and suburban portions of Tarrant County outside Fort Worth, Arlington and Grand Prairie

● = High Ranking   ◐ = Medium Ranking   ○ = Low Ranking

Information about the Strategies Evaluation is included in Appendix D.

Based on the evaluation, only a few strategies were deemed incompatible or less appropriate than other strategies to serve the target populations in Tarrant County. Express Bus service was the only alternative to have a low score for all types of communities in Tarrant County, while general public dial-a-ride, local fixed-route bus service and subscription bus services had low scores for specific types of communities.

Through the evaluation and subsequent input from participants at the June 2013 Tarrant Riders Network meeting, three tiers of strategies were identified as the basis for this plan. The first tier (Tier 1) represents those most appropriate for implementation in the next three to five years. The second tier (Tier 2) includes strategies that, although appropriate for Tarrant County, require baseline data, improved coordination, a longer lead time or additional funding to be successful. The third tier (Tier 3) are those deemed not appropriate for implementation in Tarrant County at this time due to high overall costs or cost per beneficiary, limited public support, or target markets that are outside of the core demographics that serve as the focus of this plan.

This section addresses how the preferred alternatives could be implemented in Tarrant County, with some general implementation guidelines that could be developed into program-specific action plans by Tarrant County's Coordinating Committee, a policy and advisory group that would be established to advance transportation services through a coordinated effort.

For the Tier 1 strategies, cost estimates (or cost ranges) are provided where available, along with potential outcomes and administrative responsibilities. Each strategy is defined along with concerns and considerations about the strategy. Tier 2 and Tier 3 strategies are also discussed as appropriate.

Based on the evaluation, some alternatives fared better in Fort Worth and where the FWTA provides service, because they have already proven to be successful. These include ADA/eligibility-based dial-a-ride, feeder bus services, neighborhood express/limited-stop bus service and local fixed-route bus services.   The FWTA's vehicle, equipment and insurance procurement program is large enough to be successful, but opportunities exist for implementation of a transportation voucher program (to be used on taxis or other providers' services) or fare reimbursement program, as well maintaining and expanding its robust travel navigation/information and referral services. Carpooling and walking/other non-motorized alternatives score high in Fort Worth.

With a large population generally unserved by public transit, local fixed-route bus service scored well for Arlington and Grand Prairie, along with other potential transit services: point and route deviation and community shuttles, as well as eligibility-based dial-a-ride (which already exists in both cities) and general public dial-a-ride. Numerous mobility management strategies also score highly in these cities, including public awareness programs, a transportation voucher program, travel navigation/information and referral, and establishment of uniform service policies.

In the remainder of Tarrant County, where most communities are suburban or rural, the high-scoring alternatives are similar to those for the county as a whole, but opportunities for point or route deviation services fare better in some of the smaller communities with population densities to support transit services.

One of the alternatives preferred by the Project Review Committee members, a trip brokerage, has a moderate score overall. Although it received a high score with regard to community and transportation benefits, cost can be high and implementation can take time, suggesting that a

brokerage may be a slightly longer term goal than the three-to-five-year horizon of this study, and efforts such as improved travel navigation or vouchers may be most appropriate in the immediate term as stepping stones to a comprehensive brokerage.

The following section is divided into two parts. Part I discusses the provision of transportation services, based on the three tiers. These are specific types of service that can achieve the goals of moving people from an origin to destination.   Part II discusses specific mobility management strategies – programs or initiatives that focus on coordination, information, and improving the effectiveness and efficiency of the various transportation services discussed in Part I (see Figure 8-2).

Figure 8-2 Summary of Strategies Discussed in this Chapter

	Tier 1 – Highest Priority	Tier 2 – Lower Priority	Tier 3 – Not Prioritized
Part I. Provision of Services	▪ Community shuttle ▪ Dial-a-ride ▪ Transit services for Arlington and other small cities ▪ Vanpools ▪ Voucher program ▪ Volunteer driver program	▪ Feeder/connector service to fixed routes/TRE ▪ Neighborhood express/limited-stop bus service ▪ Employer shuttle ▪ Carpooling ▪ Non-Motorized alternatives	▪ Express bus services that operate to and from park-and-ride lots ▪ Subscription bus services
Part II. Coordination, Outreach, and Mobility Management	▪ Information Strategies ▪ Development of Uniform Service Policies	▪ Cost Sharing/Leveraging of Funding ▪ Joint Procurement of Vehicles, Equipment, and Insurance	

PREFERRED STRATEGIES

PART I.   PROVISION OF SERVICES

The preferred services for Tarrant County, based on overall score in the evaluation and a prioritization exercise conducted by the Tarrant Riders Network are as follows:

Tier 1 - Highest Priority Services (denoted by numbers)

1. **Community shuttle (also includes potential for dialysis shuttle)**

2. **Dial-a-ride (eligibility-based or general public service)**

3. **Transit services for Arlington and other small cities**

   - Local fixed-route bus service in Arlington
   - Point deviation service and route deviation services in Arlington and other small cities

4. **Vanpools**

5. Voucher program[1]

6. Volunteer driver program[2]

Tier 2 – Lower Priority Services (denoted by letters)

A. Feeder/connector service to fixed routes/TRE

B. Neighborhood express/limited-stop bus service

C. Employer shuttle

D. Carpooling

E. Non-Motorized alternatives

Tier 3 – Services not Prioritized (bulleted)

- Express bus services that operate to and from park-and-ride lots
- Subscription bus services

TIER 1

1. COMMUNITY SHUTTLE

Lifeline Transit for Shopping and Specialized Medical Services

Concept

Community shuttles can be fixed-route or demand-response services in urban, suburban, or rural communities that provide a lifeline operation 1 to 3 days a week. This was among the highest ranked services to fill a gap in Tarrant County where services do not exist at all, or where services can be provided more efficiently by grouping passengers with a common destination and scheduling their trips at the same time.

Needs Addressed by Strategy

Few transportation options for people with limited mobility; need for low cost (to consumer) option where transit is not viable; need for more cost-effective group options for rides to common destinations, such as shopping centers.

[1,2] Ranked as a Tier 2 strategy in the overall evaluation, but were prioritized by the Project Review Committee and Tarrant Riders Network for inclusion among Tier 1 strategies.

Figure 8-3 Summary of Community Shuttle Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Available at least one day per week in a number of communities, rather than all weekdays in one community. Can be operated as a fixed-route or demand-response service.	Program expansion to support additional trips
Service Hours	Service hours depend on funding and ridership demand. Proposed weekday service span of two to three hours per trip, with vehicles operating 8 hours; 6 hours on Saturdays.	Could increase to 10 hours each weekday, and add Sunday service to address church-going and shopping needs
Headways	N/A	N/A
Vehicle Requirements	Four vehicles assumed to serve Tarrant County communities ($280,000 capital cost if vehicles not provided by contract operator).	Additional vehicles can be purchased as needed
Annual Operating Costs (estimated)	Assuming four vehicles that would be travelling in specific communities on designated days of the week, costs would vary between $430,000 and $620,000 (assumes operating cost per hour from $45 - $70).	Will depend on service expansion
Annual Farebox Revenues (estimated)	Will depend on program parameters (if service is free or if there is a fare). Some funding could be provided by participating supermarkets, dialysis clinics, etc.	Will depend on service expansion
Annual Ridership (estimated)	18,400 – 27,600 round trip passengers. Ridership is highly dependent on the service design, which can be fixed-route or demand-response. Assumes 4-6 one-way passengers per hour.	Will depend on service expansion
Administrative Responsibility	Shuttles could be administered and operated through an existing contract (e.g., by Catholic Charities for NETS), via a private limousine/taxi provider, or other operator. Participating organizations/oversight could include housing authorities, AAA, medical facilities, or a countywide coordinating committee.	If successful, community shuttles could be established though collaborative agreements with specific retail groups and to serve the needs of clients of specific agencies.

Expected Benefits

- Offers a low-cost way to address some transportation needs
- Provides service linking major activity centers, including, retail stores, medical facilities and social service agencies

- Increases traveler independence
- May reduce demand for paratransit/demand response services

Potential Obstacles

- Funds must be secured for capital, administrative and operating expenses
- Need to develop service, implementation and marketing plan
- May be challenging to identify specific retailers/medical facilities to serve and routes

Overview

A community shuttle is typically a small passenger bus or van that connects important community destinations, either travelling within the community or linking the community with a key destination. A model proposed for Tarrant County could be focused preliminarily on grocery trips in NETS cities (because NETS already prioritizes medical trips), and could also be implemented in the Handitran service area, in both cases to see if the service could alleviate some of the challenges both providers have in terms of keeping up with customer demand. Community shuttles could also be effective in cities without any transit service and those where TCTS operates as a way of introducing a transportation safety net in those communities.

If successful, the model could be expanded, with the potential to pilot dialysis trips, as well. Although a critical need has not been identified in the FWTA service area, some major cities, including Chicago and San Francisco, operate shopper/community shuttles targeting senior residential developments, and these programs could serve as a model in areas where transit service is not widely available.

Operating Characteristics and Outcomes

Community shuttles may be an effective way to provide transportation where no service exists today (e.g., Colleyville, Watauga, Lake Worth, White Settlement, and others), cities that have TCTS services only one or two days a week (e.g., Benbrook, Azle, Kennedale, and others), and cities that offer service via NETS (e.g., Keller, Haltom City, Grapevine, and others), which prioritizes trips for medical purposes and has had a number of denials over the last year. A common type of community shuttle is a shopper shuttle, which is a fixed-route, fixed-schedule service designed around the origins and destinations and needs of the community. For example, residents of North Richland Hills could have access to a Kroger store one day a week, given up to one hour to complete their grocery shopping and be driven back to their home/trip origin. The focus of a community/shopper shuttle route is on front-door convenience at the expense of direct routing, providing highly personalized service. In some communities, partial funding for these types of services is provided by grocery stores.

An analysis of current demand response trip patterns should be conducted to plan for an efficient and convenient route.

Costs for a community shuttle vary depending on the per-hour operating cost and the number of shuttle vehicles operating. Assuming an operating cost between $45 and $70 per hour for vans, if four vehicles operated all day, annual operating costs could range from about $430,000 to $620,000. Capital costs would include vehicles if they are not readily available or provided by a contract operator.

Implementation Considerations

Implementation of community shuttle services in Tarrant County provides an opportunity to serve common destinations, particularly in smaller cities with limited transportation services. The following series of steps provides a brief overview of what is involved in planning for and implementing a community shuttle service:

For the Lead Agency

- Identify areas of greatest need with an option to pilot a community shuttle service. For example, an evaluation of existing NETS service patterns could be conducted to identify specific destinations (stores or clinics) that could be more effectively served by a schedule community shuttle. Outreach should be conducted to those businesses at the shuttle destination to determine willingness to participate/provide funding.

- Develop a service plan. As with the development of potential service options, this should consist of the following key elements:

  - Refined estimate of annual service hours
  - Estimated annual operating costs (could be a range depending on in-house vs. private operations)
  - Number of vehicles required
  - Finalized routing
  - Bus stop locations, if applicable
  - Span of service and service frequency
  - Conceptual service schedules

- Identify operating entity.

- Once an operator has been identified, and vehicles have been secured, the following implementation steps would need to be undertaken:

  - Development of fare media and distribution (if necessary)
  - Development of policies and regulations
  - Development of a process for receiving complaints and compliments
  - Development of schedules and marketing materials

- The lead agency should monitor service and adjust the design of the service as needed.

For Partner Agencies

- Provide outreach to potential destinations and encourage collaboration and potential donations/joint-funding for this service.

- Identify potential funding sources from the agency to support community shuttles for specific client groups.

- Publicize the information about the community shuttles to clients.

- Register individuals for the program and submit registrations to the lead agency.

- Solicit feedback from clients who use the shuttles and provide input to the lead agency.

2. DIAL-A-RIDE

Increase Use of Demand Response Service

Concept

Dial-a-ride is a shared, curb-to-curb transportation service and is available to either the general public or is eligibility based. Both of these options are discussed in this section and both are currently provided in Tarrant County. Complementary ADA paratransit is not addressed in this section since new fixed-route services are unlikely to be implemented in most Tarrant County communities

Needs Addressed by Strategy

Dial-a-ride services provide a very basic level of mobility coverage, usually in low-density environments with dispersed destinations. They provide the ability to serve a large geographic area.

Figure 8-4 Summary of Dial-a-Ride Scenario

Elements	Short Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Curb-to-curb, shared ride service based on pre-scheduled trips	Additional vehicles, expanded service area, longer service hours
Service Hours	Typically from about 6:00 AM to 8:00 PM	Service could begin operating at 4:30 AM and end operations after 10:00 PM
Headways	N/A	N/A
Vehicle Requirements	Generally smaller cutaway vehicles (typically up to 27-foot buses)	Need for additional vehicles will depend on service expansion
Annual Operating Costs (estimated)	$60-$90 per hour, based on current operating costs. For 2-6 vehicles operating weekdays only, annual operating costs, including administrative costs, are assumed at $450,000 to $1.9 million. Capital costs will depend on need for vehicle acquisition.	Will depend on service expansion
Annual Farebox Revenues (estimated)	Farebox revenues will vary depending on level of service. Based on assumptions above, revenues range from $50,000 to $200,000.	Will depend on service expansion
Annual Ridership (estimated)	Annual ridership will vary depending on level of service. Under these scenarios, assuming 3 passengers per hour, ridership ranges from 21,000 to 63,000.	Will depend on service expansion
Administrative Responsibility	City of Arlington; TCTS, NETS, HEB Transit or Ride2Work, the FWTA	Additional jurisdictions or a consolidated single administrative agency

Expected Benefits

- Provides service throughout county or within specific sections of the county
- Already operated by NETS, Grand Connection, Handitran, Ride2Work, TCTS and the FWTA
- Provides local and regional door-to-door travel to destinations within Tarrant County; allows connections to services outside of Tarrant County
- Facilitates a connection to social services and other programs for people who need it most
- Meets basic mobility needs of transit-dependent members of the community and lays the foundation for a community-based transportation network
- Supports other human service and health agencies by helping them find transportation for their clients and patients

Potential Obstacles

- Needs lead agency to operate the service

- Requires funding formula for cities and county to share in the cost of the service
- May require new vehicles and support equipment plus capital funds to pay for these investments
- Program managers must work to sustain the interest of stakeholders to ensure that the service is valued by the broader community
- Dial-a-ride trips provide a high level of service to individuals that need it, but are expensive services to provide, especially in terms of cost per trip. The high cost of Dial-a-ride service may eventually require managing demand, especially for people who do not need a higher level of service and particularly if other services are introduced in Tarrant County.
- Need to establish eligibility criteria that are generally agreed upon by all stakeholders (if eligibility-based dial-a-ride)

Overview

Demand-response services, such as general public dial-a-ride, are public transportation services that provide rides based on passenger requests. Passengers schedule their trip in advance and travel between pre-determined, requested locations. Dial-a-ride services are frequently successful in suburban and rural areas where demand is too low to justify fixed-route services. Given the relatively low density and the lack of adequate fixed-route transit coverage through most of

Tarrant County, dial-a-ride service is a good fit for many portions of the county, and many of them already offer some level of dial-a-ride service.

In dial-a-ride service, vehicle routing is determined entirely or primarily in response to passenger requests. Typically passengers may request to be picked up from and taken to any location within the defined service area. Dial-a-ride services are called "door-to-door" if drivers assist passengers between vehicles and the front door of pickup and drop-off locations; otherwise the service is called "curb-to-curb." In a large dial-a-ride system, with multiple vehicles operating throughout a large service area, trips must be requested through a call center where vehicles are scheduled and dispatched, as is currently the case with the FWTA (MITS and Richland Hills Rider Request), NETS, TCTS, Handitran, and Grand Connection. Service areas may be designed to serve local trips, although provision can be made for inter-city/county trips on an exception basis. In smaller settings it is common to have a single vehicle providing dial-a-ride service with all requests received and scheduled by the driver.

Expanding dial-a-ride services in portions of Tarrant County will help to better meet the transportation needs for individuals with low incomes and people with disabilities, as well as the general public (if general public service can be initiated in more locations). The service will support the most transit-dependent residents and create a safety net for members of the community, especially for people traveling occasionally, rather than supporting ongoing and regular needs, such as commute trips.
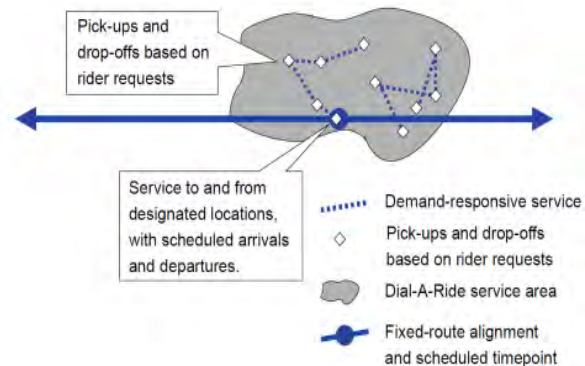
Operating Characteristics and Outcomes

Dial-a-ride service is highly personalized. Once consumers understand how to make reservations and standing appointments, this kind of service can be extremely valuable for people without other transportation options.

Critical decisions for a dial-a-ride service include the size of the area to be served, how far in advance requests will be taken, whether requests will be phoned directly to the driver (which could be appropriate for a very small operation) or through a dispatcher, and whether unscheduled boardings will be allowed at a transfer point with a bus or rail route. A large service area may generate high levels of demand, but also limits the number of trips that can actually be served with each vehicle since each trip is likely to be longer than in a smaller service area.

Defining Service Parameters

The specific parameters of new or expanded dial-a-ride programs in Tarrant County will need to be defined and documented:

- **Service Area.** Dial-a-ride service must have well-defined boundaries to ensure reasonable trip distances and travel times.
- **Service Parameters.** Daily trip limits per passenger are usually included in the program. Hours are based on demand and funding availability.
- **Market**: Seniors, Disabled, Low-Income, General Public (for local shopping / services).
- **Extent of Assistance Provided by Driver**. While the program sponsor may choose to implement a model that leaves the discussion of physical or personal assistance to the rider and driver, the service delivery model ultimately selected may call for specific policies related to rider assistance. These policies could relate to the type of assistance that can be provided to riders outside their home or their destination, if applicable (e.g., carrying packages or luggage; assistance in transferring to and from a wheelchair when getting into and out of the vehicle).
- **Other Implementation Considerations**: Dial-a-ride services typically require dedicated dispatching staff and specialized ride-matching software to operate efficiently.

Proposed service standards are included in the next section, in

Figure 8-6 on Page 8-18.

Implementation Considerations

Expanding dial-a-ride service in Tarrant County has capital requirements, as well as operating expenses— most notably driver wages— and also a dispatcher to take trip requests, schedule rides, and coordinate with the driver when s/he is on the road. Vehicles also need to be cleaned and maintained. In addition, if dial-a-ride services are intended for the general public, information about how to use the service is necessary.   In order to expand the existing services in Tarrant County, additional vehicles will need to be purchased. NETS service, for example, runs at capacity, and any changes to eligibility criteria or an expansion of the service area may require additional vehicles and staff.

Expansion of the dial-a-ride services in Tarrant County should be prioritized as follows:

For the Lead Agency

- Identify the specific services where the demand exceeds the agency's ability to provide service.
- Identify locations without any service or very limited service (including the TCTS service area).
- Expand number of vehicle service hours to address latent demand, with the goal of meeting all trip requests and lessening the need for trip time negotiations
- Refine the bus service plan and confirm operating hours, schedules, vehicle requirements and frequencies.
- Finalize service goals, objectives, policies, performance standards and design criteria.
- Establish a workable implementation plan and schedule, including roles and responsibilities.
- Finalize vehicle needs and dispatch procedures.
- Establish marketing, outreach and staff orientation plans.

For Partner Agencies

- Identify any internal transportation programs that could be transferred or discontinued if a new dial-a-ride program were offered in Tarrant County.
- Evaluate the costs and benefits of shifting the program away from an in-house operation and identify funding support that could be used to operate the expanded dial-a-ride service.
- Consider operating services under contract to the lead agency or reallocating vehicles to the lead agency, if applicable.
- Work with the lead agency to develop vouchers/payment program for agency clients using the expanded dial-a-ride service.
- Promote the availability of service.
- If service is eligibility based, potentially register eligible clients with lead agency.
- Monitor program effectiveness, value to agency of funding support, and opportunities to further expand the program to address agency needs.

3. TRANSIT SERVICE IN ARLINGTON AND SMALLER TARRANT COUNTY CITIES

Fixed Routes, Point Deviation and Route Deviation

Concept

Consider fixed routes, route deviation or point deviation service in Arlington; consider new deviated routes or point deviation service in other small Tarrant County cities.

Needs Addressed by Strategy

Lack of existing local transit services; low transit service productivity (where dial-a-ride service currently exists); inefficient delivery of services in small communities with need for local circulation

Figure 8-5 Summary of Transit Service in Arlington/Smaller Tarrant County Cities Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Fixed routes or deviated services	Point deviation services could convert to deviated fixed-routes (or regular fixed routes) if ridership increases.
Service Hours	5:00 AM to 8:00 PM Monday through Friday, reduced hours on Saturday and Sunday; later evening hours could be provided on select routes	Expand to later evenings and longer service hours/improve headways on weekends if demand warrants
Headways	30-60 minutes, depending on run times	30 minutes for all services
Vehicle requirements	2-5 in most small cities (or groupings of adjacent cities); 30 or more in Arlington for a basic level of service	Will depend on service expansion
Annual Operating Costs (estimated)	Will depend on service level implemented. Likely $360,000+; estimated hourly costs, depending on city and provider, range from $60 to $110.	Will depend on service expansion
Annual Farebox Revenues (estimated)	Will depend on service level implemented. General public one-way fares would likely be $1.50+	Will depend on service expansion
Annual Ridership (estimated, based on service standards)	Will depend on service level implemented	Will depend on service expansion
Administrative Responsibility	City of Arlington; Cities of Bedford, Euless, Hurst, Richland Hills, North Richland Hills, and Haltom City; The FWTA and UTA may have key roles in administering services	Will depend on whether a countywide brokerage is implemented; could be merged with FWTA or DART service.

Expected Benefits

- Provide more effective and efficient transportation
- Resources committed to local transportation
- Provide more appealing service for general public

Potential Obstacles

- Change existing operating characteristics, including scheduling and dispatch procedures
- Need to develop service and implementation plans
- Dial-a-ride service may be sufficient

Overview

The new Metro ArlingtonXpress offers Arlington its first regional transit link, but does not provide local service within Arlington, where general public fixed-route services should be considered. In addition, general public services could also be potentially successful in Mansfield and several northeast Tarrant County cities, including Bedford, Euless, Hurst, Richland Hills, North Richland Hills, and Haltom City, but regular general public services in these locations could be initiated via deviated routes or point deviation services, where some flexibility may better serve the relatively low-density land use. In previous transit funding sales tax initiatives in Arlington, all of which have failed to pass, deviated fixed routes were proposed as one of the primary transit strategies to serve the major corridors. Strategies also called for point-deviation zones in residential neighborhoods to provide connections to the deviated fixed routes for transfers beyond ½ mile of the route (the proposed deviation zone).

A deviated fixed route operates along a specific path. A bus may deviate up to ½ mile or more from the fixed route on some systems before returning to the route to continue the service. Route deviation service could also allow the vehicle to follow a regular route and then deviate to any number of locations within an allotted period of time at specific locations/the route terminus. It is expected that any new deviated routes in Tarrant County cities would be available to the general public, and could deviate for the general public, although some systems deviate only for eligible riders, usually people with disabilities, youth, or seniors, and some systems charge higher fares for route deviations.

Point deviation service operates within a defined service area, which incorporates a series of designated locations (such as key landmarks) where the bus will arrive at designated times. However, the bus can circulate along any streets between those stops to pick up riders who have requested door-to-door service (whether that option is available to the general public or ADA-eligible consumers only). Point deviation services in small cities are usually able to operate at a productivity level that exceeds dial-a-ride productivity, and have the added benefit of being able to serve a subset of the ridership in front of their homes/destinations. One variation on this alternative would be that while there are designated stops in the area, the bus would only travel to specific stops upon request of a general public rider (walk-on riders can only get off at certain locations); if the request is made by an individual who is ADA-eligible, then the driver would take that person to their destination. Trip requests can be either to a call center or directly to a driver's cell phone.

Even as the largest city in the United States without a local public transit system, Arlington has some potential key transit destinations such as the University of Texas at Arlington (UTA), with more than 33,000 students, major stadiums, Six Flags, and a host of office parks and retail centers. Like many of Tarrant County's smaller cities, Arlington's development is exclusively automobile-oriented and most residential neighborhoods have suburban characteristics. Major corridors include Cooper Street, Abram Street, Arkansas Lane, Lamar Boulevard, Randall Mill Road, and several others, all of which have some potential and some of the density required to implement regularly scheduled local fixed-route and deviated-route service (see Figure 8-6 below for conceptual service standards).

In some of the smaller cities, fewer clear transit corridors exist, meaning that a fixed route operation is unlikely to be very successful, and although local dial-a-ride service may be the most effective way to serve populations in some of these cities, the potential also exists for a point deviation or deviated route operation to help better structure local dial-a-ride service, allow the operation to accommodate general public riders, and develop service patterns that could eventually be converted to local fixed routes.

Operating Characteristics and Outcomes

For a deviated service in any of Tarrant County's cities, expectations are that the service should carry at least five passengers per hour, with a short-term goal of achieving a minimum of 10 passengers per hour. In portions of Arlington, at least 10 passengers per hour on routes serving the highest density areas is anticipated, based on data from peers. For comparative purposes, the FWTA averages nearly 20 passengers per hour on its regular bus routes.

To be cost-effective, general public service, whether fixed routes or deviated services, would likely operate at 60-minute headways during off-peak hours (ideally 30 minutes or better during peak commute hours), and all services could be increased to 30-minute headways or better if ridership growth occurs and funding becomes available.

A baseline sample service assumes operations from 5:00 AM to 8:00 PM on weekdays, with the potential for more limited evening, nighttime, and weekend service. General public service in Arlington would likely require as few as 30 vehicles, depending on the comprehensiveness of service implementation, while implementation in smaller cities could necessitate anywhere from 2 to 10 vehicles per city or cluster of adjacent cities.

Fully allocated operating costs are likely to range between $60 and $110 per hour, based on existing costs for transportation providers in Tarrant County. Total annual operating costs will vary depending on the level of service implemented, but a few examples to illustrate the range of costs can be provided. For example, a service structure that requires 30 vehicles to operate a scenario in Arlington might cost between $4.6 and $8.5 million annually; a small operation of two or three vehicles in another community might cost between $500,000 and $1.1 million depending on hourly costs.

Ridership growth will be dependent on the effectiveness of the route/service structures, reservations and dispatch procedures, marketing, and fare policies.

Fares would likely be established at or near current one-way fixed route levels for the FWTA, DART, and DCTA (between $1.50 and $2.50 for the general public on these other services).

A draft set of basic service standards for consideration is presented in Figure 8-6. Standards provide a valuable tool for allocating scarce resources (their use in the service planning and

allocation process will avoid potentially inequitable, and possibly inefficient, allocations of service). These draft measures can be revised and expanded, and are offered as a starting point for expanding/implementing new service in Arlington, Grand Prairie or any of the other small cities in Tarrant County where service is merited. Establishing performance measures for service would allow the lead agency to monitor the effectiveness of operations and develop policies to allow for service expansion or contraction based on performance.

Figure 8-6 Proposed 3-Year Minimum Service Thresholds for Arlington and Other Cities in Tarrant County

Basic Performance Measures	Proposed Minimum Service Standards
Passengers per Revenue Hour	1. Arlington Local Fixed Routes – 10 passengers/hour 2. Flex-Deviated Route – 5 passengers/hour (goal is 10 passengers per hour) 3. Dial-a-Ride – 3 passengers per hour
Passengers per Revenue Mile	1. Arlington Local Fixed Routes – 1 passengers/mile 2. Flex-Deviated Route – 0.4 passengers/mile 3. Dial-a-Ride - 0.2 passengers/mile
Farebox Recovery	1. Arlington Local Fixed Routes – 15% 2. Flex-Deviated Route – 10% 3. Dial-a-Ride – 10%
Service Frequency	1. Arlington Local Fixed Routes – 30 minutes-60 minutes minimum; clockface headways 2. Flex-Deviated Route – 60 minutes minimum; clockface headways (30 minutes peak preferred) 3. Dial-a-Ride – N/A
On Time Performance	90% on-time performance for all services
Stop Spacing	1. Arlington Local Fixed Routes – ¼ mile 2. Flex-Deviated Route – ¼ mile for stops along route; ¼ mile to ½ mile for off-route pickup locations. 3. Dial-a-Ride – N/A
Accidents /Bus Miles Operated	Fewer than 1 preventable accident/100,000 revenue miles
Trips Cancelled	No trips cancelled

Implementation Considerations

To implement deviated services, policies will need to be established regarding the deviation limits (How far in distance/time will the vehicle deviate?); advance reservation requirements (Can passengers request deviations upon boarding the bus or do they need to book these in advance?); fares (Will there be a premium above the base fixed-route fare?), and others. In the current context in which some NETS and Handitran dial-a-ride trip requests are either denied/negotiated (and are unavailable to the general public), this service could fill an important gap. Since deviations need to be limited in order to maintain schedule adherence, this mode can only meet the needs of a limited number of people with disabilities who use mobility devices.

The following steps are recommended to implement fixed routes or deviated services in these Tarrant County cities:

For the Lead Agency

- Refine the bus service plan and confirm operating hours, schedules, vehicle requirements and frequencies.
- Finalize service goals, objectives, policies, performance standards and design criteria.
- Establish a workable implementation plan and schedule, including roles and responsibilities.
- Finalize running times for the development of accurate route schedules.
- Identify and prioritize time points/bus stop locations.
- Determine which stops need improvements to enhance their usability and accessibility, such as installation of shelters, benches, curb cuts, etc.
- Test the feasibility of turns, planned bus stop locations, and bus operations along all potential service streets.
- Establish marketing, outreach and staff orientation plans.

For Partner Agencies

- Identify any existing transportation programs operated by a local jurisdiction or human service agency that could be merged with a new program or discontinued if the new program were offered in Tarrant County.
- Identify funding support that could be used to enhance the transit service operation allowing for improved leveraging of existing funds.
- Consider contribution of capital enhancements: shelters, benches, signs, etc.
- Work with the lead agency to develop fares/payment program for agency clients, if appropriate.
- Promote the availability of service.
- Monitor program effectiveness, value to agency of funding support, and opportunities to further expand the program to address needs.

4. VANPOOLING IN TARRANT COUNTY

Promote Existing Vanpool Program(s)

Concept

Promotion of vanpool program operated by the FWTA (and DART and DCTA, as appropriate) for Tarrant County residents commuting to jobs or school inside and outside of the county.

Needs Addressed by Strategy

Few transportation alternatives for commuters traveling to major employment sites in the region; lack of transit coverage; need for lower cost transportation option where transit is not viable

Figure 8-7 Summary of Vanpooling Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Promotion of vanpool program operated by the FWTA.	Development of a vanpool program based within the county.
Service Hours	Depends on riders' work shifts, usually 7-8 AM to 5-6 PM	N/A
Headways	N/A	N/A
Vehicle Requirements	Vans, furnished to vanpool drivers by the vanpool service provider	Potential for purchasing vans for program instead of using a vanpool renting contractor
Annual Operating Costs (estimated)	FWTA's program charges different fares to van users, depending on the distance an individual commutes. The monthly rate for a commute of less than 45 miles round trip is $98; commuters traveling more than 166 miles each day may pay as much as $243. The FWTA's annual operating cost for vanpools is currently about $1.7 million. Costs for additional outreach might total $25,000.	
Annual Farebox Revenues (estimated)	Depends on distance and number of participants per van. Total fare revenues for the FWTA vanpool program are approx. $1.4 million.	Will depend on demand
Annual Ridership (estimated)	1,400 to 2,200 individual participants in vanpool program	Will depend on demand
Administrative Responsibility	The FWTA	The FWTA would maintain oversight role in any expansion

Expected Benefits

- Provides a commuter-focused transportation option to serve longer-distance commute needs of Tarrant County residents
- Uses a public-private partnership model where riders pay a greater share of costs than traditional bus and rail transit
- Offers a lower-cost commute solution
- Increases mobility and provides air quality benefits
- Assists employers to serve the transportation needs of their employees

Potential Obstacles

- Enough commuters must live in close proximity to one another and share a work destination
- Serve only a limited number of trips; not applicable for part-time employees

- Costs may be too high for some to participate
- Low density communities can make it more difficult to find vanpool partners
- Requires at least one participant to have drivers' license

Overview

A vanpool program is one component of a commuter-based transportation program. The FWTA administers a vanpool program for employees commuting to jobs in Tarrant County or residents who live in Tarrant County. Residents of Erath, Hood, Johnson, Palo Pinto, Parker, Somervell, and Wise Counties with a destination in Tarrant County also may use the FWTA vanpool program. Because the program already exists, it is not necessary to develop a new program, but will be important to provide useful targeted information about the benefits of the existing program.

Operating Characteristics and Outcomes

Vanpooling has proven to be most successful in areas with little or no transit service, and is especially beneficial when serving employment locations with a limited supply of parking. Vanpools can be especially effective in areas with high-occupancy vehicle lanes (HOV) that allow them to travel at higher speeds than single-occupancy vehicles and in areas where park-and-ride facilities are available so people can leave their car and travel via van to their work location.

Vanpool operating characteristics are as follows:

- Commuters are assigned to a specific vanpool group/van operating on a fixed schedule.
- Vanpools are formed by a group of 5 to 15 commuters that live close to each other and have similar work schedules and work destinations.
- Route determined by individuals in a specific vanpool.
- Vanpools can make multiple stops along the route to pick up riders and/or have a single fixed pick-up location.
- Each vanpool group determines the travel time that works for the schedules of all its members and adheres to that agreed upon schedule.
- There is no flexibility in the departure/arrival times unless predetermined and approved by all members of the group.
- Riders are responsible for their own travel if they are unable to make the fixed departure times.
- Monthly fares are calculated based on number of riders per vanpool group.
- Fares are paid in advance by the vanpool group and divided among the vanpool participants.
- Base fares are fixed each month. Vanpool groups submit expense reports for gas and other approved out-of-pocket commute expenses.
- Vanpool groups must decide how to divide the group's fees fairly to compensate drivers and to accommodate part-time riders, rider substitution, and/or day riders.
- Requires two volunteer drivers; primary driver and one back-up driver; one member of the group is responsible for tracking vanpool expenses and collecting fares.

Implementing vanpools is comparatively inexpensive versus the development of new transit services, and can benefit from funding, typically, from a number of markets, including the vanpool users, the employers, and the sponsoring agency.

The cost of using a vanpool is lower than operating a car for commuting to work. The cost to an individual to use the FWTA vanpool program varies based on the distance an individual commutes: it is less than $100 each month for a 50-mile round trip, $151 for a 75-mile round trip, $200 for a 140-mile round trip (other costs are charged to users based on distance).

Implementation Considerations

Providing information to encourage greater use of the existing vanpool program is a relatively simple undertaking compared with some of the other services proposed in this plan and can be scaled to the number of potential users. For an expanded FWTA vanpool program:

For the Lead Agency

- Increase the visibility and understanding of the existing FWTA vanpool program.
- Include vanpooling as part of information & referral and travel navigation services.
- Work with the Workforce Board to encourage vanpooling as a commuter option.
- Promote regional transportation policies that support vanpooling.
- Build strong working relationships with cities, employers and other regional partners.

For Partner Agencies

- Identify clients who would benefit from vanpooling.
- Provide referrals to the vanpool program.
- Promote the availability of service.

5. VOUCHER PROGRAM

Implement Program for Use of Vouchers on Taxis and Other Transportation Services

Concept

Voucher programs typically involve an arrangement between a sponsoring organization (or its agent) and a participating taxi company or companies, limousine operators, nonprofit organizations that operate transportation services, and transit providers. These programs accept and accommodate requests from sponsored customers, clients, or residents and/or accept vouchers provided by the sponsoring organization to riders as partial payment for the trip.

Needs Addressed by Strategy

Few transportation options for people with limited mobility; need for relatively low cost (to consumer) option where transit is not viable; need for personalized or door-through-door service

Figure 8-8 Summary of Voucher Program Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Routing determined by passenger request	Program expansion to support some trips that cannot be served by regular dial-a-ride services
Service Hours	Flexible: pickups at times requested by passengers	Flexible
Headways	N/A	N/A
Vehicle Requirements	Standard taxis and vans, as well as accessible vehicles (for example, ramp-equipped minivans)	Program could provide vehicles as needed
Annual Operating Costs (estimated)	$220,000 to $1.45 million. Varies depending on extent of program and program parameters. Cost per trip can be established at a voucher limit, such as $20, $50, etc. Could be very low cost if only covers existing transit fares. Staffing/admin costs assumed at about $140,000 for a mid-size program.	Will depend on service expansion
Annual Farebox Revenues (estimated)	Will depend on program parameters (type of voucher/subsidy for users)	Will depend on service expansion
Annual Ridership (estimated)	Level of service will vary depending upon available budget, level of subsidy, constraints such as trip limits, eligibility, etc. A midsize program might serve 70,000 riders per year.	Will depend on ability to secure additional taxi providers
Administrative Responsibility	Tarrant County (or a department thereof, such as MHMR), Catholic Charities, the FWTA	Taxi companies, Mobility Managers, local jurisdictions, additional funding partners

Expected Benefits

- Provide same-day, if not immediate, service
- Maximize use of existing transportation services
- Effective for unanticipated travel and evening and weekend hours
- Effective for trips outside of service area or underserved areas
- Effective way to "divert" most expensive paratransit trips to a potentially less expensive mode
- Can set/control subsidy per trip and/or overall budget
- Opportunity to infuse accessible vehicles into the market
- Users may have their choice of transportation provider
- Low start-up costs
- Effective in both low-density and high-density areas
- Facilitates a connection to social services and other programs for people who need it most

Potential Obstacles

- Requires well-managed controlled providers/taxi companies
- Absence of taxi service or other for-profit or nonprofit providers within a community
- Few accessible taxicabs
- Requires good communication among all parties
- Requires an agency to assume responsibility for day-to-day administration
- Measures must be implemented to prevent fraud
- Reluctance by drivers to accept the scrip or vouchers

Overview

A voucher program allows people to make a trip that might not be served by transit and pay a lower rate than they would otherwise pay, for example, if they were paying full taxi fares. Under a voucher program, riders are issued scrip/vouchers (which can be paper tickets, debit cards, or simply a form of identification which allows for direct billing of services provided) to pay for part of their trip. Typically, an agreement is developed between a sponsoring organization and one or more participating taxi/shuttle companies. These programs accept and accommodate requests from registered customers, clients, or residents, and accept vouchers provided by the sponsoring organization to riders as partial payment for the trip. Most voucher programs focus on seniors and/or persons with disabilities residing within specific service areas, but some are available to general public residents as well. Human service agencies that employ this strategy generally limit taxi subsidies to agency clientele or program participants.

Numerous taxi providers operate service in Tarrant County. Some contracts are currently in place with Yellow Cab for voucher service operations under the Tarrant RIDES program (AAA and MHMR subsidize the cost of trips for their clients as well as other individuals who need trips), but other for-profit taxi, specialized providers and shuttle operators in Tarrant County include the following:

- Alamo Cab Company
- Ambassador Cab
- A's Shuttle Service
- Children's Transportation Association
- Cowboy Cab/Ranger Taxi Company
- Dallas Taxi
- DFWTaxiService.com
- Diamond Taxi Company
- Eagle Cab Company
- Executive Taxi Service/ Golden Cab Company/Taxi Dallas
- GO Yellow Checker Shuttle
- Jefferson Lines
- Jet Taxi, Inc.
- Jones Transportation and Care
- Keller Senior Transport
- Kerrville Bus Company
- King Cab Company
- Non Emergency Transport Inc.
- North Texas Airport Transportation
- Senior Transportation Services
- Super Shuttle
- United Cab Company
- US Cab

Tarrant RIDES also offers vouchers rides on FWTA services (both fixed-route service and MITS service), TRE, HandiTran, and community transportation options operated by Catholic Charities.

While the various providers would need to be vetted to ensure they carry appropriate levels of insurance and costs would be in-line with expectations for operation of a voucher program, the long list of providers (and likely others not included on this list from NCTCOG) illustrate the array of potential options for contracted service, allowing people to take trips on providers that are not currently participating in the official provision of public transportation services. This approach allows the leveraging of existing resources, helping to alleviate the need to provide new routes or scheduled services.

One of the potential obstacles noted above, the need for more accessible vehicles, could be overcome if incentives to help transportation providers purchase accessible vehicles could also be used to encourage their participation in a voucher program.

In some communities, taxis are also contracted to offer after-hours service for the general public, or to provide trips in areas where it would not be cost-effective for the transit agency to operate. For example, it could be more cost effective for taxi operations in some portions of the Handitran service area than sending regular Handitran vehicles to pick up riders. MITS contracts with taxis to provide some of its paratransit services.

Voucher programs can be very popular, so strict limits on trips per month and the amount of the subsidy may be needed to control costs. Lake Worth found from experience with a taxi voucher program that did not place limits on use that a few people monopolized the service and the costs for providing trips far exceeded expectations.

Operating Characteristics and Outcomes

A voucher program requires a mechanism for paying the subsidy, decisions about the amount of subsidy per trip and limits on the number or value of trips that will be provided per month. Some large voucher programs use automated means and central call centers, but small-city or community programs usually use coupons or scrip in some form. Harris County (Rides), one of the best practices examples, uses a debit card program which replaced scrip. If the program is limited to one or a small number of selected transportation companies, it may be possible to establish a system administered by the companies themselves with a general level of oversight from the lead agencies. Auditing and fraud control measures need to be established.

A program of this type is most likely to be successful if the area is well served by taxis, shuttles and nonprofit providers with extra vehicles or vehicle capacity, the public entity has effective taxi/shuttle regulations in place, and there is good communication among all parties. Potential providers will be most interested in such a program if it can deliver a steady stream of business and where the administrative requirements are not overly cumbersome for the driver and the company.

As part of such a program, the sponsoring organization may wish to acquire accessible vehicle(s) and provide them to the companies that agree to participate in the program. Such a program can make demand for wheelchair-accessible cabs more obvious to taxi company owners and thus create more incentive to acquire more accessible vehicles. For example, a voucher program could be a practical supplement for medical transportation services. A voucher program could be offered on a limited basis to targeted populations for travel to medical appointments.

The cost to administer a voucher program would vary significantly depending on the number of participants, which would depend on where the service is operating and who is eligible for it. For example, if it were a countywide service and an average taxi subsidy of $20 per ride is established (based roughly on the experience of Harris County Rides), and if an average of 200 one-way trips are provided per day (assuming seven-day service), the annual operating cost alone could be $1.54 million, assuming administrative costs of up to $140,000 annually. A smaller program operating in a limited number of adjacent cities, assuming a $10 per-user subsidy for 50 one-way trips each day, could be as little as $220,000, including administrative costs. The total available budget for taxi or van service subsidies can be controlled with a daily ceiling, allowing trips on a "first-come, first serve" basis or by a limiting the number of vouchers provided to participants.

Based on the experience of Tarrant RIDES, very low costs could be assumed for vouchers used on transit. Likewise, separate fare voucher programs could be established directly between the FWTA and interested sponsoring agencies.

Implementation Considerations

Implementation of a voucher program in Tarrant County provides an opportunity to serve the populations who have very limited options, particularly in areas where few transportation options exist today or where existing services are costly to provide. In some ways, a voucher program can offer greater flexibility than a countywide dial-a-ride service because trips can take place outside of traditional service hours and a higher level of individual service can be provided by drivers. A voucher program is also far less expensive than the cost of operating a transit service and would help communities gauge the actual level of demand for improved public transportation services.

Individuals enrolled could be required to affirm that they are unable to drive, at least some of the time, and that they do not have access to a carpool or driver and/or cannot afford the cost of private transportation. They would need to be able to use taxi, van, or other transportation services independently or have their own assistance to help them with use. Persons who are able to use public transportation could be eligible for a voucher to cover the cost of public transportation.

Potential participants in a voucher program may include any organization that is willing to sponsor or offer rides, such as human service agencies, local governments, hospitals, nonprofit organizations, community transportation providers, employment centers, municipalities, and private transportation providers.

The following is a brief list of what is required for planning for and implementing a voucher program in Tarrant County:

For the Lead Agency

- Solicit and confirm transportation providers.
- Confirm program partners.
- Develop protocol for providing vouchers, information forms and evaluations.
- Confirm staffing to implement the program.
- Review and confirm eligibility criteria; prepare eligibility application.
- Develop draft program information.
- Develop voucher program requirements.

- Initiate program.
- Process and pay transportation provider invoices.
- Provide ongoing support to partner agencies.
- Monitor contracts/service standards.
- Conduct six-month evaluation and annual program evaluations.
- Provide grant writing/funding support.

For Partner Agencies

- Identify unmet needs for transportation services among client base.
- Assess current costs to provide transportation to clients and assess potential benefit from redirecting expenses to a voucher program that may allow for leveraging of federal transportation funds.
- Develop agreements with the lead agency to use agency funds as a local match and as a way to purchase transportation services though the voucher program.
- Sign contracts for billing and service agreements.
- Work closely with lead agency on program parameters, eligibility requirements, registration procedures.
- Potentially register clients directly for the voucher program.
- Monitor effectiveness of program.

6. VOLUNTEER DRIVER PROGRAM

Volunteer Reimbursement and Driver Incentives

Concept

Implementation of a volunteer driver program based on a model that allows for volunteer incentives and/or reimbursement in the recruitment of drivers for people with mobility needs.

Needs Addressed by Strategy

Few transportation options for people with limited mobility; need for low cost (to consumer) option where transit is not viable; need for personalized or door-through-door service

Figure 8-9 Summary of Volunteer Driver Program Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Drivers recruit their own volunteers and the sponsor agency also recruits volunteers; Volunteers are reimbursed at a nominal per-mile rate	Program expansion to support some trips that cannot be served by regular dial-a-ride services
Service Hours	Flexible: could be available any day, early and late trips if volunteers are available	Flexible
Headways	N/A	N/A
Vehicle	Volunteer drivers would furnish their own	Program could provide vehicles as

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Requirements	vehicles	needed
Annual Operating Costs (estimated)	$43,000 to $100,000; assumes $60,000 for administration	Will depend on service expansion
Annual Farebox Revenues (estimated)	Will depend on program parameters (whether riders will make donations)	Will depend on service expansion
Annual Ridership (estimated)	2,500 to 12,500 in first years	Will depend on service expansion
Administrative Responsibility	Tarrant County, an existing volunteer provider (e.g., Mid-Cities Care Corps, STS), nonprofit agency	Tarrant County, local jurisdictions, additional funding partners

Expected Benefits

- Links people with the greatest need to a basic lifeline service
- Offers a low-cost way to address some transportation needs
- Facilitates a connection to social services and other programs for people who need it most

Potential Obstacles

- Funding may be required to incentivize volunteers
- Insurance coverage for volunteer trips
- Limited number of people who can be served by volunteer transportation
- Potential for unnecessary/fraudulent use of driver incentives
- Volunteer driver programs are one element of a comprehensive set of transportation programs, but rarely serve as the primary mode

Overview

At least half a dozen volunteer driver programs currently exist within the greater Tarrant County. Implementation of a new volunteer driver program or expansion and formalization of existing programs is an appropriate element of a comprehensive coordination effort in an area with limited transportation services.

Typically, a volunteer driver program is managed by a county government (or unit thereof, such as a Department of Human Services or MHMR) or a nonprofit human service organization. Identifying the appropriate sponsor agency will depend on the staff's capacity to administer a volunteer driver program, the potential for the agency or organization to be a recipient of grant funding and donations for the program, an agency's comfort with the liability exposure related to administering a volunteer driver program and the ability to possess minimum insurance required, existing volunteer pools or networks for recruiting volunteers, and organizational experience with coordinating volunteers. In Tarrant County potential sponsor agencies, other than the County itself, could include any number of organizations, including senior centers and existing volunteer programs. Volunteer driver programs are often sponsored by nonprofit organizations for several

reasons, including the familiarity many nonprofits have with managing volunteer-based activities, funding opportunities available to nonprofits, and the perception that operating a volunteer driver program is riskier for an entity with "deep pockets," such as a public entity. Some of the existing volunteer program administrators, such as Mid-Cities Care Corps, Senior Movers, STS, Call a Ride, senior centers in several of the jurisdictions in the county, the FWTA and Catholic Charities (planned) could administer and oversee an expanded volunteer driver program in the county, depending on the scope of services and geographic areas covered.

Although several different types of models exist for a volunteer driver program, based on some of the input from stakeholders and the most successful approaches elsewhere, a proposed approach addresses issues of volunteer reimbursement, risk management, insurance and other issues.

While several objectives for a volunteer driver program in Tarrant County have been articulated, key objectives identified for such a program would be to provide a service to riders who are otherwise unreachable by other services and/or are too costly to serve, offer a transportation option for isolated seniors and ambulatory people with disabilities, provide a new option for making longer-distance specialized trips, and possibly establish a transportation link from smaller communities in Tarrant County to the FWTA fixed routes.

Operating Characteristics and Outcomes

The objectives of the program and the constraints and priorities of the sponsoring agency will ultimately determine which model is most appropriate. Three of the most logical examples for Tarrant County include the following:

- **The "volunteer friends" model** pioneered by the TRIP program in Riverside, California. Riders recruit their own drivers and schedule rides without involvement of the sponsoring agency. Mileage reimbursement is provided to the riders, who in turn reimburse their volunteer drivers on a monthly basis. This approach is intended to empower riders, reduce operating costs, and limit the sponsor agency's liability related to recruiting, screening, training and monitoring volunteer drivers. Sponsors implementing programs inspired by the TRIP model often provide coaching to riders about how to identify and recruit volunteer drivers. The FWTA administers an informal program to reimburse select drivers for some trips that would otherwise be very costly to provide with MITS or taxi vehicles.

- **"Traditional" volunteer driver programs** that recruit, screen, train, and monitor volunteer drivers, as well as match riders with drivers, schedule rides, and reimburse drivers. In these programs, the sponsor agency has a central role in developing and implementing a range of policies and procedures, driver standards, driver screening and training activities, and other measures that reduce risk and liability exposure. Mid-Cities Care Corps is an example of a traditional program, but it does not reimburse drivers and provides fewer than 1,000 trips annually. The planned Catholic Charities volunteer driver program model would provide some reimbursements.

- **A hybrid model** that relies on riders to recruit and schedule rides with their own volunteer drivers, but requires drivers to pass a basic screening which typically includes verification of a valid drivers' license, verification of insurance, and Department of Motor Vehicles and Department of Public Safety records checks. A hybrid model may supplement rider-identified volunteers with a pool of volunteers recruited by the sponsor agency. In cases in which the sponsor agency directly recruits volunteers, the sponsor

typically assumes responsibility for screening, training, and monitoring those volunteer drivers directly recruited by the agency.

Some volunteer programs do not reimburse or incentivize drivers, but these efforts usually are relatively small, often managed through a church or senior volunteer program. Based on the experience of some of the smaller programs in Tarrant County, such as Senior Movers, some of them have difficulty recruiting regular volunteer drivers.

In Tarrant County, a model that relies on some riders recruiting their own volunteer drivers may be a good starting point. This approach significantly reduces the staff time associated with recruiting, screening and training drivers and scheduling rides, and also reduces organizational liability associated with these activities. If this approach is implemented, it is recommended that the sponsor agency provide coaching to riders in recruiting a driver or drivers, as is done in various programs modeled after TRIP.[3] While the TRIP program does not vet volunteer drivers, if this program is pursued, it is recommended that volunteer drivers recruited by riders receive a basic level of screening.

If there is concern that some riders may be isolated and/or have difficulty recruiting volunteers for other reasons, or if Tarrant County stakeholders prefer to adopt a model with a somewhat more centralized approach to volunteer recruitment and oversight, the sponsor agency could implement a "hybrid" model that provides for a pool of volunteers who are available to riders unable to recruit a driver or drivers.

Programs in communities similar to Tarrant County have budgets ranging from $60,000 to $500,000 annually. Assuming an average of 20 miles per round trip (based on 2011 MITS average distance per passenger trip data) at a volunteer reimbursement rate of 23¢/mile, if the service averaged only 50 round trips per week, driver reimbursement costs would be approximately $12,650; even at 250 trips per week, annual reimbursement costs would be less than $63,500. Assuming .5 FTE for staffing, at a cost of about $35,000 annually, total operating costs are likely to be under $100,000 annually at relatively robust ridership compared with ridership on existing volunteer driver services.

Defining Service Parameters

The specific parameters of a volunteer driver program in Tarrant County will need to be defined and documented, which is part of an effort currently underway by United Way and the Area Agency on Aging. The study, known as Tarrant Connects, seeks to better understand the need for volunteer drivers, existing programs and program parameters, and hopes to identify a specific centralized approach for volunteer driver programs in Tarrant County. The effort includes a focus on faith-based volunteerism and tapping the strengths of existing volunteer efforts.

Although an array of considerations will be reviewed as part of the effort and in crafting any proposed volunteer driver efforts in Tarrant County, some of the important elements to consider in defining a volunteer driver program include the following:

- **Eligible Riders.** A volunteer driver program in Tarrant County could be targeted to isolated seniors and people with disabilities who are unable to drive themselves, access

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[3] TRIP Riverside has developed a flier that is provided to enrolled riders entitled, "Volunteer Drivers Talk about How They Were Asked to be a TRIP Driver" that also includes categories of volunteer candidates that have been successful sources of drivers for other riders. See: http://www.triptrans.org/voldrivers.htm.

transit services, or use a contracted provider. In refining these criteria, the sponsor agency may wish to consider additional qualifying factors such as the need for specialized transportation service due to a medical or health condition, the need to make a trip more often than what might be available by a service such as TCTS, the inability to pay for more expensive transportation options, or the use of the volunteer driver program to connect with transit services that do not operate near an individual's place of residence.

- **Trip Purpose.** Some volunteer driver programs prioritize or limit service to certain types of trip purposes, such as medical trips or nutrition-related trips. However, recognizing that a wide range of trips is necessary to maintain an individual's social engagement and mental and physical health, along with concerns about the limits of NETS and Handitran, it is probably not necessary to limit services by trip purpose at this time.

- **Trip/Reimbursement Limits.** Trip or reimbursement limits are used by volunteer driver programs to control costs and ensure that the budget for driver reimbursement is distributed in an equitable way among registered riders. Assuming driver reimbursement is provided on a mileage basis, limits can be placed on the amount of reimbursable mileage allocated to each rider on a monthly basis. Some programs adjust mileage allocations for riders who have special needs, such as the need to travel long distances to access specialized medical care.

- **Service Area.** The sponsor agency has the option to establish geographic limits for transportation to be reimbursed through the program. The program can adopt maximum distances established for travel between communities.

- **User Fees/Donations.** Many volunteer driver programs provide services free of charge, but others choose to incorporate a user fee such as a suggested per-trip donation to support the program, which may be optional to accommodate low-income individuals.

- **Extent of Assistance Provided by Driver**. While the program sponsor may choose to implement a model that leaves the discussion of physical or personal assistance to the rider and driver, the service delivery model ultimately selected (or risk management plan) may call for specific policies related to rider assistance. These policies could relate to the type of assistance that can be provided to riders inside their home or their destination, if applicable (e.g., help with putting groceries away, putting on or taking off a jacket); carrying packages or luggage; assistance in transferring to and from a wheelchair when getting into and out of the vehicle; etc.

Driver Reimbursement

There are several means of reimbursing volunteer drivers for services provided, including mileage reimbursement, per trip reimbursement, and/or non-cash incentives such as discounts for local programs or business, or special events.

When the distances travelled are greater—as they are likely to be in Tarrant County—a straight per-mile reimbursement is likely the most effective and straightforward means of providing reimbursement in keeping with Internal Revenue Service regulations related to non-taxable income. Mileage reimbursements are non-taxable as income when they are less than the Optional Standard Mileage Rates established annually (and sometimes more frequently) by the IRS. As of January 1, 2013, the IRS Optional Standard Mileage Rates are 56.5 cents/mile for "business" miles driven, 24 cents/mile driven for medical and moving purposes, and 14 cents/mile driven in service of charitable organizations. The "business" mileage rate is applicable both for for-profit

business mileage reimbursement and nonprofit business mileage reimbursement, including volunteer drivers. This does not mean that a volunteer program must reimburse drivers at this level. Several programs currently offer reimbursement in the 20-32 cents/mile range.

Implementation Considerations

Implementation of a volunteer driver program in Tarrant County provides an opportunity to serve the most isolated populations who have very limited options, providing a safety net. It offers more flexibility to some of them than a countywide dial-a-ride service can offer because trips can take place outside of traditional service hours and a higher level of individual service can be provided by volunteers.

If such a service is implemented, a number of steps will need to be undertaken to initiate service. These include the following:

For the Lead Agency

- Define policies and service parameters.
- Confirm the program design.
- Staff the program. Based on the scale of the presumed program, a program coordinator would be needed to recruit, screen and orient volunteer drivers, reimburse drivers, and prepare monthly performance and management reports.
- Develop risk management plan with standards for safe drivers and driving conduct, specific criteria for selection and screening of drivers, driver training in defensive driving, emergency measures, passenger treatment, insurance coverage for non-owned vehicles (though is advisable for any type of volunteer driver program), and ongoing evaluation of drivers, vehicles, and service-delivery. [4]
- Secure funding through public grants, private donations and contributions from program partners.
- Develop forms. These include a rider application, rider liability waiver , rider information files, volunteer driver application and driver liability waiver, volunteer driver information files, rider guide, volunteer driver handbook, vehicle safety checklist, driver selection checklist, and driver training checklist (if applicable).
- Identify and secure necessary insurance.
- Recruit an initial pool of volunteer drivers.
- Implement program operations.

For Partner Agencies

- Determine the appropriate program sponsor.
- Refer volunteers to participate in program; advertise incentives and other benefits.
- Refer clients with transportation needs to the volunteer program.
- Potentially register clients directly for the volunteer program.
- Monitor effectiveness of program.

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[4] See Beverly Foundation and Independent Living Partnership (2006), Risk and Risk Management Strategies: Important Considerations for Volunteer Driver Programs and Volunteer Drivers. Available at http://www.beverlyfoundation.org/turnkeykit/documents/planning/Risk_Management_Strategy.pdf

- ▪ Provide grant writing/funding support to lead agency.

TIER 2

Several other strategies were identified as being potentially effective service delivery strategies, but due to costs, infrastructure or implementation requirements, or public interest, were found to be less appropriate for serving the needs of this plan's target demographic populations. These are briefly described in the sections below, along with the conditions necessary to advance the service in Tarrant County.

A. FEEDER/CONNECTOR SERVICE TO FIXED-ROUTES/TRE

Last-Mile Connections for Low-Density Environments

Feeder/connector service offers a fixed-route or demand-response service that is designed to feed passengers from low-density environments or communities not served by general fixed-route transit to nearby transit centers or rail stations. Feeder service can also be used to shorten paratransit trips by providing service to fixed-route transit. They are designed to provide the "last mile connections" that are key to the success and functionality of a regional transit network, and are particularly important in environments with poor pedestrian networks or long walking distances.

Feeder/connector service to the FWTA's fixed route or TRE stations can take on several forms and serve a variety of functions. Service can be fixed-route, demand-response, or a flexible combination of the two. It can feed residents into the larger transit network, or provide last-mile connections from the regional network to employment or retail sites. At a minimum, the service concept requires close proximity of a regional transit center or corridor.

Feeder/connector service in Tarrant County could operate during peak periods only, expanding over time as demand warrants.

Why Tier 2?

This service was deemed to be a lower priority for Tarrant County because most feeder/connector service is designed around work trips and would not meet much of the non-work demand identified as a focus of this planning effort. For locations far from regional transit centers, it would be costly to provide a link to the FWTA and TRE services, or DART services if those are prioritized. Although the service could be implemented quickly, some planning would be required to determine appropriate service designs. In some cases, where this has already been deemed to be an effective alternative, it is already in place, with plans for new feeder service to Arlington.

This service should be considered for implementation, but based on potentially high costs and difficulty serving some of Tarrant County's low density communities with feeder services, it may be a more appropriate strategy beyond the 3-5 year scope of this planning effort.

B. NEIGHBORHOOD EXPRESS/LIMITED-STOP BUS SERVICE

Limited-Stop Service between Regional Destinations

Neighborhood express or limited-stop service is effectively an express bus operation that does not focus on park-and-ride lots to attract riders. Some of these services are already operated by the FWTA (and some are simply called Express Routes). Unlike feeder/connector service, these offer a full connection from origin to destination, operating between cities or major activity centers within a city. Limited-stop service allows residents to travel between nearby communities to access retail, educational, healthcare, or employment opportunities that may not be available in each of Tarrant County's cities. In most cases, it operates all-day service, as opposed to some express bus routes that serve park-and-ride lots that usually only operate during peak periods.

Neighborhood express or limited-stop service is designed to serve key regional destinations only, rather than to provide broad coverage and many local stops. The service type works best where there are other complementary services such as local routes or circulators to provide access within a single area in addition to this link between places.

The FWTA operates some express bus services that have the characteristics of limited-stop service. These are effective in getting some people to jobs or key activity centers for medical or social services. Because these routes often cover long distances, they serve a fairly limited market: they carry only people who want to go to a specific location. One of the challenges in implementing this type of service is the level of planning required to prioritize specific locations where service should be provided. For example, all service could go to downtown Fort Worth, but the data and stakeholder input show that trip patterns are not concentrated in this way, with key destinations all over Tarrant County. As a result, most neighborhood express/limited-stop service operates to transit centers. The evaluation found that some new facilities might be required to afford better coordination among regional/suburban operators and the FWTA services in Fort Worth.

Why Tier 2?

These limited stop services linking Tarrant County's suburban neighborhoods with key activity centers could be very effective in providing greater transit coverage, but would be unable to cost-effectively address many of the needs in lower density areas in the short term. Express bus services operating to park-and-ride facilities may offer a more cost-effective option from some outlying Tarrant County cities, but those services are even less likely to meet the demands of seniors, people with disabilities, and low-income Tarrant County residents.

C. EMPLOYER SHUTTLE

Last-Mile Connections for Major Employers

An employer shuttle is typically a service funded in part by the private sector (usually an employer) to provide a "last-mile" connection to a sponsoring employer or employment center. The purpose is to offer a connection to and from major job destinations that are beyond walking distance from regional transit centers or stations. These connections improve job-access opportunities for transit-dependent riders, and make transit more competitive for choice riders. By participating in serving the transportation needs of their employees, these shuttles can expand the pool of potential employees when jobs are located outside the reach of the FWTA's services.

Key employer centers in the Alliance area, in and around the Joint Reserve Base, Arlington, near DFW Airport, and elsewhere are good candidates for employer shuttles. In most cities in the US, successful employer shuttles have come about from involvement of transportation management associations or organizations
(TMAs or TMOs), often led by the private sector in partnership with the public sector to solve transportation problems. A TMA is typically a private nonprofit organization run by a board of directors with a small administrative staff. In many cases, their members include employers, developers, building owners, residential communities, and public agencies. Because there has been a growing push for the private sector to assume a greater responsibility for transportation improvements, by cooperatively working together and forming a TMA, there are opportunities for private and public funds which would not otherwise be available to individual employers or developers.

Why Tier 2?

Given the stated reluctance of employers in Tarrant County to fund employee transportation and no regional or state policies/legislation that requires them to partner with transportation providers to fund transportation, getting participation from individual employers interested in sponsoring a shuttle will likely be significant challenge, which is why this strategy is among the second-tier strategies. The formation of TMAs in Tarrant County could be a very relevant tool to group employers, bringing them together to address mutual transportation challenges. Employer shuttles have tremendous potential in Tarrant County, but identifying sustainable funding sources and an operating structure that will achieve support is a significant challenge. Even if multiple employers were to work together, coordinating among several potential participating employers with a variety of shift times can make a shuttle costly to operate or dilute the effectiveness of an employer shuttle by creating long travel times.

D. CARPOOLING

Implement, Expand and Promote Carpool Program

A carpool program is one component of a commuter-based transportation. Carpools provide a transportation option where no others may exist. They provide a viable option to commuters and others who want to share a ride and do so without restricting personal mobility or incurring high operating costs. There is potential for significant time-savings where HOV lanes are available.

Carpooling arrangements and schemes involve varying degrees of formality and regularity. Carpools may be formal - arranged through an employer, public website, etc., or casual, where the driver and passenger might not know each other or have advanced agreed upon arrangements.

Carpools are most effective for recurring work or school commutes, but they are not well suited for occasional or periodic trips such as shopping or medical appointments. Carpools also depend on potential participants to have sufficiently similar commuting patterns, so to the extent that residents of Grapevine or Mansfield, for example, are commuting to similar destinations in Fort Worth, carpooling could work for that subset of the commuting population.

Carpooling has proven to be most successful in areas with little or no transit service, such as portions of Tarrant County outside of the FWTA service area, and is especially beneficial when commuting to major employment centers or universities. Ride-matching services can help facilitate and promote carpooling, and the www.tryparkingit.com website, a program of NCTCOG, allows users to locate carpool (or vanpool) matches within the region. After creating a profile that

includes their home and employment locations, the website will present individuals with rideshare matches. Additionally, employers can register with the site and thereby assess travel reduction programs. The website counts miles not driven by individuals, employers, and the region as a motivational tool.

Why Tier 2?

Implementing carpools is quite inexpensive compared with the development of new transit services, but carpools require some initiative by those who need a ride and their success depends on the availability of drivers and other riders who are traveling to the same destinations at the same times. Thus, while carpools can be a useful element of a transportation strategy to serve the travel demands of seniors, people with disabilities and low-income Tarrant County residents, they cannot represent the core set of services to meet the identified needs. There are too many variables that may impact their success, including cost to an individual driver or rider, availability of an automobile, scheduling, effectiveness of ridematching programs, ability to serve non-commute transportation, etc.

E. NON-MOTORIZED ALTERNATIVES

Advocacy for Safe Bicycle and Pedestrian Access, and Improved Accessibility to Transit

Many portions of Tarrant County lack sidewalks, safe crosswalks, and accessible bus stops. In smaller communities, it is reasonable that individuals could walk to nearby local services or jobs, or could bicycle several miles. Unfortunately, even many of Tarrant County's smaller communities do not have a pedestrian-oriented infrastructure and there has been resistance in some communities to invest in pedestrian and bicycle facilities when some citizens have identified street and road maintenance/expansion as a priority. Whether it is an individual walking or using a wheelchair, a well designed sidewalk is essential for safety and direct access. Making the transition from an automobile-oriented county to one that supports other modes, including transit, bicycling, and walking requires an infrastructure that supports all of these other modes.

While this alternative offers much less specificity than some of the other provision-of-service alternatives described in this report, it suggests simply than an approach must be taken by a countywide coordinating committee, the various transportation providers in the county, and the Tarrant Riders Network to communicate accessibility needs, educate elected officials and staff from various city planning/public works departments on how investments in the built environment can address those needs, and advocate for impact fees or other mechanisms that can support the development of pedestrian and bicycle amenities.

Why Tier 2?

This strategy is listed as a second-tier strategy because of its high cost and various intervening factors (e.g., political and public support, length of time to implement): a quarter mile of new sidewalk can cost $250,000; bikeways can cost between $5,000 and $20,000 per mile; a new pedestrian signal at an intersection ranges from $8,000 to $12,000.[5] However, education about the need for improved facilities is not costly. This Project's Review Committee suggested that advocacy for non-motorized transportation would be essential in the short-term scope of this

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[5] Task Guidebook, Non-Rail Infrastructure Upgrade and/or New Construction Due to Passenger Rail Implementation. National Cooperative Highway Research Program (NCHRP), Nelson\Nygaard and SRF Consulting, 2012.

plan. Tarrant County's transportation providers are encouraged to work more closely with local jurisdictions and Tarrant County to craft transit friendly communities; develop street patterns and street designs that work for transit, bicyclists, wheelchairs, and people who walk; and improve access to bus stops/transit facilities.

TIER 3

Based on the evaluation, two services were found to be not effective in meeting Tarrant County's transportation needs at this time. These include express bus services that operate to and from park-and-ride lots and subscription bus services.

Express bus services offer nonstop or very limited stop service between a suburban or small urban park-and-ride and a major regional employment destination, but require individuals to access the park-and-ride to use transit, something deemed not a good fit for low-income residents, seniors and people with disabilities, many of whom would not have automobile access to reach the park-and-ride facility.

Subscription bus services, like employer shuttles, rely on private investment in transit. Although a pre-paid passenger seat on a bus traveling to a major employment site may be a good commute solution for some long-distance commuters, the somewhat greater flexibility offered by vanpools (in terms of the number of participants and employers' more limited role in provision of vanpools) makes them a better solution in the short term. Subscription buses also do little to address the needs of seniors and large numbers of people with disabilities, giving these services a more limited role in this plan.

PART II. COORDINATION, OUTREACH, AND MOBILITY MANAGEMENT

The mobility management objective is to maximize resources through collaboration and coordination of transit providers and human service agencies, with a focus on meeting user needs and pooling resources. Based on this overall function, a series of strategies seek to advance coordination activities and public awareness of transportation programs and services in Tarrant County. The preferred coordination, outreach, and mobility management efforts for Tarrant County, based on overall score in the evaluation are as follows:

Tier 1 - Highest Priority Services

7. Information Strategies

   ▪ Public Awareness

   ▪ Travel Navigation

   ▪ Information & Referral

8. Development of Uniform Service Policies

Tier 2 – Lower Priority Services

F. Cost Sharing/Leveraging of Funding

G. Joint Procurement of Vehicles, Equipment, and Insurance

A transportation brokerage was originally evaluated as a lower priority for the short-term, but through a workshop with the Project Review Committee was deemed as appropriate for longer-term transportation coordination in Tarrant County and is discussed in Chapter 9.

TIER 1

7. PUBLIC AWARENESS, TRAVEL NAVIGATION AND INFORMATION & REFERRAL

Raise Public Awareness of Transportation Programs, Offer/Promote Travel Navigation and Information & Referral Services

Concept

Promoting public awareness is the practice of providing comprehensive information about a variety of transportation services to ensure that people who are in need of information, whether they seek it or not, can access the array of services available to them. Elements of this function include travel navigation services, whereby persons are provided with assistance in trip planning and scheduling, as well as general information and referral services.

Needs Addressed by Strategy

Lack of information about available transportation programs and services; transportation programs invisible to people not affiliated with specific agencies; difficulty piecing together trips that require multiple providers; need for personalized assistance with trip planning.

Figure 8-10 Summary of Public Awareness, Travel Navigation and Information & Referral Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	A single organization or entity is responsible for this mobility management information function, but works in collaboration with several partners and other information services in Tarrant County. The organization that takes the lead in this effort might logically oversee other transportation services or implementation of a voucher program.	Travel navigation and information and referral, as well as general information and outreach, serve as a first step for a comprehensive mobility management program that could include brokered trips in the future.
Service Hours	Assumes on-site staffing for 12 hours per day	Staffing could be increased to 16 hours per day
Annual Operating Costs (estimated)	$230,000 to $300,000	Will depend on service expansion needs; could transition to a brokerage function if that option is carried forward
Administrative Responsibility	Tarrant County, MHMR, Catholic Charities, The FWTA, United Way, AAA, a new organization, Tarrant Riders Network	Regional 5-1-1 program

Expected Benefits

- Increase awareness of transportation services. This is especially valuable for persons who may have a high risk of isolation and may not know how to get information about the programs and services that would benefit them.
- Increase utilization and cost-effectiveness of existing services
- Increases mobility for the general population
- Provide single point of information in multijurisdictional transportation environment

Potential Obstacles

- Requires champion agency to promote public awareness of transportation services
- Requires leadership, ongoing attention and committed staff
- Low density communities can make it more difficult to promote to a wide audience
- Challenge of putting together an array of information from multiple sources

Overview

Two types of information are required: information for people who live within the FWTA service and information for people who live beyond the FWTA service area. For those who live within the service area, the FWTA provides extensive information about the services it operates. For people who live outside of the FWTA service area, several options exist for specialized information, including MY RIDE, 2-1-1, and the various transportation providers.

None of the existing information resources provides all of the information necessary to be a one-stop information source:

- 2-1-1's phone service relies on its database, available on-line at www.tarrantcounty211.org, which is incomplete regarding specialized transportation information. The website itself has some search features, but information about many of Tarrant County's transportation programs is missing from the database, and the agency refers many of its callers to specific transportation providers. Opportunities exist to update the transportation database, and on the website to improve searchability of information, integrate maps and add other features to make the 2-1-1 site a reasonable transportation information portal. Information must be maintained/updated on a regular basis. 2-1-1 refers many of its callers who inquire about transportation programs and services to MY RIDE and The FWTA, suggesting that its role in providing transportation information might best be as a partner to another organization.
- MY RIDE offers a robust telephone service with individualized assistance in planning trips and scheduling rides. Travel navigation services often are an initial step towards developing a one-stop call center, and the MY RIDE program has piloted this effort in Tarrant County, with a focus specifically on the needs of people with disabilities. If MY RIDE were expanded within MHMR or relocated to another agency/organization, this program could serve as the basis of a one-stop call center, with additional partners participating as potential referrals or providers of trips. MY RIDE's website (www.myridetarrant.org) is quite basic and provides very limited information about existing services. Numerous attempts to use its "Find a Ride" feature over several months found the interface malfunctioned. Many stakeholders

raised concerns that existing travel navigation staff have limited experience. If MY RIDE were to serve as the information portal for Tarrant County, the lead organization would need to broaden the scope to serve other demographics, improve relationships with existing transportation providers, functionally redesign and maintain the website, and build trip planning tools into the website design. Information in Spanish, and perhaps Vietnamese, should also be implemented.

▪ The www.511dfw.org website includes a clickable map for planning transit trips across the region using multiple providers. This effort, spearheaded by DART, has the potential to bring on additional transit and transportation providers, but the program currently does not offer specialized transportation services that operate in Tarrant County and around the region. This is an enhancement that could be developed in the future with participation by Tarrant County's Coordinating Committee.

▪ The FWTA has the most sophisticated transportation information system in the county and fields a large number of calls from people outside of The T service area. Staff often provide the information they have available and refer callers to other transportation programs as appropriate. It could further expand its function in offering information about Tarrant County's other transportation programs, developing a database of transportation programs in Tarrant County. The FWTA website (http://www.the-t.com) uses a Google Maps trip planning tool that provides basic schedule information. Opportunities exist to add information about all of the transportation providers in Tarrant County and offer information in Spanish and Vietnamese.

This scenario includes key features of a comprehensive information/outreach strategy. A one-stop information center and single telephone number to dial for transportation information and coordinated transportation services would offer information (e.g., schedules, eligibility information, etc.) for public transit, dial-a-ride programs, subsidized taxis, and other services through a staffed telephone line with an automated directory backed up by live, multilingual staff to answer individual questions. Stakeholders identified a lack of understanding of the existing transportation services as a major obstacle to mobility in Tarrant County. This service could be helpful to many consumers, and its services could be flexible and targeted to high-need issues and areas. The information provider would know the available resources, issues, and local culture and take part in targeted marketing efforts to make the program successful.

Operating Characteristics and Outcomes

A major challenge in Tarrant County is that some members of the public and organizations know that public transportation is available to them, and some do not. Some of the best means for providing quality public information about transit service is to conduct personal outreach and build partnerships with major institutions and community groups within the various transportation service areas.

The purpose of this strategy is to promote information dedicated to transportation services to increase awareness of existing service. Advertising alone may not necessarily lead to an increase in ridership, but information, visibility and tools to debunk misinformation and build support for transportation services in rural and suburban areas has tended to lead to an increased willingness to value transit, talk about transit, and ride transit. Key elements of this program would include the following:

- Providing assistance to seniors, people with disabilities, caregivers, and others who call and request information about the transportation programs.

- Providing trip planning, scheduling and other travel navigation services to callers.

- Offering assistance and referrals to agency representatives.

- Offering assistance to transportation program providers.

- Participating in regional events that focus on older adults, people with disabilities, low-income communities and/or transportation.

- Developing and maintaining a database of transportation programs and of services in Tarrant County and adjacent counties.

- Leading information sharing events and speaking about programs available at community events, meetings, and other forums.

- Distributing printed information about transportation programs to individuals and agencies that request it.

- Posting and advertising the availability of services and information about the services throughout Tarrant County.

- Developing and maintaining a website about all of the transportation programs in Tarrant County.

For purposes of this plan, this program element focuses on sharing information not only about the transportation services that would be available to eligible persons, but also helping to connect these individuals directly to those programs. By building a database of organizations and individuals, this function can also be an important referral point of contact to put seniors, people with disabilities and low-income Tarrant County residents and organizations that offer them services in touch with each other.

An information center in Tarrant County assumes a minimum of 2.5 FTEs, with an assumption that 3.5 FTEs would likely be required at approximately $180,000 to $220,000. Computers, telephones, printers, a fast internet connection, database software and other standard office equipment, which could be furnished by the lead agency, is assumed to cost about $24,000. Printing and distribution costs are assumed at $18,000 annually, with an advertising budget that might range from $5,000 to $35,000 annually. Other administrative costs of up to $20,000 are assumed. In the future, this function could require the need for dispatch and scheduling software, but in the short term total estimated annual operating costs are $230,000 to $300,000 per year.

Implementation

Implementation of this function will require a "back door" or direct link to staff at all of the transportation operations in Tarrant County. These roles and functions are already in place to some degree at MHMR, Catholic Charities and the FWTA, but enhancements and expansion would be required if any of these organizations were to assume this role. This element is assumed to have as much as six months of lead time required to establish the program database and develop informational materials. This is a role that could eventually transition to a brokerage role (see Chapter 9).

Key implementation tasks include the following:

For Lead Agency

- Determine program administrator function and secure staffing.

- Establish telephone number (if applicable).
- Work with other/existing information and referral/travel navigation programs; develop database of transportation programs and other care programs.
- Confirm accuracy of data with all transportation providers.
- Develop one-stop information website for Tarrant County.
- Develop mobility program information brochure.
- Begin information and referral/travel navigation telephone function: answer telephone calls and provide assistance.
- Schedule outreach meetings.
- Distribute printed information.
- Develop and implement educational advertising campaign.
- Provide ongoing information and referral/travel navigation functions.
- Evaluate progress.

For Partner Agencies

- Provide information to ensure the database is up to date.
- Provide training about partner agency programs to information and referral staff.
- Schedule opportunities for information staff to speak or present at special events and functions.
- Distribute lead agency information; add link on agency website to the countywide transportation information program.
- Collaborate on new projects and programs to enhance mobility in Tarrant County.

8. DEVELOPMENT OF UNIFORM SERVICE POLICIES

Ensure Consistency among Transportation Programs' Policies to Facilitate Regional Travel and Transfers between Services

Concept

Develop agreement among city-funded transportation services on service policies, eligibility criteria, and operating characteristics of transportation service in Tarrant County, setting the stage for improved regional coordination, potential consolidation of services, streamlined public information and a proposed future transportation brokerage.

Needs Addressed by Strategy

Inability of some populations to use available transportation providers due to conflicting eligibility and use criteria; lack of coordination among existing providers

Figure 8-11 Summary of Uniform Service Policies Scenario

Elements	Immediate Term (Within 3-5 Years)	Opportunities (Longer Term or Phase 2)
Service Design	Meetings with cities funding transportation services to agree to a set of common policies and criteria.	A plan for improved regional coordination, potential consolidation of services, streamlined public information and a proposed future transportation brokerage.
Service Hours	N/A	Ongoing coordination meetings as part of a city-based transportation coordinating group
Annual Operating Costs (estimated)	TBD	TBD
Administrative Responsibility	Tarrant County, existing transportation program administrators, Tarrant County cities, Tarrant County Mayors' Council	

Expected Benefits

- Facilitates cross-jurisdictional travel.
- Provides an opportunity for cities to work together to agree to common goals and outcomes.

Potential Obstacles

- Turfism/concerns about modifying local policies to meet countywide goals.
- Financial and service capacity concerns.
- Local electorates in each city may have different priorities.

Overview

Existing transportation programs in Tarrant County have an array of eligibility requirements and ridership policies. Some volunteer driver programs require trips to be reserved 14 days in advance while others accommodate trips requested one day in advance. Some allow a companion to travel on board with the rider at no additional charge while others do not. Some operate as early as 4:30 AM while others do not begin operating until 9:00 AM. Some operate weekdays only; others operate on Saturdays.

One of the most contentious issues among transportation providers is for those transportation services that accommodate seniors; the definition of a senior varies from program to program. Concerns were raised by stakeholders that this precludes individuals from traveling across the county using even one vehicle under contract to multiple providers because of the changing definition of "senior." Figure 8-12 illustrates the variation in age requirements among the transportation service providers that offer senior transportation, and includes dial-a-ride and volunteer services.

Figure 8-12 Age Requirements for Tarrant County Senior Transportation Providers

Service Name	Age-Based Eligibility Requirement			
	55+	60+	62+	65+
Call a Ride Southlake (CARS)				▓
Grand Connection		▓	▓	▓
Handitran				▓
Mid-Cities Care Corps (MCCC)				▓
Northeast Transportation Service (NETS)	▓	▓	▓	▓
Senior Citizen Services of Greater Tarrant County (SCSTC)		▓	▓	▓
SeniorMovers	▓	▓	▓	▓
Social Transportation for Seniors (STS)			▓	▓
Tarrant County Transportation Services (TCTS)		▓	▓	▓

Challenges arise, for example, when a NETS passenger, age 55, seeks to transfer to Handitran, which has a requirement that riders be 65 or older to use the service. Likewise, a Catholic Charities vehicle under contract to more than one of the transportation programs might be carrying persons ineligible for one service but eligible for another.

Some stakeholders have suggested the adoption of flexible standards that allow persons deemed eligible by the service that operates in their home community to be able to use connecting services when traveling outside of their home community even if they do not meet the connecting programs' eligibility requirements.   Persons representing programs with more stringent age criteria express concern about offering non-residents service that they will not offer to their own residents.

The trend in transportation programs over the last decade for seniors has been to increase the age requirement to 65 or older, and some programs provide service only for persons age 70 and older. Agencies seeking common ground in Tarrant County could shift their age requirements to 65 or older allowing for a consistent set of services in the county. Given the challenges some of the programs have had in meeting current demands, raising the age requirement for transportation services may help alleviate some of the demand in the short term. Current users could be grandfathered in to allow them to continue to use the service for which they are elgible, and younger seniors with disabilities would remain eligible.

Operating Characteristics and Outcomes

The various jurisdictions with the largest service operations outside of the FWTA service area – NETS, Grand Connection, Handitran and TCTS – are encouraged to work together in groups comprised of city staff representatives and elected officials to identify which of the following policies could be modified to achieve a consistent set of policies in Tarrant County (human service agencies could provide input and recommendations). Meetings could be facilitated by an outside facilitator or someone deemed impartial (possibly the FWTA). Topics for discussion include the following:

- Age-based eligibility criteria. It is recommended that a consistent age of 65 or older be adopted for senior transportation eligibility in Tarrant County.

- Fare coordination and fare agreements for cross-jurisdictional travel and transfers. An agreement can be adopted that allows for revenue-neutral fare collection whereby riders pay only once, unless multiple funding sources can be debited by a broker.
- Policies governing companions, attendants, and items which may be transported on board a vehicle. A consistent set of policies is recommended.

Standardization of these types of policies essentially sets a stage for possible future consolidation of some of the services, offering a pathway to a countywide transportation brokerage. If the cities have success in defining an approach, other topics to explore include:

- Service hours and days.
- Scheduling policies (how much advance notice, penalties for no-shows).
- A consistent application and eligibility screening process for specialized transportation users with disabilities.

Implementation

A set of facilitated meetings can be scheduled to review how existing services and programs can come to agreement on consistent policies. Key tasks to implement this effort include the following:

For Lead Agency

- Develop agenda for meetings with transportation programs, soliciting feedback on topics.
- Select a facilitator to guide the discussion process and provide information about best practices as needed.
- Identify areas where there is consensus.
- Implement recommendations.
- Ongoing discussions could be held to further advance the coordination of services in Tarrant County.

For Partner Agencies

- Provide feedback on topics of interest to the lead agency representative.
- Participate in facilitated meetings.
- Share findings and recommendations with elected officials and community residents.

TIER 2

Two mobility management strategies were evaluated as being valuable, but secondary to some of the other strategies due to complexity and the current lack of coordination among transportation providers.

A trip brokerage was also identified as a Tier 2 strategy because of the complexity to initiate such a program without a set of consistent policies, coordinated information, comprehensive travel navigation services and the array of transportation services and providers that would be necessary to operate services under a brokerage. Nevertheless, a brokerage was identified as **the** top priority by this project's review committee. It is an appropriate framework for advancing the full

set of transportation programs and services discussed in this chapter. Chapter 9 provides a more comprehensive discussion of the role of a broker and how the many strategies proposed in this plan could be integrated under a brokerage model.

F. COST SHARING/LEVERAGING OF FUNDING

Maximize Existing Funding and Encourage New Funding for Transportation

Cost sharing and leveraging of funds is an integral part of effectively coordinating transportation services and is one the key functions of a broker. One of the most critical ways to leverage funding for transportation services in Tarrant County is by attracting local public funds, donations, payments and fares, human service funds, private dollar and other non-federal co-investment. For many federal operating funds, a 50% local match is required, meaning that for every dollar invested locally, the federal transit funds provide an additional dollar. For federal capital funds, a 20% local match is required for Section 5310 (see Chapter 10) and several other sources, some of which allow for the purchase of mobility management transportation services, essentially allowing some capital funds to be used for operating costs, depending on how the service is implemented. When a 20% local match is required, for every dollar invested locally, federal transit funds provide an additional four dollars.

Mobility managers know how to leverage public funding sources to maximize the available total funding for transportation programs, allowing more service to be offered than would be provided without the federal dollars. One of the observations during this planning process was that a number of Tarrant County's smaller cities do not understand how their local dollars can be leveraged and in some cases, they could achieve much higher levels of service than they anticipate for their investment in transportation. TCTS cities have seen that by making very modest contributions to the program, they are able to offer a service for seniors and people with disabilities that exceeds the cost of what they contribute. Education will play an essential role in encouraging Tarrant County's smallest jurisdictions to help fund local transportation, but outreach and better information is required.

In the short term, without a broker in place, the focus of cost sharing can be on getting organizations to contribute funding for services that benefit their clients. NETS, MITS, Handitran and Grand Connection can offer more service if local organizations, employers and medical facilities would share costs of providing service. This assertion is based on the fact that some agencies rely on these providers to meet the needs of their clients, including medical facilities which benefit from NETS' prioritization of medical services. Dialysis clinics, in particular, serve clients who often are dependent on transportation service for up to three round trips a week, but do not contribute to the costs of those trips. Tarrant Count's transportation providers could explore an arrangement with these agencies to determine what proportion of the actual cost of the trip (as opposed to the fare) should be contributed by the agency in exchange for offering flexibility in scheduling and taking subscription trip requests.

In contrast to the other strategies in this section, cost sharing should result in a cost savings to the agency, since the minimal additional administrative costs would be outweighed by the shifting of paratransit costs to other agencies.

Why Tier 2?

Cost sharing and leveraging of funds is critical for the expansion of transportation services, but many of the mechanisms are not fully in place to allow for a simplified cost sharing process (i.e.,

few informational tools to justify private or agency investment, limited reporting on funding sources used by Tarrant County's transportation providers). Simply stated, cost sharing is complicated to implement and requires significant negotiation of funding formulas and extensive data collection to justify investments. Some agencies are concerned about initiating dialogues to require jurisdictions and human service agencies to pay more to get their fair share of transportation services, given how many cash-strapped municipalities exist in the county. For example, the existing funding formula used for collecting local contributions from TCTS cities has not been revisited using current census data and a realistic assessment of the actual cost of providing service in these cities.   This is an important topic for further discussion among jurisdictions, but it may be appropriate to wait to advance this dialogue after agreement is made on uniform policies and other cross-jurisdictional issues.

G. JOINT PROCUREMENT OF VEHICLES, EQUIPMENT, AND INSURANCE

Bundle Procurement Efforts for Multiple Agencies to Reduce Duplication of Efforts

This is a beneficial effort because it reduces duplication of preparing applications, allows transportation providers to work together to possibly enjoy lower per-unit costs, and may speed the process of procuring vehicles, equipment, insurance, or supplies. Transportation providers discussed the significant amount of time they invest in procuring the items and how it would be advantageous if they could piggyback on existing programs. The FWTA and NCTCOG offer procurement assistance to transportation providers, allowing smaller operators to join larger bids for vehicles and equipment.

Why Tier 2?

This is listed as a second tier strategy because it is not critical for service coordination, public information, or the provision of transportation services in Tarrant County. For overall coordination, there is value in procuring vehicles, insurance and equipment as part of a joint effort because it encourages transportation providers to work together and potentially achieve some resource savings (in direct costs and staff time).

CONCLUSION

A significant number of transportation strategies have proven to be effective in Tarrant County. Expanding some of the most successful strategies and implementing new preferred strategies can help Tarrant County stakeholders achieve their goals to fill the various gaps in the county's network of transportation services.

The preferred strategies should serve as a basis for the development of action plans to be undertaken by transportation leaders in Tarrant County. An approach to carry them forward is discussed in Chapter 9.

9 IMPLEMENTATION

INTRODUCTION

One of the greatest challenges for implementing transportation programs in Tarrant County will be the disconnection between the human service agencies and the cities. What they share is an interest in providing a safety net – a basic level of transportation to address the needs of seniors, people with disabilities and, in some cases, low-income Tarrant County residents. Where their priorities diverge is based on the bottom line. The human service agencies, from very small organizations with only a few employees to large nonprofit organizations such as United Way or county departments like MHMR, have a tremendous stake in serving their clients' transportation needs. Many of their clients require transportation to access critical services. These organizations, some of which possess funding resources to offer transportation, seek to provide the services as effectively and efficiently as possible in-line with their organizational mission. Even if the funding is reduced, they will continue to provide a basic level of service.

The cities, on the other hand, see transportation as one of many services they could offer, but it is generally a low priority. Given competing needs for public safety, roads, housing, schools, economic development, etc., a significant number of Tarrant County's cities have opted to focus their resources on these other priorities. In some cases, cities have found they can provide a very modest investment for limited service, such as TCTS, where annual contributions for service are only a few thousand dollars. By funding once-a-week transportation for seniors and people with disabilities, they can address the needs of a small group of transit-dependent users, but do little to meet the needs of people who travel to work, school, dialysis, or any number of skills training or workshop programs.

Although several cities have expressed interest in joining the FWTA, most are already using their full sales tax allocation for other purposes. The Texas sales tax rate is 6.25%, and cities may impose sales taxes of up to 2% for a total maximum rate of 8.25%. To contribute funds to the FWTA, these cities would need to reduce the amount of sales tax revenue they receive by 0.5% of every sales tax dollar or find another revenue source to be used in place of these revenues equivalent to the amount they would otherwise collect in sales taxes. Although the FWTA is exploring ways to be flexible with regard to piloting new services in Tarrant County outside of The T service area, most city officials interviewed for this study indicated they would not prioritize sales tax revenues for transit.

In addition to the challenge of funding transportation, the fact that 41 cities are located within Tarrant County presents a logistical obstacle for coordinating transportations services. City representatives indicated an overall preference for local control of services within their jurisdiction, but discussed transportation as one of many services that could benefit from greater coordination. In some portions of Tarrant County, cities work well

together and have entered into intergovernmental agreements for detention facilities, insurance, purchasing, and transportation; in other portions of the county, competition for local sales tax revenues or different approaches to land use or annexation have strained relations among cities. Developing a forum by which cities could focus on transportation at a scale that transcends jurisdictional boundaries could help facilitate dialogues to encourage expansion of transportation services in Tarrant County.

With so many different providers in Tarrant County, there has been an autonomous approach to implementing some transportation services, with cities or agencies defining programs to serve specific jurisdictions or populations within those jurisdictions. Several stakeholders expressed concern about the effectiveness of the travel navigators at MY RIDE serving the needs of people without disabilities; others talked about the limited scope of transportation information provided by 2-1-1, the FWTA, NETS, etc. Although information is shared and referrals are made among all of the transportation information providers, several of the services are perceived as duplicative. Likewise, multiple volunteer driver program efforts are underway, including the Area Agency on Aging's successful grant for identifying practices, policies, and elements that can be the basis for volunteer driver programs in Tarrant County; Catholic Charities' program to expand the services it provides by using volunteers; existing volunteer programs at senior centers across Tarrant County; a driver reimbursement program sponsored by the FWTA; and several volunteer driver programs that already operate, primarily in northern Tarrant County. Bringing duplicative efforts together will not necessarily be easy, but can be done if there is consensus on an approach for evaluating services and defining needs.

Even faced with the challenging funding and political environment, a number of opportunities exist to implement strategies that improve coordination among agencies and enhance mobility for seniors, people with disabilities and low-income individuals and families. To carry forward the strategies presented in Chapter 8, it is important to prioritize the specific issues to be addressed, who would be involved in implementation, what the costs would be, and where funds might be available. In some cases, implementation efforts may involve pilot projects, or experiments to test various approaches.

Figure 9-1 provides a summary of the preferred (Tier 1) strategies.

Figure 9-1 Tier 1 Strategies Summary

	Strategy	Administrative Roles	Implementation Timeframe	Staffing Requirements	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
1	Community Shuttle	An existing contract (e.g., by Catholic Charities for NETS), via a private limousine/taxi provider, or other operator	6 months for implementation of pilot community shuttles program	.25 - .5 FTE for administration of four community shuttles in Tarrant County; 4-5 FTE for shuttle operations	$430,000 to $580,000 annual operating costs for large-scale multicity service; $280,000 for purchase of four vehicles (if required)	FTA 5307 (these funds can now be used for JARC projects), sales tax revenues from cities, retailers, fares	Initially, target to serve NETS cities and Arlington to alleviate demand on transit services, as well as cities without existing transportation services
2	Dial-a-Ride	City of Arlington; TCTS, NETS, HEB Transit or the FWTA	12 months for roll-out of new service, including planning, eligibility, contracting; expansion of existing service could occur within 4 months	Minimum of .5 FTE for a small-scale operation plus vehicle operators (assume 4-12 FTE)	$60-$90 per hour, based on current operating costs. For 2-6 vehicles operating weekdays only, annual operating costs, including administrative costs, are assumed at $450,000 to $1.9 million. Capital costs will depend on need for vehicle acquisition.	FTA 5307, FTA 5310, sales tax revenues from cities, donations from nonprofit agencies, in-kind services and fares	
3	Transit Service in Arlington and Smaller Tarrant County Cities	City of Arlington; Cities of Bedford, Euless, Hurst, Richland Hills, North Richland Hills, and Haltom City; The FWTA and UTA may have key roles in administering services	For a new service, 18-24 months for roll-out in Tarrant County, including planning, procurement, contracting, and securing start-up funding; Expansion of existing service or change in operations could be achieved at a small scale within 6 months	Will depend on level of service implemented and in which city/cities. A small-scale operation may require 1-1.5 FTE for administration and scheduling in addition to vehicle operators; staffing should be scaled to the size of the operation	$360,000 and up annual operating costs, depending on hourly costs and the size of the operation	FTA 5307, sales tax revenues from cities and fares	
4	Vanpooling in Tarrant County	The FWTA	Ongoing; expanded outreach campaign could be implemented within 3 months	.25 FTE for expanded outreach	FWTA's program charges different fares to van users, depending on the distance an individual commutes. The monthly rate for a commute of less than 45 miles round trip is $98; commuters traveling more than 166 miles each day may pay as much as $243. The FWTA's annual operating cost for vanpools is currently about $1.7 million. Costs for additional outreach might total $25,000.	FTA 5307, TxDOT grants, user fees and employers	

	Strategy	Administrative Roles	Implementation Timeframe	Staffing Requirements	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
5	Voucher Program	Tarrant County (or a department thereof, such as MHMR), Catholic Charities, the FWTA	12 months for memoranda of understanding among participating agencies, contracts with providers, funding and payment mechanisms	1-2 FTE for a comprehensive program serving up to 70,000 annual riders; does not assume staff hours for provision of service	$225,000 to $1.5 million. Varies depending on extent of program and program parameters. Cost per trip can be established at a voucher limit, such as $20, $50, etc. Could be very low cost if only covers existing transit fares. Staffing/admin costs assumed at about $140,000.	Community Development Block Grant (CDBG), contributions from faith-based organizations, donations and in-kind services	Assumes a basic program with about 100 round trips per day
6	Volunteer Driver Program	Tarrant County, an existing volunteer provider (e.g., Mid-Cities Care Corps, STS), nonprofit agency	10 months for recruitment of volunteers, developing program guidelines and securing additional funding	.5 FTE	$103,000 to $160,000 per year for volunteer programs, including administrative costs	Donations, contributions from faith-based organizations, other donations and in-kind services	Assumes up to 12,000 annual trips
7	Public Awareness, Travel Navigation and Information & Referral	Tarrant County, MHMR, Catholic Charities, The FWTA, United Way, AAA, a new organization, Tarrant Riders Network	6 months to identify needs and establish preliminary database; 6 months to train staff, develop resources; install equipment	2.5-3.5 FTE	$230,000 to $300,000 per year	FTA 5310, AAA of Tarrant County, contributions from faith-based organizations, other donations and in-kind services	
8	Development of Uniform Service Policies	Tarrant County, existing transportation program administrators, Tarrant County cities, Tarrant County Mayors' Council	18 months of ongoing facilitated meeting and policy development	.5 FTE	$50,000 for staff and administrative costs	FTA 5307, FTA 5310 Mobility Management funds, Tarrant cities and County, in-kind services	

IMPLEMENTING THE STRATEGIES

While some of the strategies can be implemented individually by a single agency/ organization or group of several organizations, one of the essential elements of a successfully coordinated transportation approach is a Tarrant County Transportation Coordinating Committee that guides programming and service implementation efforts.

For a truly coordinated set of transportation programs, a single mobility management entity is recommended. With a brokerage model as a goal identified by Project Review Committee members, this can serve as the framework for implementing the various Tier 1 strategies and setting the stage for the potential implementation of Tier 2 strategies in the future.

Policy Framework: Tarrant County Transportation Coordinating Committee

Policy oversight is essential for formal decision making about where resources should be focused and coordinated efforts should be directed. In Tarrant County, the Tarrant Riders Network, a coalition of individuals and organizations interested in human service transportation has been working since 2012 to identify transportation needs and develop potential transportation strategies.

The Tarrant Riders Network is an appropriate forum for advising a group of decision makers about the mobility and coordination strategies that human service agencies deem most important for addressing the needs of Tarrant County residents. One of the challenges for the Tarrant Riders Network is its size: at a Tarrant Riders Network meeting in June 2013, nearly 100 individuals participated in a set of structured evaluation activities. Interaction among participants was limited to small breakout groups, some of which were minimally facilitated. Getting direct input from all of the Tarrant Riders Network participants regarding their priorities would benefit the organizations leading the Tarrant Riders Network effort. Based on feedback from stakeholders and some Tarrant Riders Network participants, the strengths of the organization include the following:

- Grassroots initiative led by key organizations, including the Tarrant County Judge's Office.
- Broad scope of interests and geographies in Tarrant County are represented.
- Persons invited to participate include array of human service organizations, educational institutions, local jurisdictions, and transportation providers.
- Committees focus on service expansion, public outreach and leveraging resources.

Along with these strengths, some obstacles currently exist:

- Participating individuals tend to represent human service organizations, especially those that serve the needs of people with disabilities. This is certainly a strength in one respect: it captures a core group of organizations whose consumers have mobility needs. Senior centers, employers, and representatives from Tarrant County's cities represent a smaller proportion of participating individuals. Based on feedback from stakeholders and the experience in other communities that have large-scale advisory groups that focus on coordinating transportation services,

additional forums or smaller interactive meetings could be planned to gather city staff and elected officials who, in some instances, see their transportation needs as being different from those of human service agencies.

▪ The perception exists that the Tarrant Riders Network's steering committee members have sought funding for services that may not actually reflect the consensus of priorities. For example, much of the focus at the Tarrant Riders Network has been on sharing information about existing services, MHMR's and AAA's Tarrant RIDES program, as well as a focus on prioritizing volunteer driver programs. Although every funding opportunity presents an opening for a new initiative, it will be important to identify future initiatives that fully represent the consensus of the transportation organizations and their partners.

▪ The Tarrant Riders Network provides a structure to oversee a more advanced coordinated transportation program or mobility management effort in Tarrant County. The Tarrant Riders Network, however, lacks the staffing that may be required to fully structure any of the initiatives the Tarrant Riders Network wishes to carry forward, making it essential to work closely with providers and city staff who can help carry out the various initiatives.

While the Tarrant Riders Network provides a forum for sharing information and building consensus on strategies and tools, there is no permanent coordination body to carry forward the activities that are encouraged in the various strategies. Other advisory groups and policy forums also exist to discuss social services, transportation needs, and local policies such as the United Way, the various Community Resource Coordination Groups, the Aging Disability Resource Center, Tarrant County Senior Advisory Council, and the Mayors' Council of Tarrant County. Only the Tarrant Riders Network, however, was specifically developed to address needs associated with transportation coordination and service expansion.

An official Tarrant County Transportation Coordinating Committee is recommended, and would ideally include no more than about 15 representatives to keep discussions focused and keep the organization nimble. The Tarrant Riders Network Steering Committee, perhaps with some modifications to its composition to ensure equitable representation from elected officials, organizations and jurisdictions serving the needs of seniors, people with disabilities and low-income residents, is the appropriate body to function in the capacity of the Tarrant County Transportation Coordinating Committee. Formalizing the role of the Tarrant Riders Network Steering Committee acknowledges that ongoing collaborative relationships are crucial to promoting countywide coordination and providing guidance in how to implement the recommended strategies. The Tarrant Riders Network benefits from the leadership of County Judge Whitley and his staff, who provide supportive services for the organization. At least in the short term, this staffing arrangement should be formalized to allow for the organization to facilitate meetings on specific initiatives, develop an advocacy voice in Tarrant County, and designate an official staff representative as a liaison with NCTCOG.

Among the Tarrant Riders Network's subcommittees, consideration should be given to a new subcommittee that allows representatives from the cities alone to discuss issues relevant to promoting transportation services at a local level. It is expected that this forum might help foster a better understanding of the benefits of local transportation services and

encourage cities that are not providing any services to better understand how funding could be allocated to local services.

Administrative Framework: Mobility Management and Moving Toward a Brokerage

Based on input and interest from stakeholders, and the potential to attract funding for Tarrant County's programs, it is recommended that the concept of coordinated mobility management in the form of a transportation brokerage be the mechanism for the expansion, administration and funding of future transportation services outside the FWTA service area. This is a model that can be implemented over time, with the expectation that a true transportation brokerage may not be in effect during the course of this plan's 3-5 year planning horizon.

The consulting team discussed the concept of mobility management with project stakeholders. Project Review Committee members indicated a strong preference for a brokerage model in Tarrant County. In order to most effectively implement such a model, a brokerage would provide a single link to all of the primary transportation services available to seniors, people with disabilities and people with low incomes.

The primary advantage of a brokerage model is centralization of information, scheduling, operations, and funding. Based on experience from across the US, some advantages of a brokerage model are as follows:

- Increased awareness of transportation options and usage of these options
- Increased cost-effectiveness of existing services
- Cost-efficiencies by consolidating trip reservations and scheduling staff
- Maximized opportunities for ride sharing
- Improved service delivery and customer satisfaction
- Leveraging mechanism to secure additional federal funding
- Increased service levels as a result of cost savings

In addition to these advantages, some cautions are noted, which is why a brokerage may take several years to develop in Tarrant County:

- An effective brokerage requires a champion agency to take the lead on the mobility coordination role. The agency must be respected by partner agencies and have the experience and capacity to lead a brokerage.
- Once implemented, a brokerage requires leadership, ongoing attention and committed staff. It represents a significant shift in the way services would be provided in Tarrant County.
- Turfism issues arise over service quality, loss of control, and the role of individual communities in funding service. Given the multijurisdictional setting of Tarrant County, trust among partners and openness to shifting the transportation business model may be a challenge.
- Requires project governance, cost allocation/reimbursement models and service delivery standards.

Through workshops and the development of the inventory, it was noted that various organizations in the county have skill or experience in a number of the tasks that would be required of a broker. These organizations were identified by stakeholders and include the following:

- Area Agency on Aging
- Catholic Charities
- Cities of Fort Worth, Arlington and Grand Prairie
- Department of Assistive Rehabilitative Services
- Tarrant County Mayors Council
- MHMR of Tarrant County
- NCTCOG
- NETS Cities
- Office of Tarrant County Judge Glen Whitley
- Tarrant County
- Tarrant Riders Network
- The FWTA
- United Way
- Workforce Board

Any of these organizations could be called upon to offer their talents or share resources with the appropriate lead agencies and organizations, facilitating the implementation of strategies defined in this plan, but only some of them have specific experience that suggests that may be more appropriate to take the lead role in a coordinated transportation brokerage. Figure 9-2 illustrates the five organizations on the list that have the most relevant experience, based on the types of functions/characteristics needed for a successful brokerage. The figure is not intended to rule out any organization from assuming the role of broker, but highlights that even some of the organizations that have been most active in trying to coordinate transportation services in Tarrant County currently have limited experience with some of the functions that would likely be required of them.

Figure 9-2 Skills Appropriate for a Potential Brokerage in Tarrant County

	Catholic Charities	MHMR	The FWTA	United Way	Tarrant County Judge's Office	Work-force Board
Countywide focus?	■	■	■	■	■	■
Brokers transportation services?	■		■			
Leader in transportation coordination efforts?	■	■	■	■	■	■
Organizational focus on transportation services?			■			
Provider of transportation services?	▨		▨			
Operates call center for scheduling and dispatch?	■		■			
Provides information and referral/travel navigation service?	■	■	■	■		
Provides public information about programs/services?	■	■	■	■		
Administers funding for transportation services?	■		■	■		■
Serves all target demographics/constituencies?			■	■	■	
Experience working with an array of providers?	■	■	■	■	■	■
Experience with vouchers/direct payment programs?	■	■	■	■		■

■ Organization has relevant skill/experience in this area

▨ Organization has relevant skill/experience in this area, but this is not a critical role for a broker

☐ Not a typical function for this organization/does not have relevant skill or experience in this area

Figure 9-2 illustrates that both Catholic Charities and the FWTA have the most relevant set of skills currently for carrying forward a brokerage in Tarrant County, with the FWTA as the largest transportation provider and service broker in Tarrant County perhaps being the best match for a countywide brokerage. As one of the largest human service organizations in the county, MHMR also has strong experience in a number of transportation programming efforts. It should be noted that some of the other brokerages discussed in this report started off as small operations serving specific population groups, so any number of existing organizations or a new organization could most certainly initiate a brokerage effort.

Stakeholders raised some concerns about organizations taking the lead without experience serving the needs of all the markets that are the focus of this planning effort. In other words, Catholic Charities and the Workforce Board are perceived as focused on low-income

residents; MHMR is seen as an organization that primarily serves the needs of people with intellectual and developmental disabilities or mental illness (although their programs have proven otherwise); and the Area Agency on Aging serves seniors. Although all of these organizations work beyond their core mission, there may be some resistance by some agencies or cities to having transportation services brokered by an organization that is perceived to have a narrow focus. Another possible obstacle includes the perception that some organizations may not appear neutral (concerns they may favor their own clients over others, may opt to operate the services in-house that generate higher revenues, etc.). For these reasons, an existing organization might initiate a brokerage, but then transfer it from the original lead agency to create a stand-alone operation or new agency.

Some successful brokers do not provide the transportation services that operate as part of the brokerage: they may schedule rides, but assign trips to an array of different providers. For example, the FWTA might broker trips outside its service area, but not assign riders to its own services; ride requests might be fulfilled by Catholic Charities, other agencies, volunteer drivers, taxi providers, etc.

Determining which agency might serve as a broker is not imperative at this time, but it is important for key stakeholders to discuss the advantages of particular agencies/ organizations that might lead a brokerage. Regardless of which organization ultimately brokers services, any number of partner organizations would likely have key mobility management roles in public awareness, funding, grant writing, and service expansion.

Implementation of Tier 1 Strategies: Short-Term Steps toward a Brokerage

The most successful implementation of strategies will include centralized oversight, but in the initial phase, programs can continue to operate separately as they do today. Even so, setting the stage for a brokerage suggests several efforts would be beneficial.

In the first year, efforts should be made, if feasible, to define consistent policies among the transportation providers. This may also facilitate consolidation of the existing services administered by the FWTA and operated by Catholic Charities. By combining NETS and TCTS, for example, into a single service—even maintaining existing service hours and TCTS' lifeline service schedule—Tarrant County benefits from the appearance of a relatively large-scale specialized transportation program. Programs such as HEB Transit could also be consolidated, allowing dispatch to pull from appropriate funding sources based on the rider. This is already being done, but can be enhanced and the comingling of funding sources can be expanded.

A conceptual flow chart of general implementation steps to advance transportation coordination and service expansion in Tarrant County is shown in Figure 9-3.

Figure 9-3 Conceptual Implementation Steps and Timeline for Tarrant County

0-6 months	0-6 months	6-12 months
Determine oversight/policy body for transportation coordination in Tarrant County	Discuss potential roles for mobility management and future brokerage to assess resources	Initiate meetings on development of uniform service policies with transit providers, city officials (Strategy 7)

6-12 months	12-18 months	1-2 years
Carry out volunteer driver program study: develop strategies for expanding, insuring, and improving capacity of volunteer driver programs in Tarrant County (Strategy 6)	Based on future mobility management roles, consider responsibilities and actions for public awareness, travel navigation and information & referral (Strategy 6)	Identify responsbilities and develop approach for implementation of community shuttles (strategy 1)

2-3 years	2-3 years	3-4 years
Oversight body leads efforts on dial-a-ride, transit service in Arlington and smaller cities, vanpools and implementation of a voucher program or expansion of the TRIP program (Strategies 2, 3, 4, 5)	Regular/ongoing meetings of oversight/policy body	As services are implemented, conduct evaluations of administration, effectiveness and impacts

4+ years
As programs demonstrate success, begin integration of brokerage for information, dispatch, scheduling, and funding

An actual schedule for phasing implementation will be based on several factors including, importantly, the availability of funding to advance the preferred strategies, continued leadership on the part of the Tarrant County Judge's Office or another entity with a significant stake in transportation coordination and expansion, the success of programs underway, and the demand for new services and programs. As a result, evaluation of the strategies in operation will be a critical element to assess how far transportation stakeholders in Tarrant County will be able to carry forward the preferred strategies.

Staffing

Currently, individual providers and organizations have their own staff resources, some of which are dedicated to providing transportation services. A staffing assessment could be conducted to better understand staff positions within one organization which are duplicative of positions in another organization, but the assumption is that indeed there would likely be economies of scale by integrating existing transportation services. The potential to shift talented staff from one agency to another should be considered to advance Tarrant County's transportation coordination priorities.

In the short-term, staffing decisions and needs will remain with the agencies that are operating and funding the various services. Longer term, under a centralized brokerage, many of the staff responsibilities would be consolidated within a single agency. It is expected that the primary staff responsibilities would include the following:

- Management of the organization. Oversee all elements of management, staff supervision, budgeting, accounting, purchasing, marketing, and payroll.
- Coordinate with partner agencies. This includes ongoing communication and coordination with agencies that interface with the broker, as well as facilitating information sharing among partners, and program evaluation.
- Market and distribute public information. Maintain and update the one-stop information website about the brokerage and other transportation programs and services in Tarrant County. Prepare newsletters and other outreach materials.
- Implement specialized programs and offer technical expertise. Staff would be responsible for training and serve as a resource for human service providers and cities in Tarrant County that need technical assistance for grant writing, driver training, registering participants in the brokered service, and outreach.
- Manage and monitor the transportation provider contracts. This involves oversight of transportation provider contracts including procurement of new providers, quality assurance checks, processing payment, and other day-to-day tasks to ensure contract compliance.
- Develop, maintain and update a transportation program rider database.
- Perform trip navigation and scheduling tasks. In the short term, performing ongoing information and referral and trip assistance functions will be a key element of the work responsibilities for the lead agency's staff. Longer term, additional staff will be required for scheduling trips.
- Compile operating and financial statistics and prepare performance reports. This function involves gathering all operating and financial data and developing a standard performance report including tables, charts and graphs. The report would be distributed to the Tarrant County Coordinating Committee, the brokerage organization's governing board, and partner agencies and interested stakeholders.
- Apply for and coordinate funding. There are a number of opportunities for securing public and private funding sources to help finance programs, as discussed in Chapter 10. Applying for funds; coordinating with other partner agencies and businesses; following through with funding requests; and securing funding agreements are major responsibilities. This also involves cost-sharing among partner organizations and

using funds appropriate for the specific services being offered by the broker and for specific rider groups (assigning costs to the appropriate funding sources).

- Plan, implement and evaluate new types of services. These responsibilities involve detailed planning and implementing of new types of service such as Tier 2 strategies that could be more easily implemented once a centralized brokerage is in place.

Specific staffing requirements are dependent upon the scale of the transportation programs and brokerage, but based on best practices elsewhere, it is assumed that a brokerage would require at least 1 or 2 FTE for management and oversight, program coordination, marketing, and finance. 0.5 FTE is assumed for technology needs. Depending on program size, between 2 and 10 FTE may be required initially for outreach, scheduling, travel navigation, information and referral, and dispatch (if that responsibility is handled in house). Operations staff – drivers, maintenance personnel – could be an in-house operation or contracted.

Evaluation

Most successful strategies evolve by tailoring services in response to user and sponsor feedback. Collecting timely information allows the lead agency and program partners to track program progress and refine services as needed. Evaluation results also support marketing and outreach campaigns. Three different types of evaluations are recommended to determine the effectiveness of the strategies implemented in Tarrant County: from the perspectives of program administration, program efficiency, and program impact. Specific criteria for conducting the evaluations will need to be developed with input from the Tarrant County Coordinating Committee, which should also provide direction on actions that would need to be taken if administrative weaknesses are identified or if specific strategies are not meeting the objectives they were indented to meet.

Program Administration

The administrative aspect of the evaluation should focus on the overall administrative function and the performance of the responsible entity, individual and its partners. It should consider the lead agency's perspective on how well the operational aspects of the program are working, including eligibility and other program requirements, day-to-day procedures and number of staff hours (or FTEs) devoted to administering the service. The evaluation should be conducted both by the lead agency and the coordinating committee, likely involving feedback from consumers. The purpose of this evaluation is to answer the following types of questions:

- Were the roles and responsibilities between the program administrator and partners clear, and were they followed? What types of problems did you encounter and how did you address them?
- Were the established process and procedures followed for expanding transportation services, developing contracts, enrolling eligible individuals in the programs, encouraging partner participation, etc? Were they easy to understand and administer?
- If the program imposed limits on usage, were these reasonable and were they consistently applied?
- Who were the program users or participants? Were the eligibility requirements met?

Feedback should also be sought on marketing strategies and their effectiveness.

Program Efficiency

This aspect of the evaluation should consider quantitative information for each transportation strategy focused on costs. Start-up or initial capital costs should be documented as well as ongoing operating costs including labor (staff time), direct expenses (marketing, printing, etc) and in-kind services. While the evaluation probably would not need to be an official "cost-benefit analysis," it should include quantitative benefits such as the number of riders or program participants during the first twelve months of operation and compare this program outcome with costs. This information can be useful for expanding the programs and sharing the outcomes achieved with Tarrant County jurisdictions that may have concerns about participating in the recommended coordinated transportation strategies. Key performance indicators should address:

- Were the start-up costs "in line" with initial estimates and benchmarks from other successful programs?
- Is the trend showing increasing usage or participation over time?
- What are the operating costs per program participant?
- Is the cost per participant showing an improving trend over time?
- If performance standards were recommended, were they met? If not, are they expected to be met in the next six to 12 months?

The evaluation should also identify the users of the program or service, communities served, types of trips taken, reasons for using service, etc. This aspect of the evaluation should be tailored to each program element.

Based on the outcome of the efficiency evaluation, strategies that enjoy positive data and trends should be considered for expansion and carried forward. Strategies that are determined to be inefficient should be modified (i.e., tighten or loosen eligibility criteria, limit or expand a service area, impose limits on use) or discontinued.

Program Impact

Critical to the evaluation process should be feedback directly from program participants on the impact of transportation services. Participant feedback is a valuable tool in evaluating the various strategies and can be used to understand the attractiveness and limitations of each effort and to track impact in meeting mobility needs.

Surveys and/or interviews should be used to solicit information helpful to program and marketing design, such as participant's reasons for joining or using various services, how they heard about the service, and ideas for making it easier to use. Questions should also address behavioral changes to assess whether people are leaving their home more often, participating in activities/going places they could not before, and can address whether there have been any health impacts. The outcomes will also include demographic information. In some cases, a "before and after" survey is recommended to understand if access to activities has been enhanced and how travel patterns have changed.

The focus of impact evaluation will be on assessing the impact of transit programs on mental and physical health, overall quality of life and connection to community.

CONCLUSION

A number of major implementation considerations exist for carrying forward the preferred transportation strategies and working within a mobility management framework to address Tarrant County's transportation gaps. Some of the strategies are longer term, and will require implementation in phases. As new strategies are implemented, some of the other strategies may be determined not to be effective or appropriate, and some may face financial challenges.

The purpose of this plan is to serve as a basis for further discussion and development of tools to expand transportation options for Tarrant County residents. Tarrant County's best strategy is to demonstrate the effectiveness of its existing programs, expand them, and implement new alternatives. At the same time, it is critical that education and outreach to partners and consumers be improved so that the community can better understand the benefits of these programs and services. When non-participating jurisdictions and their residents understand that transportation options are critical to the health and economic development of their communities, and that other communities and agencies have developed models that are cost effective and can be expanded, more comprehensive services can be developed and funded.

10 FUNDING STRATEGIES

INTRODUCTION

It is important to enumerate the key issues related to transportation funding and the various funding sources that may be available to support strategies identified in this report. The information in this chapter should be viewed in the context of two key funding objectives: (1) using current and future resources most efficiently and (2) working with partners (other transit agencies, adjacent jurisdictions) to secure local funding contributions. The latter is important for a number of reasons, including expanding the pool of available funds, securing greater commitment to public transportation and interest on the part of local entities, developing a comprehensive and countywide transportation program in Tarrant County, and ensuring that a local match is available to leverage state and federal funding.

MAXIMIZING FUNDING THROUGH COORDINATION AND SHARING COSTS

One of the challenges Tarrant County has faced is that numerous programs have sought the same primary funding resources, and each provider is separately soliciting grants for their own programs. In a truly coordinated system, the various transportation providers in Tarrant County would be working *together* to identify which funding sources are most appropriate for their services and for other providers in the county. Joint grant applications would be submitted. Years of coordination research has found that funding is more apt to be provided to organizations that collaborate; coordination is often a criterion for evaluating an application for transportation grant funding.

In the 2000 AARP Public Policy Institute publication entitled *Coordinated Transportation Systems: Programs that Work*, the authors emphasize that "coordination is about shared power, which means shared responsibility, shared management, and shared funding." Transportation providers benefit from increased ridership, lower operating and capital costs, and access to funding and resources that are not available to each provider individually. Thus, without meaningful coordination within Tarrant County, it cannot be expected that agencies will see the benefits of reduced costs or shared funding, and are likely to continue seeking the same funding sources, thus competing with one another.

In the development of this report, not all Tarrant County transportation providers were fully forthcoming with information about their resources or prospective funding opportunities. Some providers indicated they were better equipped to offer specific services than others in the county, and as a result, created their own programs and sought their own funding, generally without consulting others. This approach —which is not uncommon in many regions across the US— is directly or indirectly responsible for the funding limitations that Tarrant County's transportation

providers have faced. As the best practices examples in Chapter 6 illustrate, some of the most successful programs have been implemented at the countywide or regional level by the largest transit agency in the area, the county government, or a new agency that is perceived as neutral and representative of the demographic groups the program seeks to serve.

As described in Chapter 9, implementation of a Tarrant County Transportation Coordinating Committee will be critical for creating a framework for agencies to work together to address the most critical needs in a comprehensive way through the development of new transportation services and programs. Any effective transportation program that will meet the needs identified in this report will require significant operating funds, an increase in locally-generated funding, and transportation coordination leadership that does not yet exist in Tarrant County.

Perhaps the first order of business for a Tarrant County Transportation Coordinating Committee would be to determine which of the existing programs have the greatest likelihood to be effective in addressing needs, in order to determine an approach to bolster or redirect funding to the those programs. The consultant's review found several programs with relatively low ridership such as TCTS, HEB Transit, Tarrant RIDES, etc.   If consolidated with other larger transportation operations such as NETS, Handitran, or FWTA's services, the potential exists that these or other programs could enjoy greater visibility, assume a more regional approach, and attract greater levels of funding than they currently do.

With limited resources, coordination is one of the most effective strategies for leveraging transit funds. A tool which has been underutilized in Tarrant County is that a local match can come from in-kind support from an array of program partners, including work done on behalf of a transit operation by staff from other organizations. Thus, a larger program with more partners is likely to be able to claim more in-kind services as a local match than a small program operated by one or two agencies. Other sources for a local match include private donations, materials and services. Again, a larger program with a greater reach —and the potential for corporate or other private support— is better positioned to generate a higher local match for federal funds.

Funding Approach

Tarrant County has some existing services that operate across jurisdictional boundaries, some of which serve clients from multiple agencies. Some of the preferred services discussed in this report also would operate between communities and ultimately could be operated countywide, with funding contributions from all of the local jurisdictions and appropriate agencies. As part of an approach for maximizing funding through coordination, this report assumes that each jurisdiction or agency would provide a financial contribution to operations that serve the needs of that jurisdiction's residents or the agency's clients. By sharing the cost of transportation services, coordination in Tarrant County is advanced as long as all participating funders agree that there is an equitable cost sharing arrangement in place.

Cost sharing formulas for TCTS and NETS have never been updated, and rely on what may be outdated data from the US Census, but because the services are in overlapping jurisdictions, each community served is expected to pay its fair share. The same is true of HEB Transit and Ride2Work, and the FWTA provides service based on funding from its member jurisdictions.

Cost sharing arrangements are a compensation mechanism for cooperatively funding transportation services. In some cases, agencies, cities, and counties have entered into formal Memoranda of Understanding (MOUs) or cost sharing agreements spelling out each party's

financial responsibility and the method for sharing costs. Other services have an informal arrangement for cooperatively funding services without a formal written agreement.

Defining Cost Sharing Formulas

Many transportation agencies across the country have implemented methods for sharing the cost of local and regional transit services. The most common cost sharing methods or formulas are based on service hours, miles, and population as well as formulas that use a combination of methodologies. Examples of commonly used formulas are as follows:

- **Population-based** cost sharing can be applied to either fixed route or dial-a-ride services and is what has generally been used in Tarrant County. This formula can be used by cities or agencies and is based on the total population for each jurisdiction or service area. Alternatively, this population formula can consider a segment of the population such as the number of seniors or people with disabilities within a city, similar to the way FTA Section 5310 funds are apportioned under MAP-21. A formula based on a population split requires obtaining the most recently available population estimates. The advantage of a population-based funding arrangement is that it is relatively easy to administer and update.

- A **service quantity** formula is based on units of service provided within a jurisdiction or service area. Units of service are defined as the revenue hours that a vehicle is in service, and typically excludes scheduled layovers during a route or at either trip end. This type of formula can be most effectively applied to fixed-route services, but sophisticated dispatch software can also afford application of this cost-sharing method to demand response service. Service hours depend on a number of factors related to the amount of time it takes to complete a route: vehicle speeds, travel distance, routing, road conditions and the number and proximity of stops. Many agencies favor this approach over others because it accurately reflects the level of services received, but elect to substitute service miles and include other factors such as population. As with service hours, service miles must be recalculated after any service restructuring.

- **Ridership** (or boardings) can be used for a cost sharing arrangement although it is difficult to administer. Funding for a fixed-route service can be based on boardings (the number of riders who board in a given city, or service area, would be assigned to that city). The basis for this approach is that the city should pay for its residents. This approach is more commonly used by dial-a-ride services because a passenger's origin can be assumed to be their residential location and data can also be added to their profile regarding any affiliations with agencies to be able to understand what might be an appropriate agency share.

- A **combination of factors** is used by some transit agencies for sharing costs. A combination might be based partly on population, partly on ridership, partly on service miles, etc. A combination of factors can be useful when a particular funding factor biases any single jurisdiction or agency.

These formulas suggest there is no single ideal method for sharing transit service costs, but a new Tarrant County Transportation Coordinating Committee should initiate discussions about what would be an appropriate mechanism if new countywide services are implemented so individual jurisdictions seeking to join the service would be able to easily determine what their required contribution to a coordinated service might be.   One could argue that a formula based on service hours or service miles is most equitable because it

reflects the level of service received, although it does not take into account the population of the area or the residency of transit users. A combination of factors can be desirable to reflect the complexity involved in developing an equitable funding formula.

UNDERSTANDING POTENTIAL COSTS

When analyzing the funding potential for the recommended strategies in Tarrant County, an important question arises: How much money is needed for capital investments, start-up for new programs and services, and for ongoing operations? The answer is complex, and depends upon the priorities, type and level of service that will be provided, and a full range of other factors. For purposes of this plan, assumptions are made about the level of effort that will be required to implement the proposed strategies, as well as the initial service levels that might be implemented. Because the preferred services are only conceptually defined, costs could be much lower or somewhat higher than the costs assigned to the strategies.

Figure 10-1 lists the assumed range of operating costs for the Tier 1 strategies, from a combined low of $6.3 million to a high of $13.8 million. Although capital costs are not projected, preliminary requirements for capital investments are identified in the figure, based on some assumptions discussed in Chapter 8.

Figure 10-1   Summary of Costs for Tier 1 Strategies

Tier I Service Strategies	Estimated Annual Operating Costs		Primary Service Area				Administrator	Capital Requirements
	Low-End	**High-End**	County-wide	Ft. Worth/ FWTA	Arlington-Gd. Prairie	Rural and Suburban		
Community Shuttle *(fixed route or demand response)*	$430,000 (assumes $45 per svc. hr.)	$620,000 (assumes $70 per svc. hr.)	X	X	X	X	Through existing contract (e.g., by Catholic Charities for NETS), via a private limousine/taxi provider, or other operator.	Four vehicles are needed for service start-up. Contactor can provide or purchase four vehicles at $60,000/ each for total of $240,000
Dial-a-Ride Service	$450,000 (assumes $60 per svc. hr.)	$1.9 Million (assumes $90 per svc. hr.)		X	X	X	City of Arlington; TCTS, NETS, HEB Transit or Ride2Work, the FWTA	Contractor can provide small cutaway vehicles (typically up to 27-foot buses) or they can be acquired at a later date
Transit Service in Arlington (*Fixed or deviated svc.*)	$4.6 Million (assumes $60 per svc. hr.)	$8.5 million (assumes $110 per svc. hr.)			X		City of Arlington; the FWTA and UTA may have key roles in administering services	30 or more vehicles will be required in Arlington for a basic level of service
Transit Service in smaller cities (*Fixed or deviated svc.*)	$500,000 (assumes $60 per svc. hr.)	$1.1 million (assumes $110 per svc. hr.)			X	X	Cities of Bedford, Euless, Hurst, Richland Hills, North Richland Hills, and Haltom City	Between 2-5 vehicles will be required to serve the small cities in Northeast Tarrant County
Promotion of Existing Vanpools	$25,000	$30,000	X	X	X	X	The FWTA	Vans are provided by the vanpool service provider
Voucher Program	$220,000*	$1.5 Million	X		X		Tarrant County (or a department thereof, such as MHMR), Catholic Charities, the FWTA	Standard taxis and vans, as well as accessible vehicles
Volunteer Driver Program	$100,000; largely for administrative costs	$160,000; largely for administrative costs	X				Tarrant County, an existing volunteer provider	Volunteer drivers would furnish their own vehicles
Estimated Total Operating Costs	$6,325,000	$13,810,000						

* Costs depend on voucher limits. Staffing/admin. costs assumed at about $140,000 for a mid-size program

UNDERSTANDING POTENTIAL FUNDING

Without specific action plans prepared, it is difficult to identify a specific funding source to fully fund each strategy, but revenue sources that have potential applicability for the recommended strategies can be identified. Some small projects and programs may be fundable through existing funding streams that are already available to transportation providers, communities and other agencies in Tarrant County. However, for enhancing existing services and for new projects and programs, partners will need to explore funding options and access new funds at the local, state, and/or federal level.

Given the current economic climate of constrained revenues at all levels of government, securing funding for transportation projects and programs is very challenging, especially because of competing priorities. The funding sources described below by no means cover the full extent of available funding opportunities; they are intended to represent a comprehensive sample of programs to assist in funding projects and programs that will help advance mobility in Tarrant County.

Many of the funding sources are programmed and allocated by the Texas Department of Transportation (TxDOT) and the North Central Texas Council of Governments (NCTCOG), including funds from the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA). Federal and state funding sources are available for capital investments, transportation planning, and for limited transportation operations with some sources intended specifically for transit-dependent populations. Federal funding programs are either formula-based or discretionary, and tend to be highly competitive. Nearly all federal funds have matching requirements between 20% to 50% and can be difficult to cobble together.

Funding opportunities are posted online at NCTCOG's website (www.nctcog.org/ftafunding or www.nctcog.org/trans), TxDOT's website (www.txdot.gov/inside-txdot/division/public-transportation/local-assistance.html), FTA's website (http://www.fta.dot.gov/grants/13077.html) and FHWA's website (information posted on www.grants.gov).

Figure 10-2 reviews federal, state, regional, local and private sector funding sources, indicating their purpose, intended use and applicability to the recommended strategies in Tarrant County. Following the figure, each funding source is described in further detail.

Figure 10-2   Opportunities for Transportation Funding in Tarrant County

Program Fund Source	Funding Purpose	Use of Funds	Eligible Recipients	Local Match Requirement	Applicability to Strategies	Comments
Federal Sources						
FTA Section 5339 Bus and Bus Facilities Program	Funding for bus and bus-related facilities	Capital projects only	Public agencies	Capital: Federal Share 85%; required 15% match for ADA accessible vehicles; Federal Share 80%; required 20% match for other capital equipment	Funds tend to be for large scale projects; coordinated purchase of several vehicles could increase funding potential.	Under MAP-21, this is a new formula grant program to replace the previous Section 5309 discretionary Bus and Bus Facilities program. Funds can be used to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities
FTA Section 5307 Urbanized Area Formula Funds	Transit planning, operations or capital projects	Capital projects, planning, operations including job access & reverse commute (JARC) projects and mobility management	Public agencies	Capital: Federal Share 85%; required 15% match for ADA accessible vehicles; Federal Share 80%; required 20% match for other capital equipment and planning; Operations: Federal Share 50%; required 50% match; Planning: Federal Share 80%; required 20% match	The FWTA currently uses FTA 5307 funds. These funds are used to help subsidize transit services in Arlington for Handitran and Grand Prairie for Grand Connection. They are also available to anyone else in the UZA.	Under MAP-21, JARC funds have been consolidated under Section 5307. These funds can be used to provide services to low-income individuals to access jobs or support reverse commuters
FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Funding for capital projects and operations to improve mobility for seniors and persons and persons with disabilities	Capital projects and operations	Public agencies and non-profits	Capital: Federal Share 85%; required 15% match for ADA accessible vehicles; Federal Share 80%; required 20% match for other capital equipment; Operations :Federal Share 50%; required 50% match	Strong potential for capital and operating funds for several strategies especially dial-a-ride, deviated route transit services and community shuttles.	Under MAP-21, this program now allows funds for operations, however 55% of program funds must be used for capital projects (including Purchase of Service) and 45% for operations to improve mobility for targeted populations
US DOT TIGER Discretionary Grant program	Federal funding program for transit agencies pursuing projects with significant impact on long-term outcomes for nation, region or city.	Capital projects and plans for projects that are multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs	State and local governments, transit agencies and MPOs	Capital: Federal Share 80%; required 20% match	Potential to use these funds for vehicle acquisition for community shuttle service, transit service in Arlington and possibly transit service in smaller Tarrant County cities. $10 million-$200 million per award.	For FY2014, TIGER funding depends on the outcome of the annual appropriations bill that funds USDOT. TIGER is a highly competitive grant program.
FHWA Surface Transportation Program (STP)	Funding for capital projects, primarily non-transit, except transit projects eligible for assistance under chapter 53 of title 49, including transit capital projects and intercity bus terminals	Capital projects for a variety of transportation projects, including facilities used to provide intercity passenger bus service	Funds go through State governments, and MPOs. Transit agencies are eligible recipients	Capital: Federal Share 80%; required 20% match	Potential to use these funds for vehicle acquisition for community shuttle service, transit service in Arlington and possibly transit service in smaller Tarrant County cities	Continuation of SAFETEA-LU STP program. These funds are typically not used for transit .
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	Funds for transit capital projects that contribute to the attainment or maintenance of federal air quality standards	Primarily for capital projects; a small portion may be used for new transit operations within limited parameters	State and local governments, transit agencies	Capital: Federal Share 80%; required 20% match Operations :Federal Share 50%; required 50% match	CMAQ capital funds could be used for vehicles for Arlington service if able to demonstrate auto trips eliminated and emissions reduced; funds could also be used to "jump start" this new service	A portion of CMAQ funds may be used for operating expenses for the first five years of new or expanded transit service. These funds are typically not used for transit. CMAQ will fund 100% of Carpool/Vanpool projects
Health and Human Services Funding						
Area Agency on Aging (AAA) - Federal funds get administered though the North Central Texas Area Agency on	Funds for each county are largely based on a formula that includes performance measures from previous years.	Capital projects and operations; home-delivered meals, transportation services and caregiver support programs. Funds are not necessarily suited to provide additional transportation services, but are generally used by transit agencies as part of the overall mix of funding.	State Agencies on Aging distribute funds to regional AAAs; funds can be distributed to sub-recipients such as transportation service providers.	10-15% depending on the program	Strong potential for capital and operating funds for several strategies especially dial-a-ride, voucher program, potential future brokerage and others.	The Older Americans Act directly or indirectly is intended to provide services to those who would otherwise be institutionalized or isolated, and help maintain independence for the elderly. Title III of the Older Americans Act provides funds for Support Services that can include transportation

Program Fund Source	Funding Purpose	Use of Funds	Eligible Recipients	Local Match Requirement	Applicability to Strategies	Comments
Health and Human Services Funding						
Community Development Block Grant Funds (CDBG) -- Texas Department of Agriculture (Rural CDBG program)	Create or preserve jobs for low income and very low income persons. Provide decent housing and suitable living environments, and expand economic opportunities principally for persons of low- to moderate-income	Provision of public services, within certain limits	Apply for grants through state: Counties with less than 200,000 residents and cities of less than 50,000 residents	Varies depending on type of grant and its intended use	Funds could be used to support dial-a-ride and deviated route services, as well as community shuttles in certain locations	In Arlington, CDBG grants are used to fund Mission Metroplex Inc., which provides free transportation for very low-income Arlington residents to access work, school, and medical or social service appointments Texas CDBG application guide: http://www.texasagriculture.gov/Portals/0/Publications/RED/CDBG/cdbgAppGuide2013-2014CDv2.pdf
Medicaid Funding	To support transportation for medical appointments for Medicaid recipients, Children with Special Health Care Needs (CSHCN) and Transportation for Indigent Cancer Patients (TICP) members	Eligible non-emergency medical transportation paid via the regional broker to the provider operating service	Texas Department of State Health Services; Logisticare brokers services for 16 counties through contracts with 60+ transportation providers. Providers are eligible for the funding to pay for trips.	No local match required	May be used to fund operations of specific services for specific populations only.	A Medicaid brokerage already exists in the region. Individual providers can be reimbursed for services using Medicaid funds.
Regional/Local Sources						
City and County Contributions	Variety of public services including transportation	Capital projects and operations	Cities and Counties	Local tax revenues could be used as the required local match to help leverage federal funds. They can be a valuable source when no other local funds are available for the required local match	Six cities currently do not meet their maximum of 8.25% local sales tax cap (Arlington, Azle, Edgecliff Village, Lakeside, and Pelican Bay).	The State sales tax rate is 6.25%. Local entities can increase sales tax rate up to 8.25%; cities at the 8.25% cap could use another source if elect to fund transit
Transportation Development Credits (TDCs)	To help meet local match requirements for federal funds	Non-cash match for capital projects	Small transit providers, local agencies, MPOs, states, cities, counties and non-profits	TDCs could be used as the required local match to help leverage federal funds. They can be a valuable source when no other local funds are available for the required local match	May be used to fund capital transit projects	These are not cash awards, but a credit earned through an accounting system that assigns value to transportation projects built with tolls. This credit can then be used for meeting a federal matching requirement f on other projects
Private Sources						
Service Clubs and Business Organizations	Variety of transportation services, especially capital improvements	Capital projects and operations	wide variety of agencies and organizations	These private sector funds could be used as the required local match to help leverage federal funds. They can be a valuable source when no other local match funds are available	Potential for contributions for many strategies especially for one-time capital expenses, public awareness campaign and promotional materials.	May be interested in paying for highly visible capital amenities
Employers	Variety of transportation services, especially capital improvements	Capital projects and operations	wide variety of agencies and organizations	These private sector funds could be used as the required local match to help leverage federal funds. They can be a valuable source when no other local match funds are available	Contributions for promotion of vanpool program, public awareness campaign and one-time capital expenses for transit services especially if employers receive "front door" service. This funding source is most applicable for site-specific shuttles.	Employers sometimes are willing to underwrite transportation to support their workers getting to/from worksite. Employers can provide transit passes to employees as pre-tax transportation fringe benefits, which are not subject to payroll tax.
Social Service Agencies	Variety of transportation services, especially for seniors, people with disabilities and low-income populations	Capital projects and operations	wide variety of agencies and organizations	Funds contributed from social service agencies could be through a cost sharing arrangement and could be used as local match to leverage federal funds	Potential for contributions for all of the preferred service strategies.	Funding is constrained and primarily used for "core" mission, although some funding may be available for transportation services

Federal Funding Opportunities

On July 6, 2012, President Obama signed into law new federal transportation legislation, Moving Ahead for Progress in the 21st Century (MAP-21). MAP-21 reauthorizes surface transportation funding in the United States. The legislation took effect on October 1, 2012 and will guide surface transportation funding for 24 months until September 30, 2014.

MAP-21 includes several strategic changes as compared with SAFETEA-LU, MAP-21's predecessor, including the way human service transportation programs are funded and the associated requirements for coordinated planning.[1] One of MAP-21's central goals was to reverse the proliferation of smaller and more specialized programs and consolidate them into larger programs that give funders more flexibility. In some ways, this approach strengthens the coordinated planning process because rather than merely expecting programs to be coordinated, the funding sources themselves are coordinated and consolidated. The challenge, however, is to create the appropriate balance within a single funding source to meet the diverse needs of these key groups.

Some of the most salient examples of this change of policy direction are apparent in the way transit funds and in particular, programs directed towards older adults, persons with disabilities and persons with low incomes are funded and distributed.

This section discusses federal funding opportunities and highlights the MAP-21 changes in each of the funding programs.

FTA Section 5339, Bus and Bus Facilities Program

A new formula grant program is established under FTA Section 5339, replacing the previous FTA Section 5309 discretionary Bus and Bus Facilities program. This capital program provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. As part of the distribution formula, each state will receive a $1.25 million allocation for capital assistance for rural and small urban areas while urbanized areas with populations greater than 200,000 receive funds based on a formula that incorporates demographic and service data. The Federal share for capital projects remains at 85% with a required 15% match for ADA accessible vehicles.

Eligible subrecipients include public agencies and private nonprofit organizations engaged in public transportation, including those providing services open to a segment of the general public, as defined by age, disability, or low income.

FTA Section 5307, Urbanized Area Formula Funds

The two major changes under the FTA 5307 Formula Funds are:

- Consolidation of Job Access and Reverse Commute (JARC) with 5307 – Activities eligible under the former JARC program are now eligible under the Urbanized Area Formula program. This includes operating assistance for job access and reverse commute activities. In addition, the urbanized area formula for distributing funds now includes the

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[1] Sources include: MAP-21 Transit Programs Summary and MAP-21 Program Overview on the FTA website, http://www.fta.got.gov/map21

number of low-income individuals as a factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities.

- New Operating Assistance Authority – MAP-21 limits eligibility for using Urbanized Area Formula funds for non-JARC operating expenses to agencies with fixed route type service that uses 100 or fewer buses in the peak hour of operations. Since this change applies to urbanized areas over 200,000, only a few entities in Tarrant County that serve the Dallas-Fort Worth-Arlington urbanized area are eligible for 5307 funding.

FTA Section 5307 provides funding for transit capital and transportation-related planning.

FTA Section 5310, Enhanced Mobility of Seniors and Individuals with Disabilities

Under MAP-21, FTA Section 5310 includes more eligible activities to enhance mobility for seniors and people with disabilities. These activities are (1) former New Freedom activities : improvements that exceed the requirements of the Americans with Disabilities Act (ADA); (2) public transportation projects to improve access to fixed route transit; (3) public transit projects expressly designed for seniors and people with disabilities, where transit is insufficient, inappropriate or unavailable; and (4) alternatives to public transportation that assist seniors and people with disabilities. Some new changes to the FTA Section 5310 program are summarized below:

- New Distribution Formula – Funds are apportioned based on each state's share of the targeted populations and are now apportioned to both states (for all areas under 200,000) and large urbanized areas (over 200,000).

- Selection Process – Projects must now be "included" rather than "derived from" a coordinated transportation plan. Projects no longer need to be selected based on a competitive process (this is optional).

- Operating Assistance is now an eligible activity – Section 5310 for the first time can be used for operating assistance. No more than 45% of program funds can be used for operations.

- Minimum Expenditures on 5310 Activities – At least 55 percent of program funds must be spent on the types of capital projects eligible under the former section 5310: public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

The Federal share for capital projects under FTA Section 5310 is 85% with a 15% required local match for ADA accessible vehicles and 80% with a 20% required local match for other capital equipment. The Federal share for operating assistance is 50%.

US DOT TIGER

The Transportation Investment Generation Economic Recovery (TIGER) program was established as part of the American Recovery and Reinvestment Act of 2009 (ARRA), but has since been reauthorized by Congress. TIGER grants are awarded to road, transit and other capital projects on a competitive basis, and for projects valued at over $10 million. The program funds capital projects and plans for projects that are multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. In 2013, $474 million was awarded to a total of 52 projects in 37 states.

Surface Transportation Program (STP)

The Surface Transportation Program (STP) provides flexible funding that may be used by states and localities for projects to preserve and improve roads as well as pedestrian and bicycle infrastructure and transit capital projects including intercity bus terminals. Capital costs for transit projects including vehicles and facilities used to provide intercity passenger bus service are eligible for STP funds.

Congestion Mitigation and Air Quality Funds (CMAQ)

The CMAQ program, which is jointly administered by the FHWA and the FTA, provides funding to TxDOT, NCTCOG, and transit agencies to invest in projects that reduce air pollution in areas that do not meet the National Ambient Air Quality Standards (nonattainment areas), which includes Collin County. CMAQ funds can be used for a wide variety of transit uses, including programs to improve public transit, HOV facilities, Employee Trip Reduction (ETR) programs, traffic flow improvements that reduce emissions, bicycle/pedestrian facilities, park-and-ride facilities, and programs to restrict vehicle use in areas of emission concentration.

MAP-21 legislation redefined telecommuting, ridesharing, carsharing, and pricing projects as eligible for CMAQ funding. These funds are largely used to fund clean air capital projects but a portion of funds can be used for operations to support a demonstration or pilot project for a period of five years. Thereafter, the project is supposed to be financially sustainable or secure other fund sources in the long-term. Starting in FY 2013 all CMAQ projects now require a 20% local match, with the exception of carpool & vanpool projects, which remain 100% Federal funding.

Older Americans Act – Area Agency on Aging

The Older Americans Act was signed into law in 1965 amidst growing concern over seniors' access to health care and their general well-being. The Act established the federal Administration on Aging/Area Agency on Aging (AAA), *and* charged the agency with advocating on behalf of an estimated 46 million Americans 60 or older, and implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Transportation is a major service under the Act, providing needed access to nutrition and other services offered by the AAA, as well as to medical and other essential services required by an aging population.

No funding is specifically designated for transportation. However, funding can be used for transportation under several sections including Title III (Support and Access Services), Title VI (Grants to American Indian Tribes), and the Home and Community-Based Services (HCBS) program.

Community Development Grant Funds (CBDG)

The Community Development Block Grant (CDBG) is administered through the U.S. Department of Housing and Urban Development (HUD). It is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at HUD. The CDBG program allocates annual grants to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. The U.S. Department of HUD allocates the CDBG funds and requires that no more than fifteen percent of the total annual award be spent on public services, including transportation. This is a highly competitive program.

Medicaid

Transit agencies tend to participate in non-emergency medical transportation services (NEMT) either by being a broker or a service provider (or in some cases selling passes). Texas uses private regional brokers to operate its Medicaid Transportation system (e.g., Logisticare)

If an agency wants to be a service provider (have trips assigned to it by a Medicaid broker), it must negotiate a fully allocated fare with the broker that is seen as reasonable: the Medicaid broker is responsible for assigning the trip based on the lowest cost, medically appropriate option.

Medicaid will pay the full cost of the trip, but a mechanism is required for agencies to be reimbursed. Some transportation providers negotiate "agency fares" for Medicaid trips, which are higher than the fare they would charge to ADA-eligible paratransit riders, but are consistent with what they charge other non-Medicaid agencies (e.g., Head Start, Senior Centers, etc.) for similar types of service. This tends to be the best funding arrangement for the transit agencies/transportation providers.

Medicaid funds are for operations (in some cases, transit agencies who are themselves brokers have received capital funds from Medicaid for computers, dispatching software, etc.) Vehicle capital costs can be included in allocated rates. No matching requirements exist for NEMT services, but Medicaid is jointly funded by the Federal and State government. Medicaid funding can be particularly competitive in urban areas like Tarrant County where there tend to be many providers.

Local and Regional Funding Opportunities

Several local and regional funding opportunities also exist.

Local Sales Tax

Local sales tax can provide a source of revenue for transit services. The State of Texas places a combined sales tax limit of 8.25% for all taxing authorities[2]. The state sales tax rate is 6.25%, leaving 2% for local entities. Some local jurisdictions assess the entire 2%, some a lesser amount. Among the incorporated cities in Tarrant County, all but five (Arlington, Azle, Edgecliff Village, Lakeside, and Pelican Bay) have sales tax rates that meet the maximum of 8.25%.

Taxes throughout Tarrant County may be imposed by either the city or county. However, per Texas mandate, the total sales tax imposed in any area (either City or unincorporated county) may not exceed 8.25%. There are numerous ways to "use" the flexible 2% of sales tax that are provided for local entities.[3] However, following are the only two taxes that can be used to fund transit projects:

- Regular Sales Tax (maximum of 1%): Funds deposited into a city's general fund and can be used for any lawful purpose.
- Economic Development Tax (maximum of 0.5%): Funds must be turned over to a development corporation to act on behalf of the city. These funds may be used for public transportation projects.

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[2] Taxing authorities include cities, counties and special transportation authorities as defined by the state's transportation code (453.401, Transportation Code)

[3] As referenced from the Texas Comptroller's Office. http://www.texasahead.org/lga/98-721.pdf

Tarrant County itself has the option to impose local sales taxes in portions (incorporated or annexed portions of cities) or throughout the county. Within the state of Texas, counties have two options for administering local sales tax.

- County Assistance District Tax (maximum of 2%): The County may hold an election in all or part of the county to fund numerous types of projects including road maintenance, public safety, civic improvements, or other services that benefit public welfare.
- Emergency Services District Tax (maximum of 2%): The County may hold an election in all or portions of the county to fund emergency service districts. The funds from this tax may be used to hire emergency personnel or to provide emergency services.

Taxing authority held by both Tarrant County and its cities includes a variety of non-transportation functions such as reduction of property tax burden and funding community venues. In addition, transit authorities can impose a maximum of 1% to create a special authority to impose a sales tax to provide transportation services in participating cities.

In Tarrant County, every city leverages some type of local sales tax ranging between 1% and 2%. Most cities are part of some type of special district. Fort Worth, Blue Mound, and Richland Hills all pay 0.5% towards the FWTA for transit service. Twenty four cities have established Crime Control districts in their municipal boundaries. Two cities have established library districts, and one has a fire district.

Figure 10-3 provides a summary of local jurisdictions in Tarrant County and the composition of their local sales tax. Only six cities currently do not meet their maximum of 8.25% local sales tax cap.

Figure 10-3   Tarrant County Local Sales Tax Rates

City	Existing Local Sales Tax			
	Existing City Portion	Other Special Districts	Special District Designation	Total Local Sales Tax (includes state 6.25% sales tax rate)
Arlington	1.75%	0.00%		8.00%
Azle	1.25%	0.25%	Azle Crime Control District	7.75%
Bedford	2.00%	0.00%		8.25%
Benbrook	1.50%	0.50%	Benbrook Library District	8.25%
Blue Mound	1.00%	1.00%	Blue Mound Crime Control District; Fort Worth Transportation Authority	8.25%
Burleson	2.00%	0.00%		8.25%
Colleyville	1.50%	0.50%	Colleyville Crime Control District	8.25%
Crowley	1.50%	0.50%	Crowley Crime Control District	8.25%
Dalworthington Gardens	1.50%	0.50%	Dalworthington Gardens Crime Control District	8.25%
Edgecliff Vill.	1.00%	0.00%		7.25%
Euless	1.75%	0.25%	Euless Crime Control District	8.25%
Everman	1.75%	0.25%	Everman Crime Control District	8.25%
Flower Mound	1.50%	0.50%	Flower Mound Crime Control; Flower Mound Fire Control District	8.25%
Forest Hill	1.75%	0.25%	Forest Hill Library District	8.25%
Fort Worth	1.00%	1.00%	Fort Worth Crime Control District; Fort Worth Transportation Authority	8.25%
Grand Prairie	1.75%	0.25%	Grand Prairie Crime Control District	8.25%
Grapevine	1.50%	0.50%	Grapevine Crime Control District	8.25%
Haltom City	1.75%	0.25%	Haltom City Crime Control District	8.25%
Haslet	2.00%	0.00%		8.25%
Hurst	1.50%	0.50%	Hurst Crime Control District	8.25%
Keller	1.75%	0.25%	Keller Crime Control District	8.25%
Kennedale	2.00%	0.00%		8.25%
Lake Worth	1.75%	0.25%	Lake Worth Crime Control District	8.25%
Lakeside	1.00%	0.00%		7.25%
Mansfield	2.00%	0.00%		8.25%
N. Richland Hills	1.50%	0.50%	North Richland Hills Crime Control District	8.25%
Pantego	2.00%	0.00%		8.25%
Pelican Bay	1.00%	0.00%		7.25%
Richland Hills	1.13%	0.88%	Richland Hills Crime Control District; Fort Worth Transportation Authority	8.25%
River Oaks	1.50%	0.50%	River Oaks Crime Control District	8.25%
Saginaw	1.63%	0.38%	Saginaw Crime Control District	8.25%
Sansom Park	1.50%	0.50%	Sansom Park Crime Control District	8.25%
Southlake	1.50%	0.50%	Southlake Crime Control District	8.25%
Watauga	1.50%	0.50%	Watauga Crime Control District	8.25%
Westlake	2.00%	0.00%		8.25%
Westworth Village	1.50%	0.50%	Westworth Village Crime Control District	8.25%
White Settlement	1.50%	0.50%	White Settlement Crime Control District	8.25%

Source: Texas Comptroller of Public Accounts. 2013

As shown, most cities in Tarrant County currently assess the maximum 2% allowed for local entities. This means that to contribute funds to future transportation services, many of these cities would need to reallocate existing sales tax revenue to fund transit services, or identify a different source of public funds (e.g., a special district) from which funds could be used in lieu of a sales tax. Remaining communities are unlikely to support transit in the near future.

Transportation Development Credits

TDCs, formerly called toll credits, are a financing tool that allows entities to use federal obligation authority without the requirement of non-federal matching dollars, thus increasing the opportunity to leverage federal funds. TDCs are not cash awards, but a credit earned through an accounting system that assigns value to transportation projects built with tolls. TDCs can provide agencies with federal funds that they would not have access to if there was no available source to serve as the required local match.

For FTA-funded transit projects, capital expenses are preferred uses for TDCs. A grantee may request TDCs to be used as the match on an eligible capital expenditure for federal money received through either a Texas Department of Transportation (TxDOT) administered grant, received directly from FTA or applied for through NCTCOG. Examples of transit projects that have been awarded TDCs are vehicle purchases, such as large buses and small transit vehicles.

Private Sector Initiatives

A growing trend in the transit industry is to establish public-private partnerships as a way to increase revenues for transit and transportation programs and services. The private sector can be broadly interpreted to include employers, merchants, retail establishments, universities and private nonprofit organizations. Contributions could take the form of ongoing operating support or could also be used for one-time capital purchases such as passenger shelters and benches.

Employer Contributions

The role of businesses, business groups and major employers could be viewed similarly to the cities and county in financially supporting a service, and promoting it. The major difference is that employers and business groups tend to provide funds for capital or one-time contributions rather than ongoing operating support. Paying for a passenger shelter or bench would be a valuable financial contribution from the private sector. Employers or merchants that benefit from a service may be interested in supporting it particularly if a bus stop were located at their front door to maximize convenience for their employees or customers. For example, several shuttle services in San Mateo County, California are supported through a public/private partnership with a combination of public funds and contributions through employers. Other successful examples consist of partnerships between public transit systems and universities that offer free or discounted fares to students, faculty and/or staff (Texas Christian University offers free transit service on FWTA fixed routes, TRE and DART vehicles). Employers could also help subsidize the cost of transit tickets or passes. In Minneapolis, the transit agency offers a Metropass program that allows for employers to purchase reduced-cost passes for their employees and then give them or sell them to them.

Service Clubs and Business Fraternal Organizations

Organizations such as the Rotary Club, Kiwanis, and Lions often pay for special projects. For transportation, they might pay for or help contribute toward the cost of a new vehicle or a bus

bench or shelter near senior citizen housing. These organizations might also pay for trip reimbursement for after school or child care programs.

Social Service Agencies

Agencies whose clients benefit from the strategies identified in this study should be approached and encouraged to contribute to the services.

Social service agencies could enter into agreements with the transportation provider to bill directly for service. These agencies could share in the cost of service rather than paying the entire cost. Cost sharing is an important element in cobbling together a variety of funding sources, and is an important strategy in itself. This approach is included as one of tools identified as a Tier 2 mobility management strategy in Chapter 8.

CONCLUSION

This chapter offers some opportunities to provide the financial resources necessary for the recommended strategies in Tarrant County. Traditional transportation sources and innovative funding programs are identified, but the information presented illustrates that there is no one single funding program or revenue stream that will fully fund the recommended strategies. There are funding sources that could be pursued to "jump start" a new program or service and provide support during a demonstration phase. Other funding sources are limited to capital investments.

Figure 10-4 illustrates which of the various funding sources discussed in this chapter could potentially be applied to specific existing transportation providers and programs in Tarrant County. The figure illustrates that many of the existing programs and services have the potential to expand their funding with a variety of resources. Some are already drawing on these resources, but a comprehensive, coordinated approach to funding would allow providers in the county to better understand which agencies are using which resources, allowing for Tarrant County's various providers to maximize the use of available funding.

Figure 10-4   Potential Application of Funding Sources to Transportation Programs and Providers in Tarrant County

Transportation Programs and Providers in Tarrant County	Potential Sources of Funding[1]													
	FTA Section 5339	FTA Section 5307	FTA Section 5310	US TIGER	FHWA (STP)	CMAQ	AAA	CDBG	Medicaid	Muni Local Sales Tax[2]	TDCs[3]	Service Clubs	Employers	Social Service Agencies
Call A Ride - Southlake			X				X	X			X	X	X	X
Catholic Charities			X				X		X		X	X	X	X
Catholic Charities Medical Transportation			X				X		X			X		X
FWTA /MITS	X	X	X		X	X	X			X	X	X	X	X
Grand Connection	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Handitran	X	X	X	X	X	X	X	X	X	X	X	X	X	X
HEB Transit						X		X		X	X	X	X	X
Medicaid Transportation			X				X					X		X
Metro Arlington-Xpress (MAX)	X	X	X	X	X	X				X	X	X	X	X
Mid-Cities Care Corps (MCCC)			X				X	X			X	X	X	X
NETS	X	X	X				X	X		X	X	X	X	X
Ride2Work		X						X		X	X	X	X	X
Senior Citizen Svc. of Greater Tarrant Co (SCSTC)			X				X	X			X	X	X	X
SeniorMovers			X				X	X			X	X	X	X
Social Transport. for Seniors (STS)			X				X	X			X	X	X	X
TCTS		X	X				X	X		X	X	X	X	X
TRE		X		X	X	X				X	X	X	X	X

Notes:

[1]   This figure is intended to illustrate funding sources that may be appropriate for the various existing transportation programs/providers in Tarrant County. Some of the transportation programs/providers already receive these funds (See Chapter 3).

[2]   Eligible for Local Sales tax, but not directly (through participation/partnerships with cities)

[3]   TDCs may be used to support larger operations, but eligibility for their use is primarily granted to small transit agencies.

There is often interest in creative approaches to funding transportation, but most transportation funding is through traditional public sources and private sources. Nevertheless, some regions have been creative in using funds that are intended for very specific population groups. For example, the Individuals with Disabilities Education Act (IDEA) is the main federal statute that authorizes aid for the education of more than six million children with disabilities nationally. The statute includes a grant program that provides funding to states that integrate students with disabilities in their public education programs. As discretionary grant program, states must choose to participate. In Arp, Texas, the school district used the funds to purchase a bus for hearing-impaired students.

Some communities have programmed economic development funds for transit, while others have used transient occupancy taxes, ad velorum taxes, or other tax measures — on top of sales tax collections— to fund transportation programs and services. In Texas, dollars collected from tolls have been used for major capital-intensive transit projects, and some agencies have sold land holdings to fund transportation services or projects.

Transportation funding silos make it very challenging to develop a viable funding plan that consists of many different sources. Funding is further complicated by the various eligibility, reporting and matching requirements, suggesting that a cooperative approach to funding is desirable and should help position Tarrant County when "competing" for discretionary funds. Having a lead agency like the FWTA that is knowledgeable about all sources of available funding and is able to navigate the process of procuring grants would benefit all providers in Tarrant County. Pursuing funding sources in concert with two or more counties could also prove beneficial for new or enhanced services.

At the federal level, the most promising funding opportunities are FTA Section 5307 and Section 5310, as well as AAA and CDBG funds. Although most cities in Tarrant County are currently at their maximum for local sales taxes, they can use other sources to fund transportation. To encourage cities to do so requires that they be made aware of the value of the recommended transportation strategies to enhance local and regional mobility and how their local constituents will benefit from the new and improved services. Additionally, if cities understand that their financial contributions are part of a cooperative funding plan with an equitable cost sharing strategy, they are more likely to participate. Private sector funds, even if on a small scale, can play an important role in funding new and enhanced services.

APPENDIX A

Stakeholder Interview Guidelines and Participating Stakeholders

APPENDIX A
STAKEHOLDER INTERVIEW GUIDELINES AND PARTICIPATING STAKEHOLDERS

STAKEHOLDER INTERVIEW OUTLINE

The North Central Texas Council of Governments (NCTCOG) is leading a public transit needs assessment for Tarrant County. The study will focus on the transportation needs of older adults, persons with disabilities, and low-income individuals and will assess current and future conditions in the county, inventory all existing public transportation services, and develop options for new, improved, or better coordinated transit services. The expected outcome is a series of short-term strategies to meet the transportation needs for the target population to travel into and around Tarrant County.

Nelson\Nygaard Associates has been retained by NCTCOG to lead this study. We are interested in gaining input from many transit agencies, local organizations, political leaders and other agency representatives.

The questions on this outline cover a broad range of issues, some of which may not be relevant to you or your organization. The purpose of this outline is to provide general guidance for our discussion. We may have other questions, and you may have answers to questions that are not on this outline.

Individuals can speak to us in confidence. Any quoting of outcomes will be done anonymously. Our main purpose is to allow individuals to speak freely about their concerns so we can initiate this project with a broad understanding of issues and priorities in Tarrant County.

Stakeholder Name:

Organization/Role:

Contact Information:

1. What are the major challenges the County/your constituents are facing with regard to transportation?

2. What do you think are the three major strengths and weaknesses of the current transit services in your community? Other communities in Tarrant County?

3. What do you see as the major transportation needs in Tarrant County? What are the primary transit-related concerns that you have/hear from your riders, clients or constituents?

4. Are there potential transit markets (groups of people, such as students or veterans) that have special transit needs that we ought to be mindful of and planning for?

5. What types of coordination of service/programs do you participate in? With whom do you formally and informally coordinate?   What is working well? What areas need improvement?

6. What has your agency done in the past to address transportation issues in Tarrant County? What were the major challenges and how did you overcome them? How did it work and was it successful?

7. What are the top three transit priorities in Tarrant County in the short-term (within next three years)?

8. What are the necessary elements to be included in the recommended strategies for you to support this Transit Needs Assessment?

9. What haven't we covered that's important to you?

10. Do you have any other comments, questions or concerns?

STAKEHOLDER INTERVIEW PARTICIPANTS

Agency	Name	Position
Fort Worth	David Ondich	Disabilities Coordinator for City; Governor's Committee on Disability
MHMRTC	Suzanne Smith	Managing Director of IDD Provider
MHMRTC/My RIDE	Stephanie Morris	Navigator
MHMRTC/My RIDE	Dan Gadbury	Program Manager, Supported Employment/Transportation Systems Change, IDD Services
Tarrant County Municipal Courts	Rita Wester	Secretary
Texas Citizen Fund	Sheila Holbrook-White	Mobility Partnerships Executive Director; MHMR consultant
Catholic Charities	Michelle Bloomer	Director of Transportation
FWTA	Nancy Amos	Senior Vice President
FWTA	Carla Forman	Vice President
Arlington Handitran	Bob Johnson	Transit Manager, City of Arlington (Handitran)
United Way of Tarrant County- Northeast / HEB Transit	Faye Beaulieu	Regional Director

Agency	Name	Position
Naval Air Station Fort Worth, Joint Reserve Base	Captain Robert Bennett	Commanding Officer
Workforce Solutions	Paul Cobb	Program Manager
Tarrant County	Roy Brooks	Tarrant County Commissioner
Precinct 1	Cathy Young	Precinct Administrator
Precinct 2	Jeni McGarry	Precinct Administrator
Precinct 3	Carolyn Sims	Precinct Administrator
Precinct 4	Steve Townsend	Precinct Administrator
City of Grapevine	Jennifer Hobbs	Assistant City Manager, City of Grapevine
Tarrant County Mayor's Council	Oscar Trevino	Mayor of North Richland Hills
Tarrant County Mayor's Council	Mary Lib Saleh	Mayor of Euless
Tarrant County Mayor's Council	Harry Jeffries	Mayor of Watauga
Tarrant County Mayor's Council	Gary Brinkley	Mayor of Saginaw
Tarrant County Mayor's Council	Alan Brundrette	Mayor of Azle
Tarrant County Mayor's Council	Patricia Ward	Director of Community Development & Housing, Tarrant County
Tarrant County Mayor's Council	Vic Suhm	Executive Director of the Tarrant Regional Transportation Coalition
United Way of Tarrant County	Amy Adams	Special Projects Manager
United Way of Tarrant County	Ann Rice	Chief Operating Officer

APPENDIX B
Transportation Survey
English, Spanish and Vietnamese Versions

Tarrant County
TRANSIT NEEDS ASSESSMENT

To help plan for transit services in Tarrant County, we are conducting a short survey on transportation needs, travel patterns and preferences. This information will be used to help develop transportation strategies and services. This survey should take approximately 5 minutes to complete. **Surveys must be completed by February 22, 2013.**

At the end of the survey, you will have the option of entering a drawing to win one of three $50 VISA gift cards.

About You and Your Travel

1. Where do you live?
City/community: _____ Zip: _____

2. Are you currently employed or in school?
(Check all that apply)
- ☐ Employed (In what city/community? _____ Zip: _____)
- ☐ School (In what city/community? _____)
- ☐ Neither   ☐ Other: _____

3. What are your typical trip purposes?
- ☐ Shopping
- ☐ Medical/Dental
- ☐ Recreation/Social Entertainment
- ☐ School/College: _____
- ☐ Religous
- ☐ Other: _____

4. Where do you typically get information about transit service in Tarrant County?
- ☐ Social Service Agency
- ☐ Word-of-Mouth (friends, family, etc)
- ☐ 2-1-1
- ☐ Online Search
- ☐ MY RIDE brochure
- ☐ Written information (Specify) _____
- ☐ Other: _____

5. How do you usually travel to get where you need to go?
(Check all that apply)
- ☐ Drive myself
- ☐ Get a ride with a friend or family member /carpool
- ☐ Public transportation (The T or Trinity Railway Express)
- ☐ Paratransit (ADA or dial-a-ride; i.e. NETS, MITS, Handitran, TCTS, HEB Transit, Catholic Charities)
- ☐ Bus or van operated by a senior center, community organization or other agency. *Which one?* _____
- ☐ Walk or bicycle
- ☐ Taxi   ☐ Vanpool   ☐ Other: _____
- ☐ Medical Transportation Program

Public Transportation Options

6a. Is there anywhere you would like to travel but cannot due to a lack of transportation?
☐ No   ☐ Yes →If YES, where do you want to travel?
List up to 3 locations

Destination	In which city/community?
_____	_____
_____	_____
_____	_____

6b. Are there specific days of the week and/or times of day that you wish to travel but transit it not available?
- ☐ No
- ☐ Yes →   ☐ Sat   ☐ Sun   ☐ Weekdays

Please fill in time of day: _____

7. Have you used any transit services at all in the past six months?

☐ *No →If NO, what are the top three reasons you do not use transit services?*
- ☐ Prefer to drive
- ☐ Get rides from others
- ☐ Not eligible for ADA or paratransit service
- ☐ Transit services too expensive
- ☐ Transit services are not safe
- ☐ Transit not available
- ☐ Travel times are too long
- ☐ Service does not operate where or when I need it
- ☐ Not enough information about availability of services
- ☐ Other: _____

☐ *Yes →If YES, answer 7a and 7b.*

7a. Which service(s) have you used?
(Check all that apply)
- ☐ The T
- ☐ Trinity Railway Express (TRE)
- ☐ NETS
- ☐ TCTS
- ☐ MITS (the T ADA Service)
- ☐ HEB Transit
- ☐ Ride2Work
- ☐ Handitran
- ☐ Grand Connection
- ☐ Catholic Charities
- ☐ Call a Ride Southlake (CARS)
- ☐ Other: *Which services? What city/cities?* _____
_____

7b. How often have you used these services?
(Check only one)
- ☐ Almost every day
- ☐ A few days per week
- ☐ One day per week
- ☐ A few days per month
- ☐ Once a month or less

8. Do you have a disability that makes it hard for you to travel?
- ☐ Yes   ☐ No

9. Which of the following potential new services would be most appealing to you or members of your household:
(Check all that apply)
- ☐ One number to call to get information about transit services in Tarrant County
- ☐ Local bus service (In which city? *If local bus service already exists in your city, but not in your neighborhood, which neighborhood?* _____)
- ☐ Commuter bus service to TRE
- ☐ Bus routes between cities/communities in Tarrant County (*From where to where?* _____)
- ☐ Countywide dial-a-ride service (you call and schedule a trip in Tarrant County)
- ☐ Other (Please specify): _____

If you prefer to the complete the survey online, please go to www.accesstarrant.org.

10. Please answer the following questions about the importance of transit:

	Not at all	Somewhat	Very	N/A or don't know
How important is it to you AND your household to have local transit available in your community?	☐	☐	☐	☐
How important do you think it is for the community to have local transit available?	☐	☐	☐	☐

11. Please answer the following questions about the importance of transit:

	NO Would not make a difference/ Would not consider	MAYBE Consider somewhat	YES Consider strongly	N/A Don't know
If transit served a bus stop near my house and near my destination	☐	☐	☐	☐
If there were better daytime transit availability	☐	☐	☐	☐
If there was more frequent service	☐	☐	☐	☐
If other people I know used transit	☐	☐	☐	☐
If transit operated evenings or weekends	☐	☐	☐	☐
If I felt it were safe to use public transportation	☐	☐	☐	☐
If fares cost less	☐	☐	☐	☐
If bus stops had amenities (such as shelter, lighting, seating, or bike racks)	☐	☐	☐	☐
If more sidewalks/ crosswalks existed for easier access	☐	☐	☐	☐
If I had more/better information about transit	☐	☐	☐	☐
If the bus driver would assist me with my groceries or boarding the vehicle	☐	☐	☐	☐
If traffic congestion gets worse	☐	☐	☐	☐
If gas prices go up	☐	☐	☐	☐

Household Information (for classification purposes only)

12. What is your gender?
☐ Female ☐ Male

13. Including you, how many people currently live in your household?
☐ 1-2 ☐ 5-6
☐ 3-4 ☐ 7+

14. What is your age?
☐ Under 16 ☐ 25-54
☐ 16-18 ☐ 55-64
☐ 19-24 ☐ 65 and over

15. How many working vehicles (including automobiles, motor-cycles, scooters, etc.) does your household have?
☐ 0 ☐ 3
☐ 1 ☐ 4+
☐ 2

16. What is your annual HOUSEHOLD income?
☐ Under $25,000
☐ $25,000–34,999
☐ $35,000–49,999
☐ $50,000–74,999
☐ $75,000–99,000
☐ $100,000

17. Do you have any comments or ideas about transportation your would like to share?

_____
_____
_____
_____
_____
_____

18. Would you be willing to participate in a focus group? If yes, please provide your email address. Thank you!

_____
_____
_____

Please mail surveys to:

Pavlik and Associates
6115 Camp Bowie Blvd, Suite 270
Fort Worth, TX 76116

Condado de Tarrant
EVALUACIÓN DE LAS NECESIDADES DE TRÁNSITO

Para ayudar a planificar para los servicios de tránsito en el Condado de Tarrant, estamos llevando a cabo un breve estudio sobre las necesidades de transporte, los patrones de viaje y preferencias. Esta información se utilizará para ayudar a desarrollar estrategias de transporte y servicios. Esta encuesta debe tomar aproximadamente 5 minutos para completar. **Las encuestas se debe completar el 22 de febrero de 2013.**

En el final de la encuesta, usted tendrá la opción de entrar en un sorteo para ganar una de tres tarjetas de regalo VISA de $50.

Acerca de Usted y Su Viaje

1. ¿Dónde vives?
Ciudad/Comunidad:_____Código:_____

2. ¿Está actualmente empleado o en la escuela?
(Marque todas las que se aplican)

☐ ¿Empleado (en qué Ciudad/Comunidad: _____
_____Código: _____?)

☐ ¿Escuela (en qué Ciudad/Comunidad: _____)?

☐ Ninguno ☐ Otro: _____

3. ¿Cuáles son sus propósitos de viaje típico?

☐ Compras
☐ Medical/Dental
☐ Recreación/Entretenimiento Social
☐ Escuela/Colegio Universitario: _____
☐ Religioso
☐ Otro:_____

4. ¿Dónde consigue típicamente la información sobre el servicio tránsito en el Condado de Tarrant?

☐ Agencia de Servicios Sociales
☐ Verbalmente (Amigos, familia, etc)
☐ 2-1-1
☐ Búsqueda en línea
☐ Folleto de MY RIDE
☐ Información escrita (Especifique)_____
☐ Otro: _____

5. ¿Dónde consigue típicamente la información sobre el servicio de tránsito en el Condado de Tarrant?
(Marque todas las que aplican)

☐ Conducir a mí mismo
☐ Conseguir un paseo con un amigo o un miembro de la familia / carpool
☐ Transporte público (El T o Trinity Railway Express)
☐ Paratransit (ADA o dial-a-ride; i.e. NETS, MITS, Handitran, TCTS, HEB Transit, Catholic Charities)
☐ Autobús o van operado por un centro de jubilados, organización de la comunidad u otra agencia. ¿Cuál es? _____
☐ A pie o en bicicleta
☐ Taxi ☐ Vanpool ☐ Otro: _____
☐ Programa médico del transporte

Opciones del Transporte Público

6a. ¿Hay cualquier lugar que le gustaría viajar pero no puede debido a la falta de transporte?

☐ No ☐ Si →Si la respuesta es SI, ¿Dónde desea viajar?
Lista de hasta 3 ubicaciones

Destinación   *¿En cuál ciudad/omunidad?*
_____   _____
_____   _____
_____   _____

6b. ¿Hay determinados días de la semana y/o horas del día que desea viajar pero el tránsito no está disponible?

☐ No
☐ Si → ☐ Sábado ☐ Domingo ☐ Días Laborables
Por favor, rellene la hora del día: _____

7. ¿Ha usado algún servicio de tránsito en absoluto en los últimos seis meses?

☐ *No →Si la respuesta es NO, ¿Cuáles son las tres razones principales que no utiliza los servicios de tránsito?*

☐ Prefieren conducer
☐ Consigir paseos de otros
☐ No elegible para ADA o servicio paratránsito
☐ Servicios de tránsito demasiado caro
☐ Tránsito no disponible
☐ Tiempos de viaje son demasiado largos
☐ Servicio no funciona cuando y donde lo necesito
☐ No hay suficiente información sobre la disponibilidad de los servicios
☐ Otro: _____

☐ *Si →Si la respuesta es SI, conteste 7a y 7b.*

7a. ¿Qué servicio(s) ha utilizado?
(Marque todas las que aplican)

☐ The T
☐ Trinity Railway Express (TRE)
☐ NETS
☐ TCTS
☐ MITS (the T ADA Service)
☐ HEB Transit
☐ Ride2Work
☐ Handitran
☐ Grand Connection
☐ Catholic Charities
☐ Call a Ride Southlake (CARS)
☐ Otro: ¿Qué servicios? ¿Qué ciudad/ciudades?_____
_____

7b. ¿Cuántas veces ha utilizado estos servicios?
(Marque sólo una)

☐ Casi cada día
☐ Algunos días por semana
☐ Un día por semana
☐ Algunos días al mes
☐ Una vez al mes o menos

8. ¿Usted tiene una incapacidad que le hace más difícil para viajar?

☐ Si ☐ No

9. Cuál de los siguientes posibles nuevos servicios sería más atractivo para usted o los miembros de su familia: *(Marque todas las que se aplican)*

☐ Un número de teléfono para obtener información acerca de los servicios de tránsito en el Condado de Tarrant
☐ Servicio del autobús local (¿En qué ciudad? ¿Si el servicio de autobús local ya existe en su ciudad, pero no en su barrio, que barrio?) _____
_____
☐ Servicio de autobuses suburbanos a TRE
☐ Rutas del autobús entre ciudades/comunidades en el Condado de Tarrant (¿De dónde a dónde?)_____
_____
☐ Todo servicio dial-a-ride (se llama y programa un viaje en el Condado de Tarrant)
☐ Otro (Por favor, especifique): _____

Si usted prefiere al completar la encuesta en línea, vaya por favor a www.accesstarrant.org.

10. Por favor conteste las siguientes preguntas acerca de la importancia de tránsito:

	En absoluto no	Un Poco	Muy	N/A O no sabes
¿Qué importancia tiene para usted Y su familia tener disponible el tránsito local en su comunidad?	☐	☐	☐	☐
¿Qué importancia crees que es para la comunidad tener un tránsito local disponible?	☐	☐	☐	☐

Para ser entrado para ganar una de las tres tarjetas de regalo VISA de $50 para usar en su tienda favorita, por favor proporcione la siguiente información. Esta información es confidencial y se mantiene separada de sus respuestas a la encuesta. Sólo se utilizará para comunicarnos con usted en caso de que usted es seleccionado como uno de los ganadores. Los ganadores serán notificados por correo electrónico o por teléfono y premios se enviarán a la dirección abajo.Las probabilidades de ganar dependen del número de las entradas recibidas.

NOMBRE: _____

CORREO ELECTRÓNICO: _____

DIRECCIÓN:
(Sólo para el envío de los premios y que se pongan en contacto con usted para grupo de enfoque)

_____

_____

TELÉFONO:
(Utilizado solamente si no podemos comunicarnos con usted por correo electrónico)

_____

11. Por favor conteste las siguientes preguntas acerca de la importancia de tránsito:

	NO No diferencia/ No consideraría	Quizás Considere algo	SI Lo Considero	N/A No sé
Si el tránsito sirviera una parada de autobús cerca	☐	☐	☐	☐
Si hubiera una mejor disponibilidad de tránsito durante el día	☐	☐	☐	☐
Si hubo un servicio más frecuente	☐	☐	☐	☐
Si otras personas que conozco utilizan tránsito	☐	☐	☐	☐
Si tránsito operado por la noche o los fines de semana	☐	☐	☐	☐
Si sintiera que estaba seguro usar el transporte público	☐	☐	☐	☐
Si las tarifas cuestan menos	☐	☐	☐	☐
Si paradas de autobús tenía comodidades (Como refugee, iluminación, asientos o rejillas para bicicletas)	☐	☐	☐	☐
Si más aceras/cruces existían para facilitar el acceso	☐	☐	☐	☐
Si tuviera más/mejor información sobre el tránsito	☐	☐	☐	☐
Si el conductor del autobús me ayudaría con mis comestibles o embarque del vehículo	☐	☐	☐	☐
Si empeora la congestión del tráfico	☐	☐	☐	☐
Si suben los precios de la gasolina	☐	☐	☐	☐

Household Information (sólo para propósitos de clasificación)

12. ¿Cuál es su género?
☐ Femenino ☐ Male

13. Incluso usted, ¿cuántas personas viven actualmente en tu casa?
☐ 1-2 ☐ 5-6
☐ 3-4 ☐ 7+

14. ¿Cuál es su edad?
☐ Menores de 16 años ☐ 25-54
☐ 16-18 ☐ 55-64
☐ 19-24 ☐ 65 y más

15. ¿Cuántos vehículos de trabajo (incluyendo automóviles, motocicletas, scooters, etc.) tiene su hogar?
☐ 0 ☐ 3
☐ 1 ☐ 4+
☐ 2

16. ¿Cuál es su ingreso anual?
☐ Por debajo de los $25,000
☐ $25,000–34,999
☐ $35,000–49,999
☐ $50,000–74,999
☐ $75,000–99,000
☐ $100,000

17. ¿Tiene algún comentario o ideas sobre el transporte que le gustaría compartir?

_____

_____

_____

_____

18. ¿Estaría usted dispuesto a participar en un grupo de enfoque? Si la respuesta es sí, por favor proporcione su dirección de correo electrónico. Muchas gracias

_____

_____

_____

Por favor, encuestas por correo a:
Pavlik and Associates
6115 Camp Bowie Blvd, Suite 270
Fort Worth, TX 76116

Tarrant County Survey 2013

1. **Ông / Bà đang ở đâu ?**
   Thành phố: Số vùng:

2. **Ông Bà đang đi làm hay đi học ? (Chọn hết những điều áp dụng)**
   Đang làm ở thành phố _____ Số vùng
   _____
   Trường: tại thành phố _____ Số vùng
   _____
   Không đi làm lẫn đi học
   Lý do khác (về hưu, tàn tật, vân vân)

3. **Ông Bà thường đi lại với mục đích gì ?**
   Đi mua sắm   Đi học trường _____
   Khám bệnh   Chùa chiền/Nhà thờ/Hành đạo
   Đi giải trí   Các việc khác: _____

4. **Ông Bà nhận tin tức về xe búyt tại Tarrant County từ đâu?**
   Văn phòng Dịch vụ Xã Hội   Tờ hướng dẫn
   Truyền miệng   Giấy in _____
   2-1-1   Chỗ khác
   Trên mạng

5. **Ông Bà di chuyển bằng cách nào ? (chọn hết các điều áp dụng)**
   Tự lái
   Nhờ người chở
   Đi xe công cộng
   Dịch vụ chuyển chở thiện nguyện
   Dịch vụ chuyển chở của các dịch vụ, hội đoàn, cơ sở _____
   Đi bộ/xe đạp
   Xe taxi / Chung xe / Bằng cách khác
   Chương trình của người tàn tật

6a. **Có chỗ nào ông bà không đi được vì thiếu phương tiện di chuyển không ?**
   Không   Có, nếu có thì làm ơn viết ra ba chỗ
   Nơi đến   Thành phố
   _____   _____
   _____   _____
   _____   _____

6b. **Ông bà có gặp trở ngại khi đi lại vào khỏang thời gian nào trong ngày vì thiếu phương tiện di chuyển không ?**
   Không
   Có   Thứ Bảy   Chủ Nhật   Ngày thường
   Xin ghi rõ thời gian trong ngày

7. **Ông bà có dùng xe công cộng trong sáu tháng vừa qua?**

   Không, nếu không thì làm ơn cho biết tại sao không ?

   Thích lái xe   Không có phương tiện
   Có người chở   Chờ đợi lâu
   Không có điều kiện   Lộ trình không thích
   Quá đắt   hợp trong giờ mình muốn
   Không an tòan   Không biết là có xe búyt
                        Lý do khác: _____

   Có, nếu có thì xin trả lời câu 7a và 7b.

7a. **Ông bà đi lọai xe công cộng nào ?**
   The T   HEB
   Xe Điện   Ride2Work
   (TRE)   Handitran
   NETS   TCTS
   Grand Connection   Catholic Charities
   MITS (the T ADA)   Call a Ride Southlake (CARS)
   Cái khác: thành phố _____

7b. **Ông bà xử dụng thường xuyên không ? (chọn một)**
   Mỗi ngày   Vài ngày trong tháng
   Vài ngày trong tuần   Một ngày trong tháng
   Một ngày trong tuần

8. **Ông bà có bị khó khăn khi đi lại vì lý do sức khỏe không?**
   Có   Không

9. **Ông bà hoặc gia đình thích dịch vụ di chuyển công cộng nào nhất ?**

   Gọi điện thoại để biết lộ trình
   Xe búyt đi trong thành phố, khu vực nào
   _____
   Xe búyt chở tới các trạm xe điện (TRE)
   Xe búyt nối liên các thành phố trong hạt Tarrant (từ thành phố _____ tới thành phố _____)
   Xe búyt đi giữa các thành phố
   Gọi xe búyt đón tận nhà với hẹn trước
   Các dịch vụ khác _____

10. **Ông bà làm ơn trả lời các câu hỏi sau về tầm quan trọng của xe công cộng?**

Không QT   QT   Rất QT   Không Ý kiến

Có cần dịch vụ xe công cộng trong khu ông bà và gia đình cư ngụ không ?

Ông bà thấy cộng đồng nên có xe công cộng không ?

Để được trúng một trong 3 giải trị giá 50 đô bằng thẻ VISA, xin ông bà làm ơn khi tên . Mọi tin tức về ông bà sẽ được giữ kín và chỉ được xử dụng để thông báo khi được trúng giải .

Tên:
Email:
Địa chỉ:
Số phone:

---

11. **Ông bà làm ơn cho biết tầm quan trọng của các mục dưới đây:**

Không hề gì   Có thể   Chắc Chắn   Không Biết

Xe công cộng có chỗ đậu gần nhà hay gần nơi đến
Có giờ đưa đón trong ngày thuận tiện
Đưa rước thường xuyên
Nếu có bạn bè đi chung
Có dịch vụ trong buổi chiều và cuối tuần
An tòan
Rẻ
Trạm xe đầy đủ tiện nghi (có chỗ che nắng mưa, đèn sáng, chỗ ngồi chờ đợi, chỗ đậu xe đạp)
Có đường đi bộ tới
Có tin tức đầy đủ hướng dẫn rõ ràng
Tài xế phụ bưng đồ đi chợ lên xuống xe
Đường xá bị kẹt xe
Xăng mắc

12. **Giới tính ông bà**

Trai   Gái

13. **Tính luôn ông bà thì trong gia đình có mấy người ở chung nhà**

1-2   3-4   5-6   nhiều hơn 7

14. **Tuổi của ông bà**

Dưới 16   25-54
16-18   55-64
19-24   65 và hơn

---

15. **Có bao nhiêu xe trong nhà ông bà**

0   3
1   Nhiều hơn 4
2

16. **Thâu nhập trong năm của gia đình ông bà ?**

Dưới 25,000
25,000 tới 34,999
35,000 tới 49,999
50,000 tới 74,999
75,000 tới 99,000
100,000

17. **Ông bà có ý kiến gì về phương tiện di chuyển đi lại không ?**

18. **Ông bà có muốn tham dự vào nhóm đặc biệt ? Nếu muốn, xin làm ơn cho biết Email . Cảm ơn ông bà .**

APPENDIX C

Best Management Practices - Interview Guideline

NELSON
NYGAARD

North Central Texas Council of Governments (NCTCOG)
Tarrant County Transit Needs Assessment Study
Best Management Practices - Interview Guideline

INTRODUCTION

Nelson\Nygaard is working with the North Central Texas Council of Governments (NCTCOG) to conduct a needs assessment and planning study to review and recommend improvements to transit services and develop transportation options in Tarrant County that could be implemented in the next three to five years. As part of this study we are conducting a peer review/best management practices of other organizations that are similar in size, and have demonstrated a unique approach to coordinating and managing human service transportation services under a variety of organizational and governance structures.

Your cooperation in this review is greatly appreciated.   We will be happy to share the results with you when this process is complete.

PROGRAM OVERVIEW

1. Please describe your organization and its mission with respect to providing or sponsoring transportation. Is providing transportation the primary focus of your agency's mission?

   _____

   _____

   _____

   _____

2. What services does your agency offer? Indicate all that apply.

_____directly provide transportation in vans your agency owns and operates

_____broker and arrange for transportation through other programs (i.e. taxis, volunteer, etc.)

_____provide travel training

_____provide information services about transportation options

_____manage a volunteer transportation program

_____conduct eligibility for ADA or other customers

_____Other (please specify)

3. How long has your agency been involved in providing or sponsoring transportation programs? How did the program start, and what was the impetus for program start-up?

    _____

    _____

    _____

    _____

4. What were some initial challenges you faced in implementing your program, and how were they overcome?

    _____

    _____

    _____

    _____

5. Can you attribute any legislative and/or political support that contributed to the success in your program's start up?

    _____

    _____

    _____

    _____

6. What are your agencies program goals and objectives with respect to providing transportation? How have these goals changed over time?

    _____

    _____

    _____

    _____

7. What do you consider to be your primary customer base?

    _____

    _____

8. Describe your relationship with the local public transit agency. What other agencies do you primarily interact with?

    _____

    _____

9. How does your organization serve in a mobility management capacity?

_____

_____

GOVERNANCE

10. What is your agency's basic form of governance?

☐ Transit District

☐ Joint Powers Agency

☐ Municipal

☐ County

☐ Nonprofit

☐ Other (please describe)_____

11. How many people serve on your governing board? Are they elected or appointed to your Board or is there some other method for determining who serves on your Board? What is the process for selecting Board members and who is responsible for selection and/or final approval?

_____

_____

_____

_____

ADMINISTRATION AND ORGANIZATIONAL STRUCTURE

12. Does your agency administer services with agency staff, or are administration and or operations contracted out?

☐ Yes, agency staff

☐ No, administration is contracted out

Has there been a change in the administration in the last five years? If yes, what was the change and why was it made?

_____

_____

_____

13. Do you have a written organization chart that displays your administrative/managerial structure? If you work for a city or county government, we are interested to know if there is a specific department or division that is responsible for transit services.

_____

_____

14. How many FTEs are directly involved in providing your agency's transportation services?

_____

_____

15. What is your agency's annual operating budget? What sources of funds support the program, and what is the percentage of support for each source of funds?

_____

_____

OTHER QUESTIONS

16. In addition to the Board, are there other agencies, commissions, or boards that provide policy advice or guidance to your agency? Is their input provided as part of a formal or informal process? Please describe.

_____

_____

17. How are your services marketed, and how do members of the public find out about your program?

_____

_____

18. Is there anything else you'd like to add about your experience with transit organization and governance that could help your agency seek a more effective and efficient system?   Do you have any guidance for NCTCOG? May we follow up with you if we need any additional information?

_____

_____

If you would be interested in receiving a copy of our peer review when it is completed, please provide your name and email address so we can send it to you:

Name:

Email Address:

APPENDIX D
Evaluation

Countywide

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Mobility Management Strategies						
Cost sharing/leveraging of funding	Community would likely be supportive of agencies sharing the costs of service and leveraging dollars better; jurisdictions not paying for services may resist Rank: 3	May allow for the expansion of existing services; may allow for expanded number of beneficiaries; Rank: 4	Relatively inexpensive to implement Rank: 4	Challenging to secure agreement from agencies/entities that have already been receiving service without having to make any contributions; concerns likely to exist about comingling dollars and accountability Rank: 2	3.3	◑
Joint procurement of vehicles, equipment and insurance	Moderate support from community; government accountability will be appreciated	May allow for faster/easier purchase of vehicles and equipment to improve service quality; allows for umbrella insurance purchases	Cost savings and likely reduced resources to procure through joint process	Fast implementation with NCTCOG oversight; relies on strong relationship with NCTCOG	3.5	◑
Raise public awareness of transportation programs	Community values availability of information; highly rated on survey Rank: 4	Benefits significant numbers of existing and potential users; addresses unserved needs and unserved groups Rank: 5	Low overall cost per beneficiary Rank: 4	Fast implementation; can be expanded over time; maximizes coordination Rank: 4	4.3	●
Transportation voucher program/Fare reimbursement	Addresses unserved groups; works well in urban and suburban portions of Tarrant County where taxis are plentiful Rank: 4	Flexible solution, but sometimes unpredictable level of service Rank: 4	Shared cost with users, and only pay for what you use approach Rank: 4	Implementation requires taxis/other transportation providers to be vetted and voucher process to be established Rank: 3	3.8	◑
Travel navigation/information and referral	Community values availability of information; personalized service for those who need it most; links people to community services Rank: 4	Benefits existing and potential users; addresses unserved needs and unserved groups; has measurable benefits Rank: 5	Funding availability; low cost per beneficiary Rank: 5	Fast implementation with existing providers; can be expanded; sets the stage for more comprehensive coordination Rank: 4	4.5	●
Trip brokerage	Strong strategy to serve needs of those without other options; highest level of support from agencies Rank: 4	Serve diversity of groups; high number of potential measurable benefits; can be expanded Rank: 4	Requires significant leveraging of resources; may be high cost associated with tools to broker services; modest cost per overall beneficiary	Can be complex to implement a comprehensive brokerage in a short time-frame; can be expanded over time Rank: 3	3.5	◑
Uniform service policies	Facilitates access for unserved groups; establishes agreed-upon parameters for users Rank: 4	May reduce service duplication with consistent policies; facilitates transfers Rank: 3	Very low cost Rank: 5	May require policy changes at local level; easy to structure at regional level Rank: 4	4.0	●
Volunteer driver program/Driver reimbursement program	Requires available pool of volunteers or individuals must ask others to drive them for driver reimbursement program; serves people with greatest needs Rank: 4	Service frequency, availability can be limited; can support other programs; strategy addresses multiple groups, there is growth potential with what already exists Rank: 4	Mileage/driver reimbursement programs require some funding Rank: 4	Relatively fast implementation after background and insurance checks, but requires effective recruitment strategy Rank: 4	4.0	●
B. Transit Strategies						
ADA/eligibility-based dial-a-ride	Well-understood community service Rank: 4	Serves relatively small number of residents, but with few other options Rank: 4	Requires fleet; State and Federal funding assistance available; high cost to implement countywide Rank: 2	May require ride-matching software training; eligibility list must be established Rank: 3	3.3	◑
Community shuttle (also includes potential for dialysis shuttle)	Well-understood lifeline service Rank: 4	Good solution for lifeline coverage, but lacks ability to serve daily commuters or more frequent trips; takes the burden off providers already at capacity that serve countywide Rank: 4	Costs can be shared by several communities that receive service on alternating days; per-trip and per-beneficiary costs can be low compared to dial-a-ride Rank: 5	Small operation can be implemented quickly; some planning needed to determine level of service for each community Rank: 4	4.3	●
Express bus/park & ride service	Requires a relatively large number of commuters with similar commuting patterns Rank: 2	Well suited for regional and commute trips for people with cars, but not for local service trips Rank: 1	Relatively high capital and operating costs due to vehicle type, trip lengths, and need for supporting infrastructure (park & ride lots) Rank: 2	Vehicle acquisition and facilities construction or leasing can slow implementation Rank: 2	2.3	○
Feeder/connector service to fixed routes/TRE	Can take on the most appropriate form for a community (fixed-route, demand-responsive, etc.) Rank: 4	Depends on access to an existing regional transit network Rank: 3	Operating costs depend on distance to regional transit center; increased costs for the FWTA and TRE services	Can be implemented quickly; some planning needed to determine appropriate service design	3.3	◑
General public dial-a-ride	General public sometimes unwilling to reserve service in advance Rank: 3	Ability to serve a large geographic area with small fleet Rank: 4	Lower cost than fixed-route as one vehicle can cover large service area Rank: 4	May require ride-matching software training; no eligibility list needed Rank: 4	3.8	◑

Countywide

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Limited-stop bus service	Broader ridership base than Express Bus service by serving multiple regional destinations Rank: 5	Connects a community to regional hubs and destinations, but connecting services needed for local circulation; would be difficult to provide service countywide due to large service area Rank: 3	Usually serves transit centers and includes all-day service; may require somewhat high operating and capital costs Rank: 2	May require facilities construction; planning process needed to coordinate service with various connecting services Rank: 3	3.3	◑
Neighborhood express bus service	Community support tied to success; effective in denser communities with arterials that can easily be served by transit	Pedestrian environment may not be ideal to support access in a suburban environment; number of beneficiaries limited in most parts of Tarrant County	ADA complementary paratransit requirement would increase cost; no funding support for local fixed routes in many parts of Tarrant County Rank: 1	Planning process could be contentious; may take a longer period of time to allow for development of fixed routes within a community	2.3	○
Point deviation service	Flexible enough to attract wide range of users, but schedule tends to be slow Rank: 3	Provides scheduled service without the requirement for ADA paratransit service Rank: 4	Significant cost savings compared to combination of fixed-route and paratransit service; costly to implement countywide Rank: 3	Route planning software and training may be needed Rank: 4	3.5	◑
Route deviation	Good fit for a community that is almost ready for fixed-route service Rank: 3	If limits are placed on number of deviations, can provide reasonably attractive travel times Rank: 4	Operating cost is primarily a function of service frequency; meets ADA requirements; costly to implement countywide Ranks: 3	Planning process needed for fixed-route component of service; difficult to implement on a countywide level Rank: 3	3.3	◑
C. Public-Private Strategies						
Employer shuttle	High level of support if associated with major job provider in the community Rank: 4	Provides "last mile" connection; requires regional transit center and major employment destination in close proximity Rank: 3	Usually requires major employer to cover part of operating cost Rank: 3	Simple routing can be very quickly implemented Rank: 4	3.5	◑
Subscription bus services	Sufficient number of commuters with similar commute needed; major employer support typically required; large employer population traveling from one residential center to one employment center may be suitable for lower-income commuters Rank: 3	Suited for recurring weekday trips of a sizable distance; offers a transit solution where a "guaranteed" number of riders is required Rank: 2	Usually requires major employer to cover much of operating cost Rank: 2	May require vehicle/contractor procurement; requires significant coordination with employers to sell seats on the bus Rank: 3	2.5	○
Vanpool	Sufficient number of commuters with similar commute needed Rank: 5	Well suited for recurring commute trips but less so for occasional or periodic trips Rank: 2	Costs shared by participants and a sponsoring agency Rank: 5	Vanpool programs already exist in the region; major employers are dispersed around county Rank: 5	4.3	●
D. Personal Strategies						
Carpool	Low cost, and builds community; most transit-dependent persons are unlikely to have access to a car Rank: 4	Can form quickly, but works best for daily commutes Rank: 3	Costs absorbed by the participants themselves Rank: 3	Ridematching programs already exist in the region; extensive marketing would be needed to smaller communities; consider how familiar with the concept low income/ older people and disabled may be Rank: 4	3.5	◑
Non-motorized alternatives	Community support for improved pedestrian environment and better access to transit facilities; Rank: 5	Serves needs for only short trips; will address some needs of people with limited mobility; assists low-income people by providing more options like bicycling, walking routes, etc. Rank: 4	Transportation options are low cost, to consumer, but in some cases, can require high capital costs to facilitate use of the mode Rank: 3	Facilitating non-motorized transportation is easy to implement; capital enhancements may take significant effort/time; federal and local funding available for needed improvements Rank: 4	4.0	●

Fort Worth

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Mobility Management Strategies						
Cost sharing/leveraging of funding	Community would likely be supportive of agencies sharing the costs of service and leveraging dollars better; jurisdictions not paying for services may resist Rank: 3	May allow for the expansion of existing services; may allow for expanded number of beneficiaries;	Relatively inexpensive to implement	Challenging to bring outer communities into Fort Worth transit service area; other cities will require significant coordination; concerns likely to exist about comingling dollars and accountability Rank: 2	3.3	◑
Joint procurement of vehicles, equipment and insurance	Procurement program already in place for FWTA Rank: 4	May allow for faster/easier purchase of vehicles and equipment to improve service quality; allows for umbrella insurance purchases	N/A	Unlikely that the FWTA will be able to procure for other agencies/providers Rank: 3	3.5	◑
Raise public awareness of transportation programs	Good overall availability of information already exists Rank: 4	Benefits significant numbers of existing and potential users; addresses unserved needs and unserved groups Rank: 4	Low overall cost per beneficiary Rank: 4	Fast implementation; can be expanded over time; maximizes coordination Rank: 4	4.0	●
Transportation voucher program/Fare reimbursement	Addresses unserved groups; works well in urban and suburban portions of Fort Worth where taxis are plentiful; allows for fare reimbursement for FWTA-provided bus trips	Flexible solution, but sometimes unpredictable level of service; marginal benefits for most of Fort Worth Rank: 2	Shared cost with users, and only pay for what you use approach	Implementation requires taxis/other transportation providers to be vetted and voucher process to be established; FWTA has experience working with taxis and unqiue fare arrangements	3.5	◑
Travel navigation/information and referral	Community values availability of information; personalized service for those who need it most; links people to community services; FWTA already offers this for trips within FWTA service area	Benefits existing and potential users; addresses unserved needs and unserved groups; has measurable benefits	Funding availability; low cost per beneficiary	Fast implementation with existing providers; can be expanded; sets the stage for more comprehensive coordination	4.3	●
Trip brokerage	Most needs for trips within FWTA service area already met Rank: 3	Marginal benefits for the majority of potential users within FWTA service area Rank: 3	Requires significant leveraging of resources; may be high cost associated with tools to broker services; modest cost per overall beneficiary	Can be complex to implement a comprehensive brokerage in a short time-frame; can be expanded over time Rank: 3	3.0	◑
Uniform service policies	Benefits MITS users who require services outside of Fort Worth Rank: 3	Provides benefits for Fort Worth residents traveling beyond service area Rank: 3	Very low cost; no changes to FWTA policies to allow for easier service transfers	May require policy changes at regional level Rank: 3	3.5	◑
Volunteer driver program/Driver reimbursement program	Serves non-ADA trips for people who require door-through-door access Rank: 3	Service frequency, availability can be limited; can support other programs Rank: 2	Mileage/driver reimbursement programs require some funding Rank: 4	Relatively fast implementation after background and insurance checks, but requires effective recruitment strategy Rank: 4	3.3	◑
B. Transit Strategies						
ADA/eligibility-based dial-a-ride	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	5.0	●*
Community shuttle (also includes potential for dialysis shuttle)	Well-understood lifeline service; Serve needs of seniors not easily met by regular transit service Rank: 4	Good solution for lifeline coverage, but lacks ability to serve daily commuters or more frequent trips; can be used off-peak for other social services Rank: 4	May help reduce demands of MITS service; per-trip and per-beneficiary costs can be low compared to dial-a-ride Rank: 5	Small operation can be implemented quickly; some planning needed to determine level of service for each community Rank: 4	4.3	●
Express bus/park & ride service	Requires a relatively large number of commuters with similar commuting patterns Rank: 3	Well suited for regional and commute trips for people with cars, but not for local service trips Rank: 1	Relatively high capital and operating costs due to vehicle type, trip lengths, and need for supporting infrastructure (park & ride lots) Rank: 2	Vehicle acquisition and facilities construction or leasing can slow implementation; some facilities already exist in Fort Worth Rank: 3	2.3	○
Feeder/connector service to fixed routes/TRE	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	Can be implemented quickly; some planning needed to determine appropriate service design Rank: 3	5.0	●*
General public dial-a-ride	General public sometimes unwilling to reserve service in advance Rank: 3	Difficult to operate productively in urban area Rank: 2	Too costly to operate for most of FWTA service area Rank: 2	Fixed route service could be replaced by dial-a-ride in some areas Rank: 3	2.5	○
Limited-stop bus service	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	5.0	●*

Fort Worth

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Neighborhood express bus service	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	5.0	●
Point deviation service	Flexible enough to attract wide range of users, but schedule tends to be slow Rank: 3	Provides scheduled service without the requirement for ADA paratransit service Rank: 4	Significant cost savings compared to combination of fixed-route and paratransit service Rank: 4	Route planning software and training may be needed; may be difficult to implement in Fort Worth due to higher densities Rank: 3	3.5	◑
Route deviation	Good fit for a community that is almost ready for fixed-route service Rank: 3	If limits are placed on number of deviations, can provide reasonably attractive travel times Rank: 4	Operating cost is primarily a function of service frequency; meets ADA requirements Ranks: 4	Planning process needed for fixed-route component of service; may be difficult to implement in Fort Worth due to higher densities Rank: 3	3.5	◑
C. Public-Private Strategies						
Employer shuttle	High level of support if associated with major job provider in the community Rank: 4	Provides "last mile" connection; requires regional transit center and major employment destination in close proximity Rank: 3	Usually requires major employer to cover part of operating cost Rank: 3	Simple routing can be very quickly implemented Rank: 4	3.5	◑
Subscription bus services	Sufficient number of commuters with similar commute needed; major employer support typically required; large employer population traveling from one residential center to one employment center may be suitable for lower-income commuters Rank: 3	Suited for recurring weekday trips of a sizable distance; offers a transit solution where a "guaranteed" number of riders is required; may be appropriate for service to the Alliance area Rank: 3	Usually requires major employer to cover much of operating cost; feasible if serves major employment concentrations Rank: 3	May require vehicle/contractor procurement; requires significant coordination with employers to sell seats on the bus; previous efforts have been unsuccessful with Alliance employers Rank: 2	2.8	○
Vanpool	Sufficient number of commuters with similar commute needed, primarily to locations outside of Fort Worth Rank: 4	Well suited for recurring commute trips but less so for occasional or periodic trips; successful program in place now Rank: 3	Costs shared by participants and a sponsoring agency Rank: 5	Vanpool programs already exist in the region; difficult to optimize for trips specifically within FWTA service area Rank: 4	4.0	●
D. Personal Strategies						
Carpool	Low cost, and builds community; transit-dependent persons may not have access to car Rank: 3	Can form quickly, but works best for daily commutes; high number of employees in central Fort Worth Rank: 4	Costs absorbed by the participants themselves Rank: 5	Ridematching programs already exist in the region Rank: 5	4.3	●
Non-motorized alternatives	Community support for improved pedestrian environment and better access to transit facilities; higher levels of support for better access to existing bus stops and accessible bus stops; groups like MITSAC are strong advocates	Serves needs for only short trips in some portions of Fort Worth; will not address the needs of people with limited mobility making longer trips	Transportation options are low cost to consumer, but in some cases, can require high capital costs; sidewalks and bus stop enhancements within dense portions of Fort Worth can be covered by an array of funding sources Rank: 4	Facilitating non-motorized transportation is easy to implement; capital enhancements may take significant effort/time Rank: 3	4.0	●

Arlington-Grand Prairie

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Mobility Management Strategies						
Cost sharing/leveraging of funding	Community would likely be supportive of agencies sharing the costs of service and leveraging dollars better; jurisdictions not paying for services may resist Rank: 3	May allow for the expansion of existing services; may allow for expanded number of beneficiaries; Rank: 4	Relatively inexpensive to implement Rank: 4	Challenging to secure agreement from agencies/entities that have already been receiving service without having to make any contributions; concerns likely to exist about comingling dollars and accountability Rank: 2	3.3	◑
Joint procurement of vehicles, equipment and insurance	Moderate support from community; government accountability will be appreciated Rank: 3	May allow for faster/easier purchase of vehicles and equipment to improve service quality; allows for umbrella insurance purchases Rank: 3	Cost savings and likely reduced resources to procure through joint process Rank: 4	Fast implementation with NCTCOG oversight Rank: 4	3.5	◑
Raise public awareness of transportation programs	Community values availability of information; highly rated on survey Rank: 4	Benefits significant numbers of existing and potential users; addresses unserved needs and unserved groups Rank: 5	Low overall cost per beneficiary; existing programs cannot meet demand now and require more funding Rank: 3	Fast implementation; can be expanded over time; maximizes coordination Rank: 4	4.0	●
Transportation voucher program/Fare reimbursement	Addresses unserved groups; works well in urban and suburban portions of Tarrant County where taxis are plentiful Rank: 4	Flexible solution, but sometimes unpredictable level of service; helps low-income users and offers alternative where no service exists Rank: 5	Shared cost with users, and only pay for what you use approach; provides cost savings by reducing impacts on Handitran and Grand Connection Rank: 5	Implementation requires taxis/other transportation providers to be vetted and voucher process to be established Rank: 4	4.5	●
Travel navigation/information and referral	Community values availability of information; personalized service for those who need it most; links people to community services Rank: 4	Benefits existing and potential users; addresses unserved needs and unserved groups; has measurable benefits Rank: 5	Funding availability; low cost per beneficiary Rank: 5	Fast implementation with existing providers; can be expanded; sets the stage for more comprehensive coordination Rank: 4	4.5	●
Trip brokerage	Strong strategy to serve needs of those without other options; highest level of support from agencies Rank: 4	Serve diversity of groups; high number of potential measurable benefits; can be expanded Rank: 4	Requires significant leveraging of resources; may be high cost associated with tools to broker services; modest cost per overall beneficiary Rank: 3	Can be complex to implement a comprehensive brokerage in a short time-frame; can be expanded over time Rank: 2	3.3	◑
Uniform service policies	Facilitates access for unserved groups; establishes agreed-upon parameters for users Rank: 4	May reduce service duplication with consistent policies; facilitates transfers Rank: 3	Very low cost Rank: 5	May require policy changes at local level; easy to structure at regional level Rank: 4	4.0	●
Volunteer driver program/Driver reimbursement program	Requires available pool of volunteers or individuals must ask others to drive them for driver reimbursement program; serves people with greatest needs Rank: 4	Service frequency, availability can be limited; can support other programs Rank: 3	Mileage/driver reimbursement programs require some funding Rank: 4	Relatively fast implementation after background and insurance checks, but requires effective recruitment strategy Rank: 4	3.5	◑
B. Transit Strategies						
ADA/eligibility-based dial-a-ride	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	N/A Already exists Rank: 5	5.0	●
Community shuttle (also includes potential for dialysis shuttle)	Well-understood lifeline service Rank: 4	Good solution for lifeline coverage, but lacks ability to serve daily commuters or more frequent trips Rank: 3	Costs can be shared by several communities that receive service on alternating days; per-trip and per-beneficiary costs can be low compared to dial-a-ride Rank: 5	Small operation can be implemented quickly; some planning needed to determine level of service for each community Rank: 4	4.0	●
Express bus/park & ride service	Requires a relatively large number of commuters with similar commuting patterns Rank: 3	Well suited for regional and commute trips for people with cars traveling to jobs in Arlington and Grand Prairie Rank: 3	Relatively high capital and operating costs due to vehicle type, trip lengths, and need for supporting infrastructure (park & ride lots) Rank: 2	Vehicle acquisition and facilities construction or leasing can slow implementation Rank: 2	2.5	○
Feeder/connector service to fixed routes/TRE	Can take on the most appropriate form for a community (fixed-route, demand-responsive, etc.) Rank: 4	Depends on access to an existing regional transit network; some service already exists for specific population groups only Rank: 4	Operating costs depend on distance to regional transit center Rank: 3	Can be implemented quickly; some planning needed to determine appropriate service design; requires coordination with DART and/or the FWTA Rank: 3	3.5	◑
General public dial-a-ride	General public sometimes unwilling to reserve service in advance; difficult to serve acute needs versus general public preferences Rank: 3	Ability to serve a large geographic area with small fleet Rank: 5	Lower cost than fixed-route as one vehicle can cover large service area Rank: 4	May require ride-matching software training; no eligibility list needed Rank: 4	4.0	●

Arlington-Grand Prairie

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Limited-stop bus service	Broader ridership base than Express Bus service by serving multiple regional destinations Rank: 5	Connects a community to regional hubs and destinations, but connecting services needed for local circulation Rank: 4	Usually serves transit centers and includes all-day service; may require somewhat high operating and capital costs; smaller geographic area decreases costs Rank: 3	May require facilities construction; planning process needed to coordinate service with various connecting services Rank: 3	3.8	◑
Neighborhood express bus service	Community support tied to success; effective in denser communities with arterials that can easily be served by transit; fixed-route service in Arlington identified as high priority by stakeholders and persons surveyed; allows for regional linkages Rank: 5	Pedestrian environment may not be ideal to support access in a suburban environment; high number of beneficiaries in older neighborhoods, major job centers; large number of low-income beneficiaries Rank: 4	No funding support for local fixed routes in Arlington and Grand Prairie; potential for Federal and State money with local match Rank: 3	Planning process may be time-consuming; can be expanded over time; likely to be sustainable over long term based on densities and trip patterns Rank: 4	4.0	●
Point deviation service	Flexible enough to attract wide range of users, but schedule tends to be slow Rank: 4	Provides scheduled service without the requirement for ADA paratransit service Rank: 4	Significant cost savings compared to combination of fixed-route and paratransit service Rank: 4	Route planning software and training may be needed Rank: 4	4.0	●
Route deviation	Good fit for a community that is almost ready for fixed-route service Rank: 4	If limits are placed on number of deviations, can provide reasonably attractive travel times Rank: 4	Operating cost is primarily a function of service frequency; meets ADA requirements Ranks: 4	Planning process needed for fixed-route component of service Rank: 4	4.0	●
C. Public-Private Strategies						
Employer shuttle	High level of support if associated with major job provider in the community Rank: 4	Provides "last mile" connection; requires regional transit center and major employment destination in close proximity Rank: 4	Usually requires major employer to cover part of operating cost Rank: 3	Simple routing can be very quickly implemented Rank: 4	3.8	◑
Subscription bus services	Sufficient number of commuters with similar commute needed; major employer support typically required; large employer population traveling from one residential center to one employment center may be suitable for lower-income commuters; good option when no other service exists Rank: 4	Suited for recurring weekday trips of a sizable distance; offers a transit solution where a "guaranteed" number of riders is required; may be appropriate for service to the Alliance area Rank: 3	Usually requires major employer to cover much of operating cost; feasible if serves major employment concentrations Rank: 3	May require vehicle/contractor procurement; requires significant coordination with employers to sell seats on the bus; Rank: 3	3.3	◑
Vanpool	Sufficient number of commuters with similar commute needed, primarily to job locations in Arlington Rank: 5	Well suited for recurring commute trips but less so for occasional or periodic trips; serves more regional than local trips Rank: 2	Costs shared by participants and a sponsoring agency Rank: 5	Vanpool programs already exist in the region Rank: 5	4.3	●
D. Personal Strategies						
Carpool	Low cost, and builds community; transit-deoendent persons may not have access to a car Rank: 3	Can form quickly, but works best for daily commutes Rank: 3	Costs absorbed by the participants themselves Rank: 5	Ridematching programs already exist in the region Rank: 5	4.0	●
Non-motorized alternatives	Community support for improved pedestrian environment and better access to transit facilities; Rank: 5	Serves needs for only short trips; will not address the needs of people with limited mobility Rank: 3	Transportation options are low cost, to consumer, but in some cases, can require high capital costs to facilitate use of the mode; costly to improve accessibility in cities that have not been built for transit access Rank: 3	Facilitating non-motorized transportation is easy to implement; capital enhancements may take significant effort/time Rank: 3	3.5	◑

Remainder of Tarrant

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Mobility Management Strategies						
Cost sharing/leveraging of funding	Community would likely be supportive of agencies sharing the costs of service and leveraging dollars better; jurisdictions not paying for services may resist Rank: 3	May allow for the expansion of existing services; may allow for expanded number of beneficiaries; Rank: 4	Relatively inexpensive to implement Rank: 4	Challenging to secure agreement from agencies/entities that have already been receiving service without having to make any contributions; concerns likely to exist about comingling dollars and accountability Rank: 2	3.3	◑
Joint procurement of vehicles, equipment and insurance	Moderate support from community; government accountability will be appreciated Rank: 3	May allow for faster/easier purchase of vehicles and equipment to improve service quality; allows for umbrella insurance purchases Rank: 3	Cost savings and likely reduced resources to procure through joint process Rank: 4	Fast implementation with NCTCOG oversight Rank: 4	3.5	◑
Raise public awareness of transportation programs	Community values availability of information; highly rated on survey Rank: 4	Benefits significant numbers of existing and potential users; addresses unserved needs and unserved groups Rank: 5	Low overall cost per beneficiary Rank: 4	Fast implementation; can be expanded over time; maximizes coordination Rank: 4	4.3	●
Transportation voucher program/Fare reimbursement	Addresses unserved groups; works well in urban and suburban portions of Tarrant County where taxis are plentiful; works well in small towns with taxis Rank: 4	Flexible solution, but sometimes unpredictable level of service Rank: 4	Shared cost with users, and only pay for what you use approach Rank: 4	Implementation requires taxis/other transportation providers to be vetted and voucher process to be established; incentives may be required to establish taxis in small communities Rank: 3	3.8	◑
Travel navigation/information and referral	Community values availability of information; personalized service for those who need it most; links people to community services Rank: 4	Benefits existing and potential users; addresses unserved needs and unserved groups; has measurable benefits Rank: 5	Funding availability; low cost per beneficiary Rank: 5	Fast implementation with existing providers; can be expanded; sets the stage for more comprehensive coordination Rank: 4	4.5	●
Trip brokerage	Strong strategy to serve needs of those without other options; highest level of support from agencies Rank: 4	Serve diversity of groups; high number of potential measurable benefits; can be expanded Rank: 4	Requires significant leveraging of resources; may be high cost associated with tools to broker services; small communities may pay into brokerage; modest cost per overall beneficiary Rank: 3	Can be complex to implement a comprehensive brokerage in a short time-frame; can be expanded over time Rank: 3	3.3	◑
Uniform service policies	Facilitates access for unserved groups; establishes agreed-upon parameters for users Rank: 4	May reduce service duplication with consistent policies; facilitates transfers Rank: 3	Very low cost Rank: 5	May require policy changes at local level; easy to structure at regional level Rank: 4	4.0	●
Volunteer driver program/Driver reimbursement program	Requires available pool of volunteers or individuals must ask others to drive them for driver reimbursement program; serves people with greatest needs Rank: 4	Service frequency, availability can be limited; can support other programs Rank: 2	Mileage/driver reimbursement programs require some funding Rank: 4	Relatively fast implementation after background and insurance checks, but requires effective recruitment strategy; already exists in many small communities and can be expanded Rank: 4	3.5	◑
B. Transit Strategies						
ADA/eligibility-based dial-a-ride	Well-understood community service; has been identified as a key need among seniors Rank: 4	Serves relatively small number of residents, but with few other options Rank: 4	Requires fleet; State and Federal funding assistance available Rank: 4	May require ride-matching software training; eligibility list must be established Rank: 4	4.0	●
Community shuttle (also includes potential for dialysis shuttle)	Well-understood lifeline service Rank: 5	Good solution for lifeline coverage, but lacks ability to serve daily commuters or more frequent trips; can serve multiple needs in small communities Rank: 4	Costs can be shared by several communities that receive service on alternating days; per-trip and per-beneficiary costs can be low compared to dial-a-ride Rank: 5	Small operation can be implemented quickly; some planning needed to determine level of service for each community; funding needed from small cities may be harder to attain	4.3	●
Express bus/park & ride service	Requires a relatively large number of commuters with similar commuting patterns Rank: 2	Well suited for regional and commute trips for people with cars, but not for local service trips Rank: 1	Relatively high capital and operating costs due to vehicle type, trip lengths, and need for supporting infrastructure (park & ride lots); demand may not merit costs Rank: 1	Vehicle acquisition and facilities construction or leasing can slow implementation Rank: 3	2.0	○
Feeder/connector service to fixed routes/TRE	Can take on the most appropriate form for a community (fixed-route, demand-responsive, etc.) Rank: 4	Depends on access to an existing regional transit network Rank: 3	Operating costs depend on distance to regional transit center Rank: 3	Can be implemented quickly; some planning needed to determine appropriate service design Rank: 3	3.3	◑
General public dial-a-ride	General public sometimes unwilling to reserve service in advance Rank: 3	Ability to serve a large geographic area with small fleet Rank: 4	Lower cost than fixed-route as one vehicle can cover large service area; costly and difficult for small cities to contribute Rank: 4	May require ride-matching software training; no eligibility list needed Rank: 4	3.8	◑

Remainder of Tarrant

SERVICE ALTERNATIVES	COMMUNITY	TRANSPORTATION BENEFITS	FINANCIAL	IMPLEMENTATION	Average	Symbol
Limited-stop bus service	Broader ridership base than Express Bus service by serving multiple regional destinations Rank: 4	Connects a community to regional hubs and destinations, but connecting services needed for local circulation Rank: 3	Usually serves transit centers and includes all-day service; may require somewhat high operating and capital costs Rank: 2	May require facilities construction; planning process needed to coordinate service with various connecting services Rank: 3	3.0	◐
Neighborhood express bus service	Community support tied to success; effective in denser communities with arterials that can easily be served by transit	Pedestrian environment may not be ideal to support access in a rural or suburban environment; serves transit dependent persons within the communities and connects them to neighboring cities	ADA complementary paratransit requirement would increase cost; potential for Federal and State money with local match	Planning process may be time-consuming; can be expanded over time; likely to be sustainable over long term based on densities and trip patterns	3.3	◐
Point deviation service	Flexible enough to attract wide range of users, but schedule tends to be slow Rank: 4	Provides scheduled service without the requirement for ADA paratransit service Rank: 4	Significant cost savings compared to combination of fixed-route and paratransit service Rank: 4	Route planning software and training may be needed Rank: 4	4.0	●
Route deviation	Good fit for a community that is almost ready for fixed-route service; will apply to many smaller cities in Tarrant County Rank: 4	If limits are placed on number of deviations, can provide reasonably attractive travel times Rank: 4	Operating cost is primarily a function of service frequency; meets ADA requirements Ranks: 4	Planning process needed for fixed-route component of service Rank: 4	4.0	●
C. Public-Private Strategies						
Employer shuttle	High level of support if associated with major job provider in the community Rank: 4	Provides "last mile" connection; requires regional transit center and major employment destination in close proximity Rank: 2	Usually requires major employer to cover part of operating cost Rank: 3	Simple routing can be very quickly implemented Rank: 4	3.5	◐
Subscription bus services	Sufficient number of commuters with similar commute needed; major employer support typically required; large employer population traveling from one residential center to one employment center may be suitable for lower-income commuters Rank: 3	Suited for recurring weekday trips of a sizable distance; offers a transit solution where a "guaranteed" number of riders is required Rank: 2	Usually requires major employer to cover much of operating cost Rank: 2	May require vehicle/contractor procurement; requires significant coordination with employers to sell seats on the bus Rank: 3	2.5	○
Vanpool	Sufficient number of commuters with similar commute needed Rank: 5	Well suited for recurring commute trips but less so for occasional or periodic trips Rank: 2	Costs shared by participants and a sponsoring agency Rank: 5	Vanpool programs already exist in the region; efforts will be needed to make vanpools significant in smaller cities Rank: 4	4.0	●
D. Personal Strategies						
Carpool	Low cost, and builds community; does not meet needs of transit-dependent persons Rank: 3	Can form quickly, but works best for daily commutes Rank: 3	Costs absorbed by the participants themselves; may not be affordable for all residents Rank: 4	Ridematching programs already exist in the region Rank: 5	3.8	◐
Non-motorized alternatives	Community support for improved pedestrian environment and better access to transit facilities; Rank: 5	Serves needs for only short trips; will not address the needs of people with limited mobility Rank: 3	Transportation options are low cost, to consumer, but in some cases, can require high capital costs to facilitate use of the mode Rank: 3	Facilitating non-motorized transportation is easy to implement; capital enhancements may take significant effort/time Rank: 3	3.5	◐