

North Front Range Metropolitan Planning Organization



Coordinated Public Transit/Human Services Transportation Plan

Final - July 2007

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Chapter 1. Introduction

Purpose

This study will result in a Coordinated Public Transit/Human Services Transportation Plan for the North Front Range Metropolitan Planning Organization. The planning process provides an opportunity and an impetus for the region to make decisions about the next steps in coordinating these transportation services. It also will result in setting priorities for specialized transportation service projects and for transportation services oriented to serving low income employment trips. The resulting document will be a strategic five-year plan for coordinating services and will meet the Federal requirements for a Coordination Plan for the region.

At the federal level there is an increased recognition of how many federal programs fund transportation services and the importance of coordinating a wide range of transportation resources as a means of creating strong and viable transportation networks in communities for all riders. The federal government currently is drafting regulations defining the structure for coordination plans, so the North Front Range Coordination Plan is based upon the proposed regulations for FTA Section 5310, 5316, and 5317 programs as described in the September 6, 2006 Federal Register. These guidelines define a coordination plan as one that

- “Identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited incomes,
- Provides strategies for meeting those local needs, and
- Prioritizes transportation services for funding and implementation.”

The proposed regulations encourage coordination and remind recipients of Federal Transit Administration grants that they need to provide for coordination with Federal human service programs that provide support for transportation services. A specific requirement for a coordination plan is identified for three programs:

- FTA Section 5310 – Transportation for Individuals who are Elderly and Individuals with Disabilities
- FTA Section 5316 – Job Access Reverse Commute Program
- FTA Section 5317 – New Freedoms Program

In addition, the regulations require that a decision be made as to which entity will be the designated recipient of 5316 and 5317 funding, carrying-out the responsibilities of the coordination plan.

This document describes the planning process and coordination activities for the North Front Range Metropolitan Planning Organization. It is an initial step in addressing the human service transportation and public transit coordination in Larimer and Weld counties. It also identifies criteria for projects that may be considered for transit funding through Federal Transit Administration programs and local funding sources. Additionally, the process of preparing this plan will assist the region in building, at the local level, the capacity to coordinate other programs.

Historical Perspective

Comprehensive bus and trolley networks were big business in the first half of the twentieth century, the most common way of traveling in cities. After World War II, the automobile became the predominant mode of transportation in the United States. Trolley and bus systems went into a decline as ridership declined, costs rose, and services were reduced. It was no longer a profitable business in most areas. Trolley tracks were paved over as operations were shut down. By the 1960s, many private bus operations had ceased, either shut down completely or taken over by local governments. Public transit services were, in many areas, quite limited. At a Federal level, the “Urban Mass Transit Act” was passed in 1964 to provide financial support for continuing transit services.

Given such limited public transportation services, most agencies running human service programs found that clients were unable to find transportation services. The accepted practice was to provide targeted transportation funding as part of each program, generally designed to meet the specific needs of each program. In some cases, agencies operate direct services for their clientele. In other cases, the program may provide vouchers for gas or automobile repairs, or provide bus tickets or passes.



As transportation networks have matured over time, a wide range of transportation programs and services have evolved, each with different eligibility requirements.

Some communities, regions, and states have been able to coordinate efforts that blend funds to provide a comprehensive network of services. Where this has been done, the overall costs are lower and service levels are higher than with independent programs. In recognition of these efficiencies, the Federal government has a major effort under way to promote coordination. It will require changing regulations at both the Federal and State levels to be supportive of coordination. It also will require localities to work together to provide services that meet the needs of many human service programs.

Planning Process

The Coordinated Public Transit/Human Services Transportation Plan covers the Metropolitan Planning Organization boundaries as illustrated in Figure 1-1. This includes both the small urbanized area of Greeley and the larger Fort Collins / Loveland / Berthoud Transportation Management Area. This region has unique characteristics that impact the coordination planning process and report format.

This project has begun with an assumption that coordination activities will be different in each county and that each county will have a separate local coordinating council. The local coordinating council would be responsible for establishing the local process for coordinating public transit/human service transportation, (including standards and evaluation criteria).

The Greeley urbanized area and the Fort Collins/Loveland/Berthoud Transportation Management Area are communities with quite different characteristics. This is reflected in the population, demographic characteristics, the structure for delivering human services, and transit service characteristics, as described in chapters two and three of this report. The providers in Larimer County and those in Weld County will need to work together with human service agencies in each county to coordinate services. In Colorado the counties are given responsibility for administering many human service programs. So, any effort to coordinate must address the entire county in order to meet the needs of these human service programs.

A single coordination plan has been prepared, but the needs of Larimer and Weld counties are addressed separately to reflect the unique needs and characteristics of each county. It also is important to address service needs across county boundaries because of the geography, location of services, and travel patterns. Formal responsibility for meeting the coordination plan requirements for the rural portions of each county remains the responsibility of CDOT.

An important objective of this planning process is to develop human service councils in each county to begin the conversation about coordination of transportation services. The transit side of the equation will be provided through the members of the Transit Advisory Group, a standing MPO committee. Once a foundation has been established with human service organizations, the MPO will bring them together with the transit providers in each county with the end result being a local coordinating council in each county.

A list of human service agencies and transit providers participating in this effort is included in Appendix A. A description of the public process and notes from the meetings held to initiate coordination efforts and develop this plan are included as Appendix C.

Boundaries and their Impacts

Political and planning boundaries affect the way in which decisions are made: who is responsible for what area and how services are delivered. There are four sets of boundaries that impact both transit planning and coordination of transit services in the region.

- **Political Jurisdiction**

The county, city and town boundaries within the MPO are identified in Figure 1-1. Larimer County has relatively few incorporated cities and towns. Weld County has many small towns, although most are in rural Weld County and outside the MPO boundary.

- **Urbanized Areas**

The urbanized area boundaries are determined by the US Census Division, based on factors such as population density. These boundaries are critical in transportation funding.

- **Colorado Transportation Planning Regions**

The State of Colorado has split the two counties into two transportation planning regions: the North Front Range, basically covering the urbanized portion. The rest of Larimer and Weld counties are in the Upper Front Range transportation planning region, along with Morgan County.

- **Metropolitan Planning Organization**

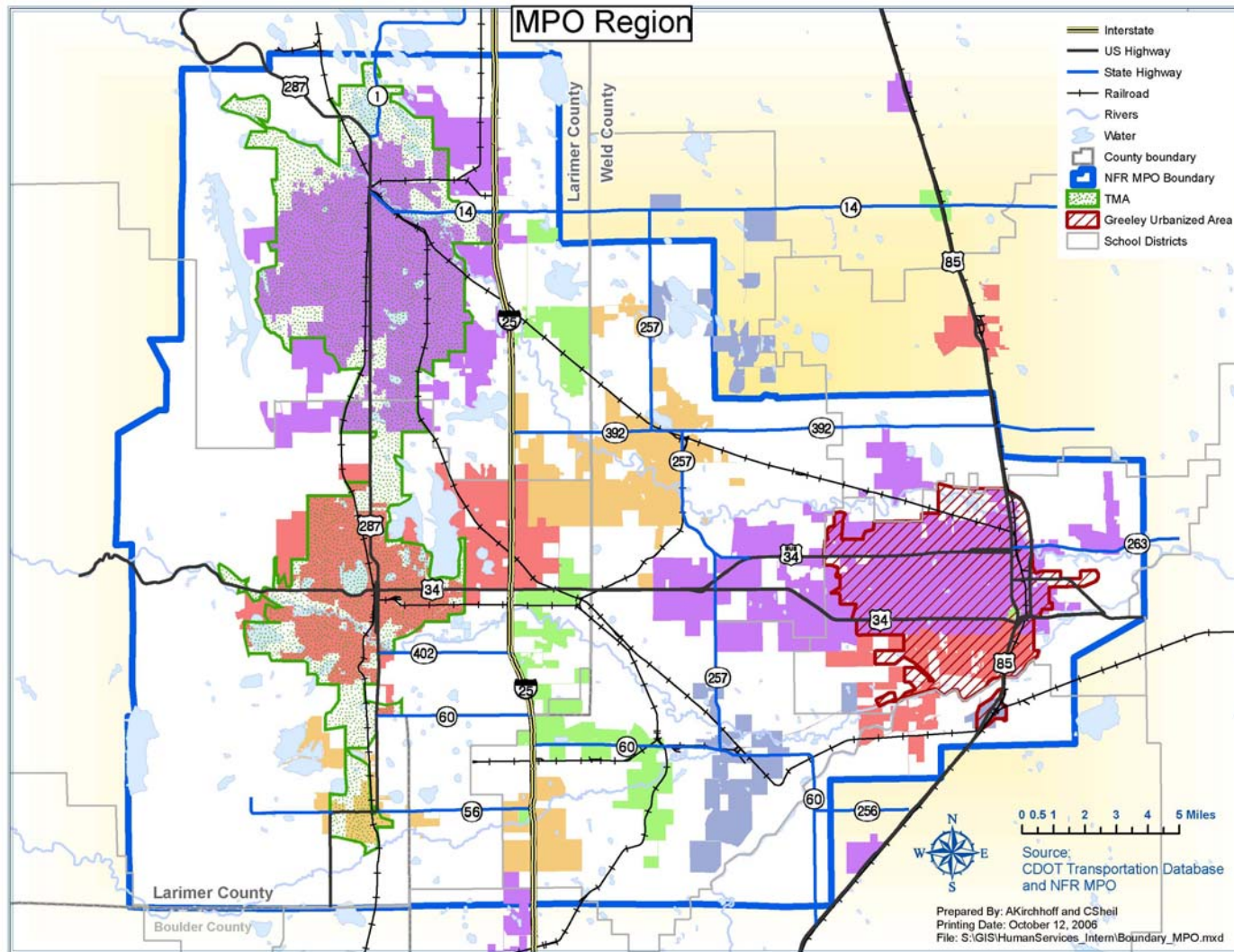
The Metropolitan Planning Organization (MPO) is designated for transportation planning in urbanized areas over 50,000. MPO's also have larger modeling boundaries. These modeling boundaries include areas where the population is anticipated to grow over the next 20 years.

The most obvious impact of these many boundaries is confusion. It is often not clear who has responsibility for deciding what services will be provided, how projects will be selected and how they will be administered. It is difficult to keep straight who is eligible for what services and funding, and it is time-consuming to track the information required to document that funds are being used correctly.

Colorado relies upon local entities to provide matching funds for federal transit dollars, so there also is a reasonable concern that each community's dollars be spent within each community. In an area like the North Front Range, residents often need to cross jurisdictional lines to obtain services. While most communities are willing to pay the local matching funds for trips made by its residents to other localities, this funding situation discourages them from carrying people from other jurisdictions on their vehicles.

Different regulations apply to each urbanized area because of the difference in their size. As a large urbanized area, the Fort Collins/Loveland/Berthoud TMA receives New Freedom and Job Access funds directly from the Federal Transit Administration and is responsible for a variety of program management activities. The Greeley area, as a small urbanized area, and the rural portions of Larimer and Weld County, will apply to the

Figure 1-1: MPO Boundary



State for these funds, since the Colorado Department of Transportation (CDOT) is responsible for project management in these areas.

Report Organization and Contents

This report describes the characteristics of the region in Chapter 2 and documents the structures used for the delivery of human services and transit services, as well as the level of transportation services provided in Chapter 3. Chapter 4 continues with an assessment of needs and identifies basic issues to consider as the region moves forward with coordination. Chapter 5 discusses the planning and program management issues for the Federal Transit Administration programs. In Chapter 6, strategies and actions for increasing coordination and mobility are identified.

Many chapters are divided into two sections, with one for each county, since the needs, structure of services, planning requirements, and actions to improve mobility are significantly different in Larimer and Weld Counties.

Chapter 2. Socio-Economic Characteristics

Introduction

This chapter will describe the demographic characteristics of the population which affect the travel patterns and who needs service between what points.

Demographic Characteristics

Seniors

Both Larimer and Weld counties have significant populations of people who are elderly. More of these individuals reside in urban areas, but many rural areas have relatively high concentrations of seniors. The number and percent of individuals who are aged 65 and over are listed in Table 2-1. Several communities in Larimer County continue to attract a large number of retirees and in the future the region will have to address the travel needs of an increasing number of seniors. In Weld County, there are rural communities with a relatively high percentage of elderly, many of whom need to travel into Greeley for services. Figure 2-1 illustrates the density of population aged 65 and over.

Zero Auto Households

Figure 2-2 illustrates the zero-auto households in the MPO region. While they are concentrated in the larger cities, there are a number of zero-auto households in most communities and in the areas surrounding the cities and towns.

**Table 2-1:
Elderly Population in 2000**

Geography	65 years and over	% over 65 years
Larimer County	24,037	9.6%
Berthoud	417	8.6%
Campion	153	8.4%
Estes Park	1,118	20.7%
Fort Collins	9,330	7.9%
Laporte CDP*	225	8.4%
Loveland	6,324	12.5%
Red Feather Lakes CDP*	131	25.0%
Timnath	16	7.2%
Wellington	135	5.1%
Rest of County, estimated	4,509	1.8%
Weld County	16,240	9.0%
Ault	171	11.9%
Dacono	280	9.3%
Eaton	344	12.8%
Erie	219	3.5%
Evans	587	6.2%
Firestone	88	4.6%
Fort Lupton	449	6.6%
Frederick	122	4.9%
Garden City	24	6.7%
Gilcrest	65	5.6%
Greeley	7,811	10.2%
Grover	31	20.3%
Hudson	76	4.9%
Johnstown	287	7.5%
Keenesburg	100	11.7%
Kersey	114	8.2%
La Salle	192	10.4%
Lochbuie	157	7.7%
Mead	87	4.3%
Milliken	157	5.4%
Nunn	55	11.7%
Pierce	97	11.0%
Platteville	153	6.5%
New Raymer	17	185.7%
Severance	20	3.4%
Windsor	768	7.8%
Rest of County, estimated	3,769	10.1%
* Census Designated Place		

Figure 2-1: Density of Population Age 65 and Older

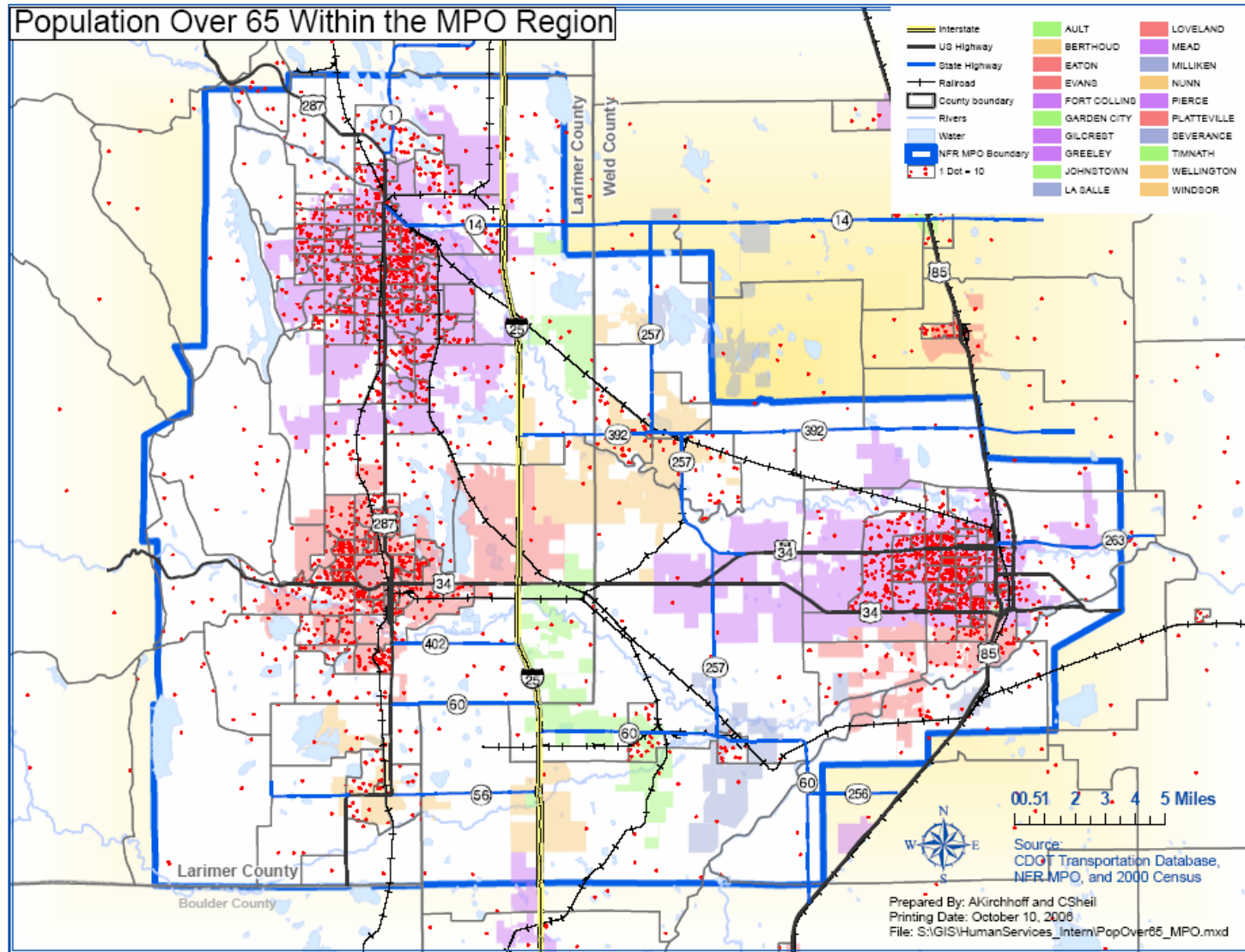
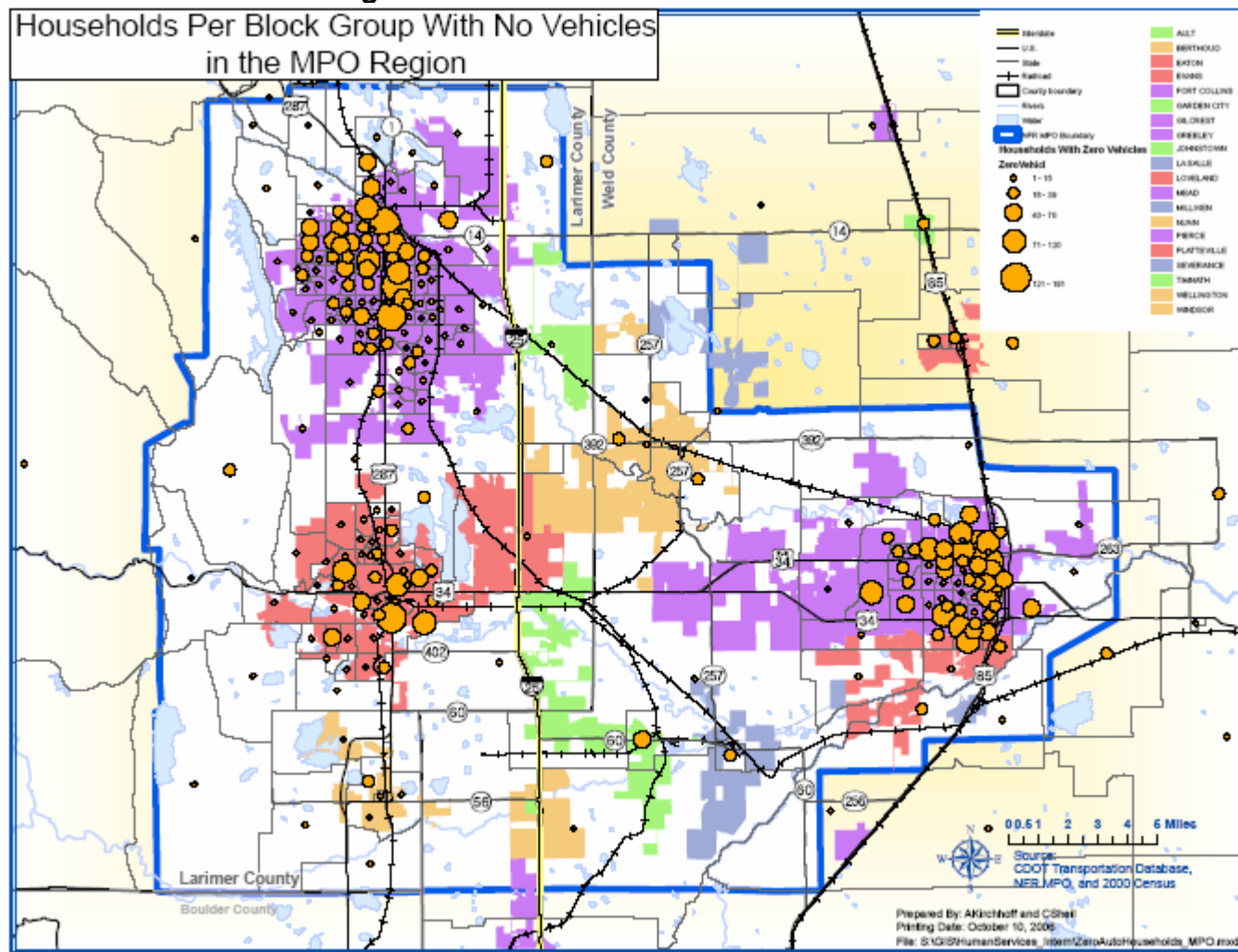


Figure 2-2: Households with Zero Vehicles



Population with Disabilities

Table 2-2 lists the population with disabilities in the two-county area, as reported in the 2000 Census. These rates compare to the Colorado average of 14.9% and the national average of 19.3%.

The overall rates of disabilities are lower than the national average but higher than the Colorado average. Disability rates track closely with aging, as the older an individual is the more likely the person has a disability. While Colorado is younger than the nation as a whole, both Larimer and Weld counties have significant populations of people who are over age 65, particularly in the rural communities.

Finally, these numbers reflect all individuals reporting one or more types of disabilities. In 2000 the Census requested that people identify if they had any of six types of disabilities:

- Sensory
- Physical
- Mental
- Self-care
- Disabilities affecting their ability to go outside the home
- Employment disabilities.

It is common for individuals to have more than one type of disability. Often transit services carry people with several types of disabilities.

Table 2-2: Population with Disabilities in 2000

Geography	Population with a Disability	% with a Disability
Larimer County	31,107	13.3%
Berthoud	795	17.4%
Campion	303	18.3%
Estes Park	738	14.8%
Fort Collins	12,727	11.5%
Laporte CDP	469	18.1%
Loveland	7258	15.5%
Red Feather Lakes CDP	146	33.0%
Timnath	19	9.6%
Wellington	379	15.5%
Rest of County, estimated	8,576	13.8%
Weld County	29,497	17.9%
Ault	296	22.2%
Dacono	576	20.5%
Eaton	418	16.6%
Erie	591	10.3%
Evans	2,024	24.1%
Firestone	248	14.9%
Fort Lupton	1,490	22.8%
Frederick	298	12.9%
Garden City	107	33.1%
Gilcrest	259	24.1%
Greeley	13,075	18.7%
Grover	48	39.3%
Hudson	256	18.3%
Johnstown	591	17.6%
Keenesburg	123	16.3%
Kersey	202	16.4%
La Salle	315	17.9%
Lochbuie	425	22.1%
Mead	141	7.6%
Milliken	395	15.2%
Nunn	67	15.0%
Pierce	176	21.5%
Platteville	377	17.6%
New Raymer	18	16.4%
Severance	54	9.7%
Windsor	928	10.2%
Rest of County, estimated	6,926	15.9%
* Census Designated Place		

Low Income Population

The low-income population often mirrors the population with no automobiles, and is frequently individuals who are dependent upon public transit. Several human service programs (such as Temporary Assistance to Needy Families, Food Stamps, and Medicaid) are geared to individuals with low-incomes.

There are a variety of measures of income and Figure 2-3 illustrates the per capita income in the region. Some areas, such as the area east of Fort Collins, near I-25 and around Evans show up as having relatively low incomes but do not have many households without autos. These are also areas where limited or no transit service is available.

Youth

The Healthier Communities Coalition of Larimer County – a nonprofit coalition focused on addressing the needs of children and youth within Larimer County’s communities – convened a group of stakeholders concerned that all youth have access to safe places when not in school. The group has an objective of identifying ways to increase participation in structured and supervised programs because research shows that such participation results in more positive social and academic outcomes. Within their larger charge, the group has investigated the need for improved access to after school programs. An initial survey was done in the City of Fort Collins with the hope that it would serve as a model for other communities in Larimer County.

The survey in Fort Collins showed that about 45% of total respondents said they would have their children utilize an after school youth transportation program, and that they would be most comfortable with a school bus system. Eighty percent (80%) of respondents for whom transportation prohibits attendance indicate that they would use a youth transportation system, as opposed to only 34% of respondents without transportation challenges.

The two zip codes reporting the highest level of transportation needs were 80521 (west of Mason, between Cache la Poudre River and Prospect Ave.) and 80524 (east of Mason and north of Prospect, almost to Wellington). The 80521 area has good public transit while the 80524 area has limited services. A public transit system that covers a broad part of the community and is geared to serving many types of trips would provide more mobility options for the youth.

Transit Services

Figure 2-4 illustrates the areas served by public transit in the region. Fixed routes and paratransit service areas are illustrated, along with city boundaries. It is useful to compare this map to the concentrations of low income, zero-auto households, and the elderly to see potential gaps in service. It can also be compared to the map of activity centers (Figure 2-5) to see what destinations do not have services.

Major gaps include the new development along the I-25 corridor (only Loveland provides service to the Centerra Shopping Center) and on the west side of Greeley. Residents on the east side of Loveland living south of Highway 34 – an area with relatively low auto

Figure 2-3: Per Capita Income

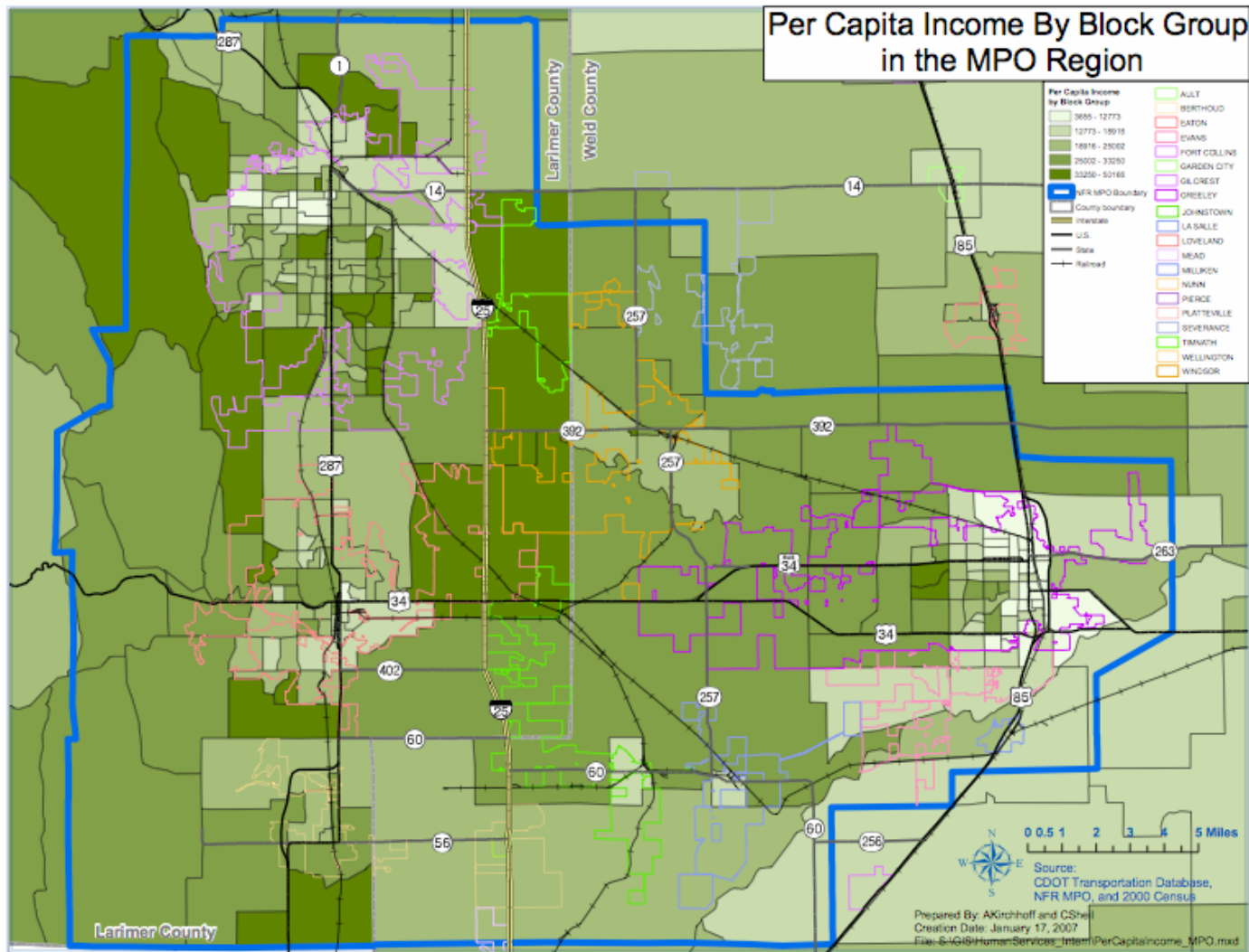


Figure 2-4: Transit Routes in Region

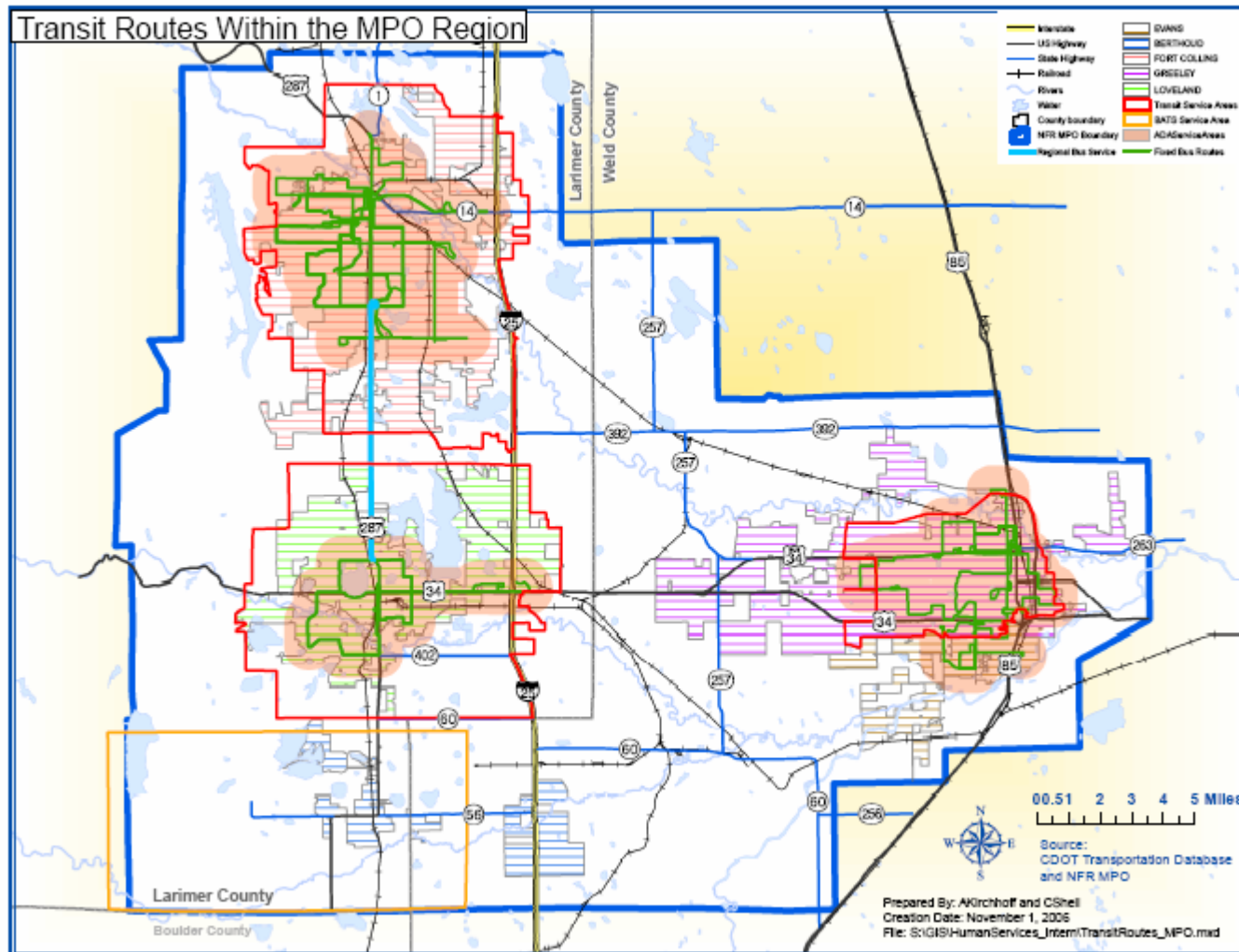
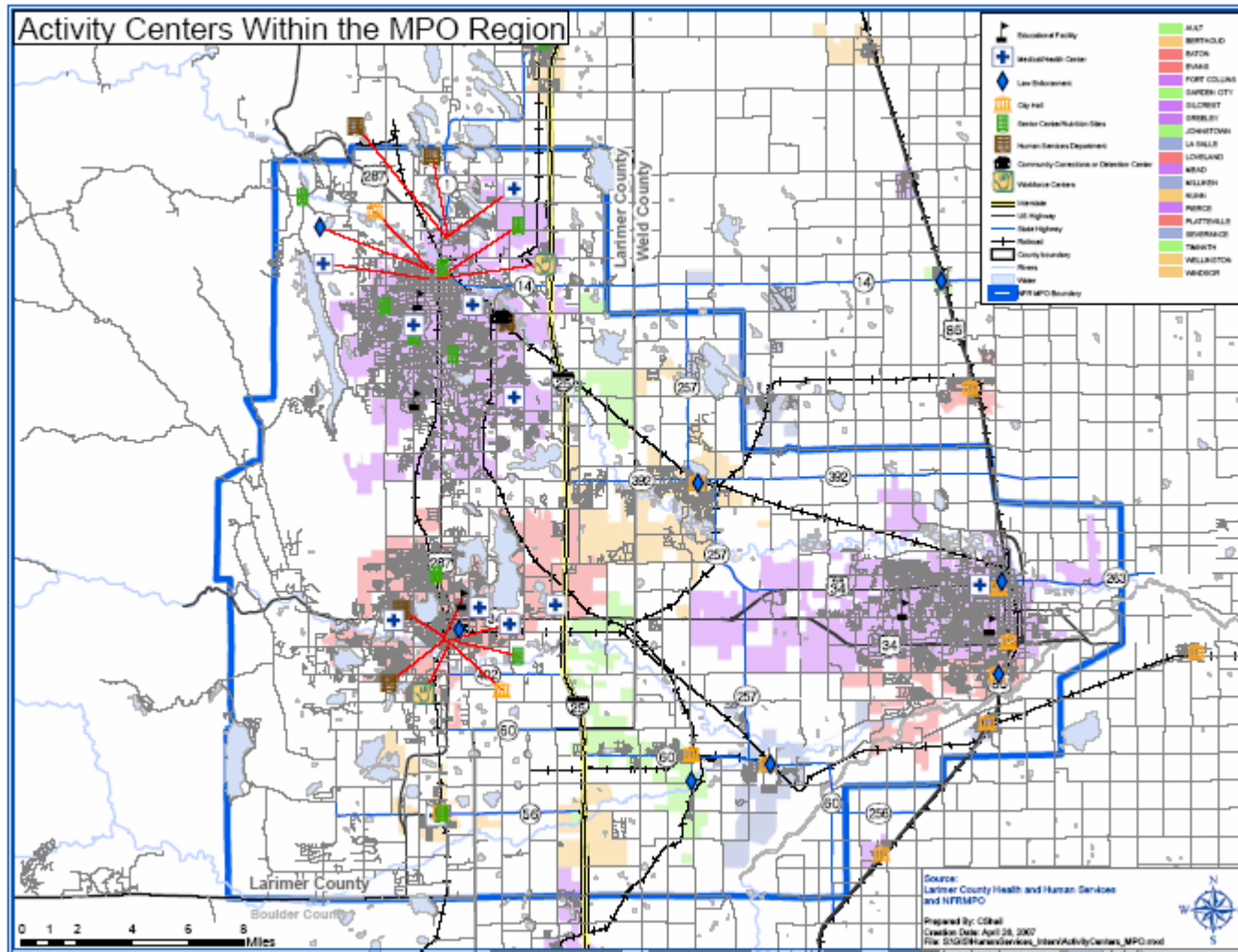


Figure 2-5



ownership and per capita incomes – only have service on Highway 34. Some low-income neighborhoods on the east side of Greeley and north end do not have access to viable transit services. Finally, connections between communities are limited, so it can be difficult to access services or employment outside of the community in which you live.

Employment and Activity Centers

Many of the employment opportunities for low-income workers are in the commercial and retail corridors along major thoroughfares. In addition, there are low-wage jobs at many industrial facilities and medical facilities (nurses aid, janitorial workers, cafeteria workers, etc.), which may be on a shift basis. While commercial employment occurs throughout the region, significant new development has occurred in the I-25 corridor where there is limited transit service. Labor and employment placement staff in both the Greeley urbanized area and the Fort Collins / Loveland / Berthoud TMA report that transit services are often limited in neighborhoods where their clients live, or that long and circuitous trips are required for their clients to access jobs.

Conclusion

The growth in the region, changing demographic characteristics, and changing land use patterns are having significant impacts on travel patterns and the ability of the existing transit networks to serve those travel patterns. The following trends are impacting mobility:

- Development is occurring at the center of the region, towards and along the I-25 corridor. From a residential and business perspective, the three major cities (Fort Collins, Loveland, and Greeley) are beginning to function more as a region with significant travel movements between these communities and the surrounding rural towns.
- Shifts in medical facilities and retail development towards the center of the region are impacting the ability of people who depend on transit services to get to these destinations.
- Transit services have remained largely centered within the cities that fund the services and have been unable to keep up with the growth.
- The region still has considerably fewer people over age 65 than the national average of just over 12%. (Larimer County had 9.6% and Weld County had 9.0% of their 2000 population over age 65.) However, the age cohorts for Larimer and Weld County show that like the rest of the state, the number of people over age 65 will increase about 250% over the next 25 years. These individuals are a disproportionate number of the riders on specialized transportation services.

These trends mean that taking a regional approach to mobility and examining the travel needs of populations with a high level of reliance on public transit is more important than ever before.

Chapter 3. Human Service and Public Transit Programs

Introduction

An understanding of how human services are delivered and how public transit service is provided is a foundation for this plan. It will help stakeholders understand the needs and resources on both parts of the equation: human service agencies and transit providers. In turn, broad-based knowledge of the needs and resources will enable the regions to identify ways to improve mobility and access.

This chapter is divided into two sections, one for each county, in which human service programs and transit services are described. Appendix B of this report identifies the vehicle resources used by both public and private organizations in meeting the needs for human services transportation and public transit. Again, these are listed by County.

For each county, the major *public*, *quasi-public* and *private human service* programs are described. *Public* programs are operated at the county, state and federal levels. Funding for most of these programs originates at the federal level. With federal funding, regulatory requirements for these programs are passed on to states and in some cases large urban areas (those over 200,000 in population). The state then implements the programs. Colorado works in partnership with counties for many social service programs; Colorado counties administer the programs on behalf of the State.

The *quasi-public* and *private* programs are described together under the heading “Community Partners.” *Quasi-public* programs are those set up as part of the way in which human service programs are delivered – an example is the community centered boards that oversee the delivery of services to individuals with developmental disabilities. Each community centered board is a private nonprofit entity, but they are established by State law and charged with specific duties.

There are a wide range of *private nonprofit* organizations that are an important part of human services delivery in Colorado, and many receive significant public funding for the services they provide. In addition, many *private for-profit* organizations deliver needed services, such as medical or nursing home care.

Public transit providers are described next. These providers are primarily public agencies which operate transit services at a nominal charge. There are also public transportation providers such as Greyhound that charge a market rate for services, but these are considered a resource for contracting rather than an organization that can participate in coordinating the public investment in transit services.

Weld County

Human Services Programs

County

Weld County operates departments of Social Services and Human Services¹, each with different responsibilities. They coordinate in areas of common concern.

The Department of Social Services is responsible for administering three types of programs for the citizens of Weld County. "Protective or Social Services" programs provide direct or intervention services for families, children and adults. "Assistance Payments" programs provide for basic survival needs - food, shelter, clothing, medical and job preparation. The "Child Support" program provides assistance in obtaining financial and medical support from non-custodial parents.

- **Protective or Social Services:** includes the protection of children and adults, with services for the aged and disabled and for youth who have had conflicts with the law. Adoption and foster care programs also are included in this area.
- **Assistance Payments:** assist the elderly, the disabled, children and their caretakers. This includes the Food Stamp program, Old Age Pension program, Aid to the Needy Disabled program, Aid to the Blind program, and Low Income Energy Assistance (LEAP) program.

The Colorado Works/Temporary Assistance to Needy Families (TANF) program is the foundation of programs for families and children. The goal of the Colorado Works in Weld County/TANF program is to assist individuals in becoming self-sufficient and/or return to the work force quickly. Collaboration with the Job Services and other community agencies provide immediate employment, training and other support opportunities to individuals applying for or receiving TANF benefits. Other supportive programs include a Child Care/Day Care program and Baby/Kids Care program to provide Medicaid benefits to pregnant mothers and to assure eligible children have access to adequate health care.

The Home Care Allowance program enables eligible clients to pay a provider to assist them with non-skilled services they are unable to accomplish themselves due to disability (housekeeping, laundry, meal preparation and grocery shopping). The Home and Community Based Services (HCBS) program provides full Medicaid for long-term care, designed for people who are at risk of nursing home placement. Medicaid also provides assistance with the cost of nursing home care. Finally, this division assists in estate recovery to help pay for medical costs for the increasing number of people in need of care.

¹ Information in this section was largely drawn from the Weld County website on April 23, 2007. Information was drawn from two pages: www.co.weld.co.us/departments/socialservices.html and www.co.weld.co.us/departments/humanservices.html.

- **Child Support Enforcement:** provides help in locating parents, establish paternity, establishing a child support order and enforcing child support obligations.

The Weld County Human Services Department provides the following major services:

- **Employment Services of Weld County** is a comprehensive workforce center which connects resources for employment, education and training services at the local, state and national level. Self-service resources promote personal and career development, furnish access to Internet tools for employment and training opportunities, and provide information about local and regional employers and labor markets.
- **Family Educational Network of Weld County** provides comprehensive services for children ages 3-5 years old in the areas of early childhood education, health, mental health, and family and community partnerships. Head Start has a federally funded enrollment of approximately 500 children. A total of 16 programs operate in Weld County with 6 in Greeley, 2 in Evans, 2 in Frederick, 2 in Hudson, and one each in fort Lupton, Gilcrest, Milliken and Platteville. During the summer, the Migrant Head Start Program serves infants, toddlers and preschool age children. This program has a federally funded enrollment of approximately 250 children statewide. Both programs encourage the enrollment of children with disabilities and will provide special services.
- **Weld County Transportation Program** is designed to provide senior citizens, handicapped persons and low income families with better access to community services including programs of the Human Services Division. They carry an average of 10,000 passengers per month. The Transportation Program also provides services to the general public and is described under the Transit Providers section of this chapter.
- **Area Agency on Aging** plans, coordinates and advocates for the development of a comprehensive service-delivery system to meet the short- and long-term needs of older persons in Weld County. Services include rural senior centers, a nutrition program, transportation, home health care, adult day care, legal aide, peer counseling, outreach to Hispanic elderly, case management, nursing home advocacy, and information and referral.
- A key activity of the Human Services Department is serving as the **Single Entry Point** assisting clients in accessing long-term care information, screening, needs, and referral to appropriate long-term care programs and case management services.



- The Weld County Department of Human Services also serves as the **Medicaid broker** for the County, providing transportation to eligible clients. The amount of service Weld County could provide and get reimbursed for decreased sharply with changes in the rules governing this program.

The **Weld County Public Health Department** also provides key human services. The purpose of the department is to prevent disease, disability and death, and to promote healthy behaviors by developing health programs, which meet the needs of the people of Weld County. The main goals and focus are both health promotion and the prevention of disease rather than treatment.

- The **Public Health Education and Nursing Division** has the primary responsibility for programs for which client mobility and access to services is important. This division employs public health nurses, health educators, dietitians, a social worker, and office technicians who function in a variety of health promotion, health protection, and disease prevention roles. Programs provided include immunizations, family planning, communicable disease follow-up, health care program for children with special needs, abstinence education, tobacco prevention, cancer prevention, as well as other programs.

State

Three state-level programs are important in Weld County:

- **Health Care Policy and Finance - Medicaid Transportation Services.** Weld County serves as the broker for Medicaid transportation. State rules made it difficult to provide transportation under this system as the trips were often not fully funded or the State did not provide clear rules for when authorizations would be made. Recent rule changes have improved this situation and Weld County is beginning to provide more trips through this program.
- **Vocational Rehabilitation** works closely with both Human Services and Social Services to provide supportive services to help clients attain employment goals. An individual who becomes disabled may need re-training for employment, assistance in obtaining employment, and transportation to and from work.
- **Colorado Department. of Transportation – Transit Unit** is responsible for funding a variety of Federal Transit Administration (FTA) programs for both rural and urban areas. CDOT managed programs include the FTA 5310 program for elderly and disabled individuals; the 5311 program for public transit in non-urbanized areas²; the 5316 program for job access; and the 5317 New Freedom program for serving people with disabilities.

² The Greeley-Evans urbanized area receives funds directly from the FTA for a parallel program for small urban areas.

Federal

Many Federal programs work with State and local governments. Two key ones that do not are:

- **Veteran's Administration.** Veteran's health services are provided through hospitals in Cheyenne and Denver, and through an outpatient clinic in Greeley. Vet Centers and Veteran's Benefit offices also are located in Cheyenne and Denver. The local veteran's groups provide a shuttle bus to Denver and Cheyenne for individuals needing services that are not available locally.
- **Head Start.** Weld County is responsible for Head Start and also for the Migrant Head Start program. There are 13 Head Start locations in Weld County, with 6 in Greeley, 2 in Evans, and one each in Platteville, Fort Lupton, Milliken, Frederick, Hudson and Gilcrest. The Head Start programs no longer provide transportation because of funding cuts at the Federal level. Weld County Human Resources previously provided this transportation and still retains the vehicles. Weld County Human Resources also provides transportation for the Migrant Head Start program.

Community Partners

This section describes the quasi-public and private organizations that are key to the delivery of human services. Organizations are identified, representing programs and services that are often involved with the provision of human services transportation or serving individuals who often need transportation to access services or employment.

- **Envision** is the community centered board serving Weld County, and is one of the largest human services organizations in the area. Envision provides comprehensive services to individuals with developmental disabilities, working with a variety of affiliated agencies in providing for their clients. Services include early intervention, children's and family support, adult services, employment and residential services and supported living services. As part of their program, Envision provides extensive transportation services for their clients.
- **North Range Behavioral Health** provides a variety of services for individuals and families experiencing mental illnesses. Services include outpatient treatment, residential programs, transitional housing and supported living. The Frontier House Clubhouse has an active supported employment program. It provides multicultural services to support the ethnic population in Weld County. North Range operates its main offices in Greeley and a south county office in Fort Lupton.
- **Connections for Independent Living** provides services to individuals who are deaf, blind or visually impaired, or who have a wide range of disabling conditions. It coordinates independent living services, and provides housing connections, nursing facility transition and employment services.

- **Island Grove Regional Treatment Center** offers substance abuse and detoxification services - both residential and outpatient - to adults, adolescents and men or women in both Weld and Larimer Counties. It also provides approved domestic violence and offender programs. The main program is located in Greeley. There are additional sites in Fort Lupton, Fort Collins and Loveland.
- **Medical and Dialysis Facilities** are centered in Greeley, but have been expanding to the west as Greeley has grown. Northern Colorado Medical Center is located downtown and has a facility on West 10th Street and 71st Avenue. The FMC Dialysis center is located in Greeley. There are also facilities in neighboring counties which may be closer, to Weld County residents living in the southwest or western parts of the County. The new medical facilities in Loveland also serve some Weld County residents.
- **Housing Authorities** are located in Erie, Fort Lupton, Greeley, Johnstown and Windsor. Weld County also operates a county-wide housing authority.
- **Adult Day Care, Assisted Living or Nursing Facilities.** A variety of programs are located in Greeley and throughout the county. The Eldergarden program in Greeley serves the elderly in many small communities in addition to residents of Greeley and Evans. A list of these facilities is included in Appendix B listing the vehicles operated by each.
- **Sunrise Community Health Center** offers comprehensive and preventative adult and pediatric medical services, dental care, and prescription. It provides on-site lab services and refers clients to the North Colorado Family Medicine Center for X-ray services. Sunrise accepts all patients including clients who are Medicaid and Medicare enrolled, uninsured, and fully insured, but offers clients who are at or below 200% of the federal poverty level a sliding fee scale. The new and expanded Sunrise Clinic is located off Highway 85 in the old State Farm building.

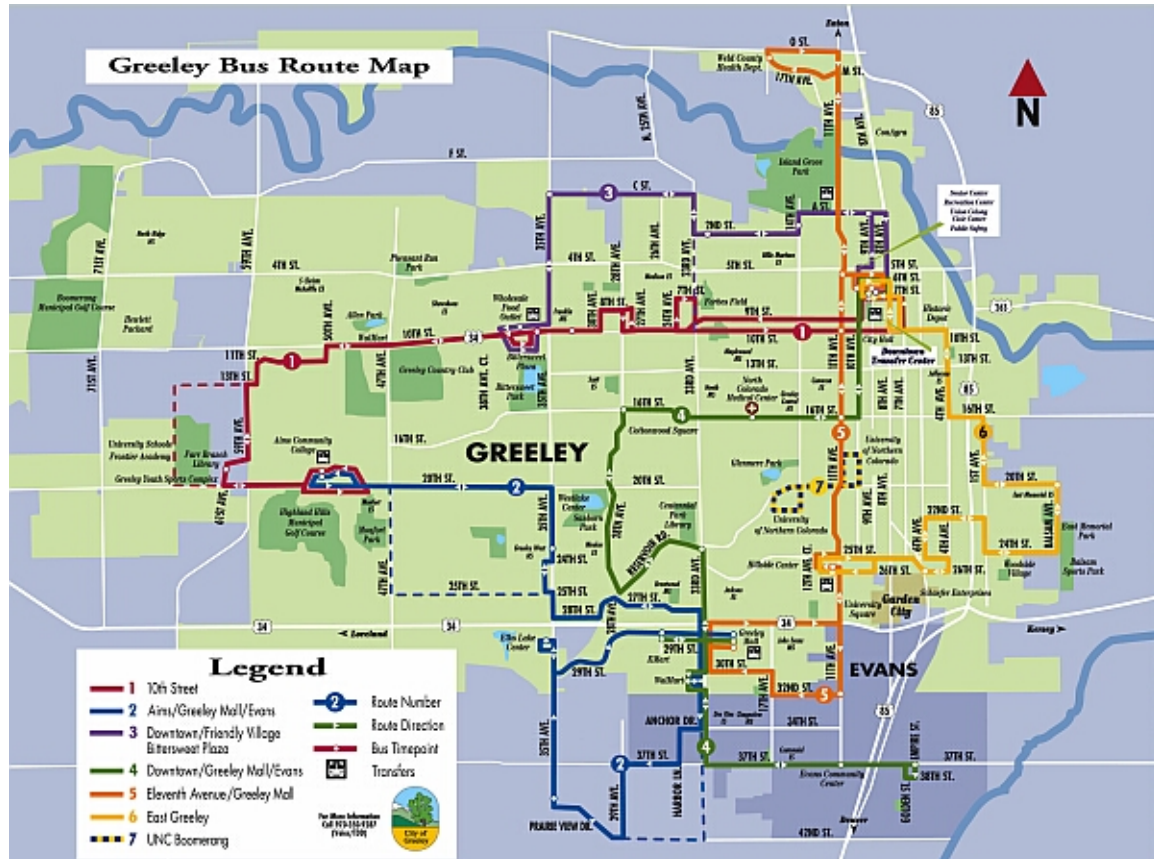
Transit Providers

The City of Greeley Transit

The City of Greeley operates fixed-route service, paratransit services, and evening demand response services. Six fixed routes operate on a modified grid system. Service operates Monday through Saturday, from 6:45 A.M. to 6:45 P.M. One route, the Boomerang, serves UNC students and operates only during fall and spring semesters when the university is in session. The remainder of the system operates year-round.

As the city of Greeley has expanded to the west, its transit program has extended routes to serve major activity centers. The routes currently serve as far west as 65th Avenue. The current fixed route services in the urbanized area are illustrated in Figure 3-1. The fixed-route system serves the Greeley urban area, including the city of Evans, under a contract between Greeley and Evans.

Figure 3-1: Greeley Transit Fixed Routes



Weld County Mini Bus

The Weld County Transportation Program began in 1973 with three mini buses used primarily for county-wide transportation for the elderly and disabled. Since then, the fleet has expanded to 40 vehicles, carrying approximately 108,500 passengers. Additional vehicles are maintained for the nutrition program, AmeriCorps, and the Migrant Head Start program in Mesa County.

The Mini Bus program provides transportation service to the elderly (age 60+) and handicapped residents of Weld County outside the Greeley city limits. This service is a

demand-response type of service, however basic schedules from outlying communities are set, enabling residents to plan appointments and the system to group trips efficiently. The Community Services Block Grant provides the bulk of the local funds for the Mini Bus.

Larimer County

Human Services Programs

County

County human service programs are provided through the Division of Health and Human Services. Services are provided either directly by department personnel, and/or through collaborations or contracts with other community agencies. Within the Health and Human Services Division, the various departments work closely to develop, coordinate and evaluate the total package of human services provided by Larimer County. There are five major departments in the Division:

- **Human Services includes** Children, Youth, and Families services, the Area Agency on Aging, Aid to the Needy Disabled, Food Stamps, Low Income Energy Assistance (LEAP), Medicaid, Medicare Supplement, Old Age Pension and Options for Long-Term Care.
- **WorkForce Center.** The Larimer County WorkForce Center provides employment and training services to residents of Larimer County through partnerships with county, state and local agencies. The partnership is designed to enhance the employability of individuals competing in the labor force, reduce duplication of services, establish a working partnership with the business community and maintain a qualified work force. Grant programs implemented by the WorkForce Center include the WorkForce Investment Act; Temporary Assistance to Needy Families and Colorado Works; and Employment First, a program for Food Stamp recipients.
- **Community Corrections.** This program works to re-integrate felony offenders into the local community. Community Corrections provides the following services in residential and nonresidential settings to offenders: individual and group counseling, life skills training, financial planning and management, and crisis intervention. They assist individuals with mental health needs through the AIIM program (Alternatives to Incarceration for Individuals with Mental Health Needs) and Mental Health Intervention for Pre-Trial Services. Community Corrections operates transportation services for its clients, and also operates the Larimer Lift.
- **Health and Environment.** This department provides community health and environmental health services; communicable disease control; health education; immunizations, family planning services, nurse-family partnership, vital records management; health data assessment; development of policies that advance the

public's health and advocacy for community-based services that provide needed health care.

- **Cooperative Extension Services.** The Extension staff distributes research-based information and conducts educational programs about: family and consumer issues; horticulture; agriculture; food safety and nutrition; 4-H youth development; resource management; small acreage management; and community safety issues.

State

Three key departments and their programs are important to the overall provision of human service transportation and public transit services.

- **Health Care Policy and Finance - Medicaid Transportation Services.** Larimer County has chosen to participate with the State brokerage for Medicaid transportation. Logisticare operates the State's brokerage and is responsible for scheduling non-emergency medical transportation for eligible Larimer County residents. They will work with providers in Larimer County to provide the needed services. All providers must meet vehicle requirements and private providers must have a PUC Permit.
- **Department of Vocational Rehabilitation.** This department provides a variety of rehabilitative services to individuals with disabilities. The Vocational Rehabilitation field office works with other agencies in the County to provide training for employment and to work with clients and transportation providers to enable them to access employment.
- **Department of Transportation (CDOT).** CDOT's Transit Unit is responsible for managing Federal Transit Administration funding that is allocated to the State for a variety of transit programs in rural Larimer County, as well as one program that is geared to the elderly and individuals with disabilities that is statewide (the FTA 5310 program for elderly and disabled individuals.) The rural programs include the 5311 program for public transit in non-urbanized areas; the 5316 program for Job Access and the 5317 New Freedom program for serving people with disabilities³.

Federal

Many Federal programs work with State and local governments. Two key ones that do not are:

³ The Fort Collins / Loveland / Berthoud TMA receives funding directly from the FTA for parallel programs.

- **Veteran's Administration.** Veteran's health services are provided through hospitals in Cheyenne and Denver, and through an outpatient clinic in Fort Collins. Vet Centers and Veteran's Benefit offices are also located in Cheyenne and Denver. The local veteran's group in Fort Collins provides service to Denver and Cheyenne most weekdays.
- **Head Start.** There are 23 Head Start programs in Larimer County, with 15 in Fort Collins, 6 in Loveland, and one each in Berthoud and Wellington.

Community Partners

- **Foothills Gateway**, as a non-profit 501(c)(3) corporation, provides a broad range of services to Larimer County individuals with developmental disabilities. Their services are funded through Federal Medicaid funds, state matching funds and a mill levy passed by Larimer County voters. Established in 1972 to provide a community-based alternative to institutional care, Foothills Gateway has been designated by the State of Colorado as the community centered board, or single entry point, for these services in Larimer County.

Utilizing 58 vehicles, Foothills Gateway provides transportation throughout all of Larimer County for program clients who are adults with developmental disabilities qualifying for comprehensive services (24 hour) or for support services. Peak hours for transporting are 7:30 - 4:30 p.m. Monday through Friday, with approximately 500 trips per week provided. There are weekend and holiday transit services through Foothills Gateway. In addition, clients who work on weekends may use Shamrock Taxi or DAR for transportation. The majority (95%) live within Fort Collins and Loveland.

- **Disabled Resource Center** is a center for independent living committed to hiring qualified disabled people to fill staffing positions. Services provided emphasize three major areas of impact: advocacy, awareness and access as it relates to disabled people leading dignified, productive lives that maximize their independence and equal participation in society. Services include: peer counseling, information and referral, advocacy, case management, elderly blind support group, high school job skills training, employment assistance, equipment loans, housing assistance, financial help, Braille instruction and transportation assistance.
- **Center for Community Partnerships.** This agency is the direct service and outreach arm of the Department of Occupational Therapy at Colorado State University. It is a fee-for-service program that provides comprehensive and individualized services for youth and adults with disabilities and/or challenges as they pursue employment, educational, independent living, recreational and community access goals. While based at CSU, the program provides services in many areas of the State. The Center for Community Partnerships (CCP) has

programs with a variety of educational institutions throughout the state, from K-12 to colleges. Colorado individuals may be referred to CCP for services via the Colorado Division of Vocational Rehabilitation, the Colorado Division for Developmental Disabilities (Foothills Gateway, Inc.), the Colorado Workforce Center, private insurance, grants and school systems, as well as through self-referral/self-pay.

- **Island Grove Regional Treatment Center** serves Larimer County through facilities in Fort Collins and Loveland. Regular transportation between Larimer County and the main facility in Greeley is required by many clients. The center offers substance abuse and detoxification services - both residential and outpatient - to adults, adolescents, and men or women primarily in Weld and Larimer Counties and provides approved domestic violence and offender programs.
- The **Salud** system provides a full spectrum of primary medical and dental care, including obstetrics and out-patient care in north-central and northeast Colorado. Based in Fort Lupton, the Salud program has a medical clinic in Fort Collins
- **Sunrise Community Health** also has a facility in Loveland and offers comprehensive and preventative adult and pediatric medical services, dental care, and prescriptions. It provides on-site lab services and refers clients to the North Colorado Family Medicine Center for X-ray services. Sunrise accepts all patients including clients who are Medicaid and Medicare enrolled, uninsured, and fully insured, but offers clients who are at or below 200% of the federal poverty level a sliding fee scale.

Larimer County Transit Providers

Transfort/Dial-A-Ride

The City of Fort Collins, through Transfort, operates fixed route and demand response transit services. Annually, Transfort carries 1,500,000 one-way passenger trips on its fixed route system, with a strong emphasis on college students. The fixed route system averages 27.1 passengers per bus per revenue hour. Dial-A-Ride carried 86,000 one-way rider trips in 2006 at an average of 1.8 passengers per hour.

The fixed route services are available in the core area of the city where population and trip destinations are most concentrated, as illustrated in Figure 3-2. The services operate on a “pulse” system with vehicles meeting at a single point at regular intervals to transfer passengers. There are three transfer centers – the multimodal Downtown Transit Center located in downtown Fort Collins, the Transit Center at Colorado State University, and the South Transfer Center located at The Square Shopping Center at the intersection of Horsetooth and College.

Most of the fixed route service is in the City limits, with the exception of FoxTrot, which operates between Fort Collins and Loveland. The FoxTrot route is jointly funded by the Cities of Fort Collins, Loveland and Larimer County.

The demand response service known as Dial-A-Ride (DAR) has been operating in the City of Fort Collins Urban Growth Area for many years. This service has been providing transportation far beyond the minimum ADA requirement of 3/4 of a mile from a fixed route in the urban and rural areas surrounding Fort Collins. However, due to significant budget cuts, the City of Fort Collins reduced DAR services to the ADA minimum and has increased fares to the rate allowed by the ADA – twice the cash fare on a fixed route bus or \$2.50 one-way trip. These changes mean that services will only be provided at the same time as fixed route services, only to locations within 3/4 of a mile from a fixed route and only to those individuals eligible for ADA service (a much tighter standard of eligibility than in the past). The City is grandfathering in approximately

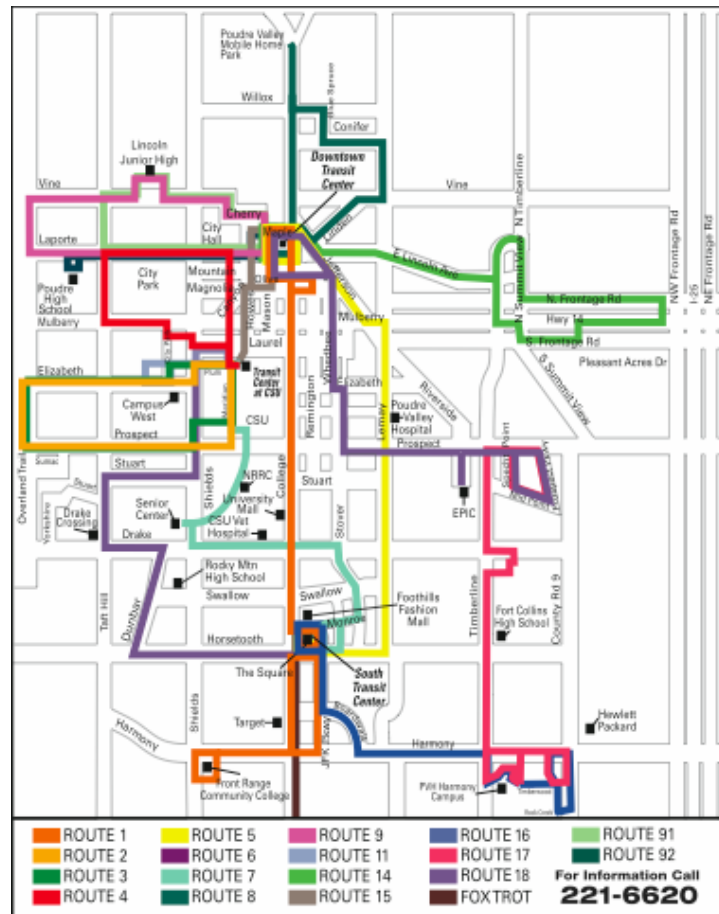


Figure 3-2: Transfort Routes

84 clients living in the area no longer open to service, but these 84 clients will continue to receive services within the criteria set by the City if they pass ADA eligibility screening by the City. Individuals with a sponsoring agency are not included in the group that will be grandfathered in.

Senior Alternatives in Transportation (SAINT)

SAINT is a non-profit, volunteer driver program operating weekdays. This program provides slightly over 19,000 rides per year to ambulatory clients. Most rides are for medical purposes followed by recreation/entertainment and beauty/barber shop visits. Each year this service provides rides for approximately 500 individuals, most of whom are white elderly women. Most riders are disabled and over 60. Peak hours of SAINT operations are in the middle of the day. Many of these trips are taking passengers to

dialysis treatment and the community senior centers. SAINT serves only Fort Collins and Loveland. It does not serve Wellington, LaPorte, Bellvue, Red Feather Lakes, Berthoud or any of the unincorporated areas.

City of Loveland Transit (COLT)

COLT services include both fixed route and paratransit services. Two fixed routes, illustrated in Figure 3-3, operate Monday through Saturday and carry an average of 80,000 passengers annually.

Three paratransit vehicles also operate Monday through Saturday. The system serves the urban growth area, but in practice most clients are within city limits. Approximately 13,200 paratransit riders are carried annually, with medical appointments, including dialysis, being an important component of the trips provided.

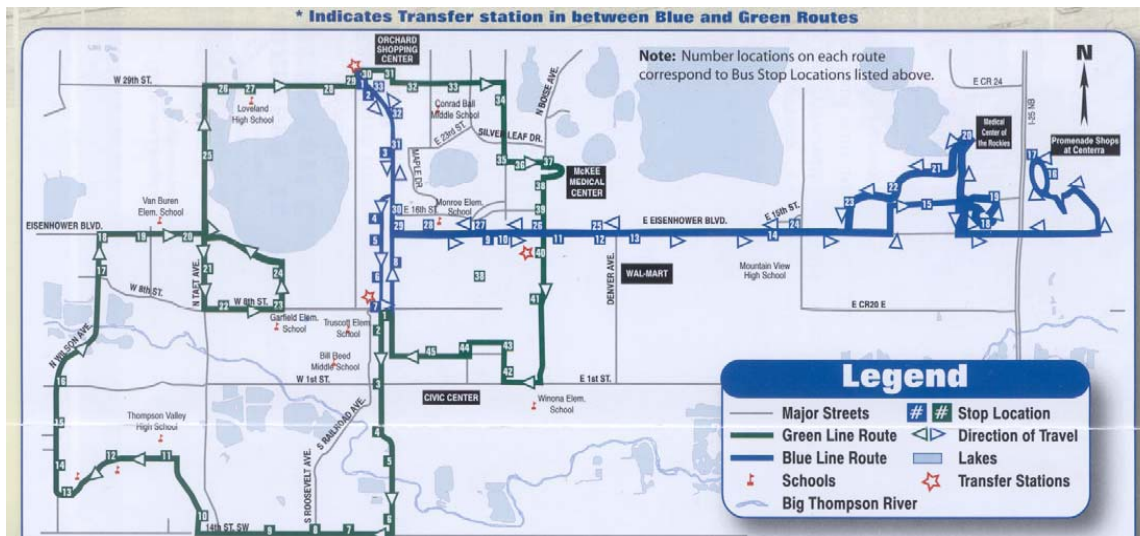


Figure 3-3: COLT Routes

Berthoud Area Transportation Services (BATS)

The BATS system was started by the Berthoud Senior Center in 1991 and developed into a solid demand-response system serving the Town of Berthoud and residents in the Berthoud Fire Protection District. Recently the Town of Berthoud, which had been providing a significant amount of funding, took over operation of the service. It is a client-based transportation system.

BATS provides approximately 15,000 rides annually, of which 70% are within Berthoud and 30% are in the unincorporated portion of their service area. In 2005, 46% of clients were seniors and 25% were people ages 6-17. Riders are primarily women (58%). Loveland is the most common destination outside of Berthoud and three trips per month

are made to Fort Collins. Regular transportation to Longmont is needed by many riders and BATS averages four daily trips between Berthoud and Longmont.

The majority of rides are for educational purposes (30%). The other purposes for which BATS is requested are nutrition (24%), employment (18%) and medical (12%). As a transit service comprised of five part-time drivers in a small community, BATS strives to provide very personal transportation assistance while priding itself in never denying a ride request.

Estes Park

Special Transit has been serving Estes Park since 1999. The service operates a single transit vehicle in Estes Park, with service five days per week in town and once a month between Estes Park and Loveland. Over 5,000 trips are provided annually.

Larimer Lift

Through March of 2007, Larimer County Health and Human Services, contracted with City of Fort Collins to operate limited rural general public transit in the north County area. Under this contract, 8-10 trips were provided each weekday. When Fort Collins decided to limit their Dial-A-Ride service, it became clear the County would need to find a new contractor for the North County service, as it would no longer be practical for Fort Collins to continue. Effective April 2, 2007, the Community Corrections program of Health and Human Services began direct operation of this service.



In addition, Larimer County provides administration for the Federal Transit Administration 5311 grant monies, giving support to Berthoud and Loveland to offset their costs for transporting the general public in areas deemed rural.

Conclusion

Each County has developed its own way of delivering human and transit services to its residents. While there are similarities, there are also important differences in what programs and services are offered, how they are delivered, and the institutional structures that have developed for the funding and delivery of these services.

Weld County services reflect the strong rural character of its many small towns. Their services are unique in several ways:

- Weld County is the Medicaid transportation broker, rather than working through the State.
- Human Services Department operates county-wide transportation services.
- Weld County operates Head Start and Migrant Head Start services.

The County has taken a leadership role in coordinating human service transportation for County operated programs with rural transit programs. However, with no state assistance for operating funds, it is limited in the level of services that can be provided and all costs must be passed on to program sources. Weld County has chosen to limit transportation services to those programs for which the fully allocated costs can be recovered. The Head Start program has discontinued transportation services because it cannot afford to pay these costs.

An important challenge facing Weld County is increasing urbanization, both in southern Weld County and near the I-25 corridor. The closest job market and medical services may be in other counties so more than ever before, people need to travel to locations outside Weld County. Greeley faces challenges in funding adequate transit services to meet community needs as growth has occurred to the west, while still retaining services in the older portions of the city where many people requiring transit services live.

Larimer County services have been strongly influenced by the urbanized area of Fort Collins, Loveland and Berthoud. This has resulted in both human service programs and public transit services being located in the major communities but relatively few services connecting the growing rural population to urban centers. Key points regarding services in Larimer County are:

- As the communities in the region grow together, there is an increased need to consider mobility on a regional rather than an individual community. This is particularly important for serving employment and regional medical services. There also is interest in transit services for express bus (and eventually rail) services that connect to downtown Denver.
- Fort Collins transit system operates in a fairly constrained service area, but is productive – carrying an average of over 27 passengers per hour. They have recently expanded the fixed route network to serve major new development, but Dial-A-Ride service has been restricted to the ADA 3/4-mile minimum to fund this change.
- Fort Collins/Loveland/Berthoud urbanized area was defined as “large” (over 200,000) by the 2000 Census. As a result, as of 2008, the Federal Transit Administration funds upon which the three communities had relied as a primary source of operating funds are now restricted primarily to capital expenditures and the communities must develop local sources of operating funds.

- The Health and Human Services Division of the County, with its emphasis on collaboration and partnerships, may provide an effective model for addressing the needs of individuals requiring specialized transportation to access health care or individuals living outside of the fixed route service areas who need to access employment or human service programs.

Chapter 4. Issues: Local and State Level

State issues affecting coordination are the same for both counties. When local issues are examined, there is considerable difference between Larimer and Weld counties. So, after local issues are discussed on a county level, state issues impacting coordination are identified for the entire region.

Local Level Issues

Weld County

The transportation needs in Weld County are impacted by:

- The size of the County, rapid growth of the region and changing demographics
- The areas to which residents need to travel for services vary, and include Greeley, Loveland, Fort Collins, Longmont, Boulder and Denver..
- Travel needs vary significantly depending on whether one is in the rural areas surrounding Greeley, the non-urbanized communities in the southwest corner of Weld County in the DRCOG area of influence or within Greeley.

At meetings of the Coordinated Plan working group, a variety of issues were identified. In addition, Greeley prepared a strategic plan in 2006 that reflects more specific transit needs for the Greeley-Evans Urbanized area.

Urbanized Area Issues

- **Service needs of new population and activity centers.** With the population growth to the west, the fixed route service needs to be expanded and re-oriented to serve the employment and medical sites near Promontory and I-25.
- **Changing paratransit needs.** Paratransit trips are longer than before, access is needed to 71st Street and the Promontory area as medical facilities and doctors are moving to these locations.
- **Service needs on east side of Greeley.** Human service agencies located on the east side of town and 8th Avenue identified needs for transit services. The overall trend is to move service from east to west as the funding is constrained. However, there also is growth on the east side of town and many human service agencies are located in this area. Services from 8th Avenue east need improvement.

- **Funding** is not adequate to meet the growing transit needs of the urbanized area. When Greeley becomes a large urbanized area it also will need to address the question of local funding for operating expenses as Federal Transit Administration funding will be primarily restricted to capital uses.
- **After Hours Transportation** is needed to assist people with developmental disabilities access employment (such as janitorial or laundry work) as well as for recreation trips.

Rural Issues

- **Southern Weld County.** This rapidly developing portion of Weld County faces transportation needs that are more characteristic of urban areas. This includes a need for employment transportation, primarily into Longmont, Loveland and the Denver-Boulder metropolitan area.
- **Local Transportation Needs.** As the Tri-Town area population grows, so do local transportation needs for all types of trips.
- **Senior Needs.** In addition to using the Weld County Minibus service for regional trips, rural communities have long relied on volunteers to meet the local transit needs of seniors. The number of volunteers has declined as faithful volunteers have aged and younger seniors either have gone back to work or do not have the same interest in volunteering.

County-wide Issues

- **Employment Transportation.** There is a need for employment transportation, primarily into Fort Collins, Loveland, Longmont and the Denver – Boulder Metropolitan Area.
- **Local Transportation Needs.** Growing communities outside of the Greeley urbanized area have developed a wide range of transit needs. Communities of over 5,000 generally have needs for limited local transit services. While the Weld County Minibus connects rural communities to Greeley and services in other cities, it does not provide local transit within towns.
- **Information Availability.** There is a need for improved information about the availability of transit services. There is a need for agencies (medical providers, human service agencies, 211 center, etc.) to have good information for their clients about what services are available, training staff so they are knowledgeable about what is available, how to use services and eligibility requirements. This need for improved information extends across the urban and rural communities.
- **Medicaid Transportation Requirements.** The State rules for Non-emergency Medical Transportation do not provide adequately for people who need to access medical services from rural areas where no locally funded transportation services exist. The Colorado Medicaid reimbursement is not adequate to fully cover the

- cost of these services. Weld County is unable to fund the balance of the cost of their trips.
- **Volunteer Driver Program.** The need for a volunteer driver program was identified by several stakeholders. Also, support is needed to establish and maintain such a program.
 - **Long Distance Transportation.** Families of individuals with developmental disabilities and others often need transportation to Denver for medical testing and treatment.

Larimer County

Two related initiatives have been under way in Larimer County that raise questions about what services should be provided, how they should be funded, and the responsibilities of various governmental organizations for providing different types of services. One effort is the Larimer County Rural Transit Study, geared to evaluating the need for rural transit services and identifying ways in which they can be provided. Larimer County has looked for ways in which transit services could be provided in a collaborative manner, recognizing the tremendous resources needed for rural and specialized transportation services.

The other initiative is the Dial-A-Ride Task Force, formed by the City of Fort Collins in response to public concerns raised following the City's decision to reduce Dial-A-Ride services and increase fares. The Task Force is addressing specific concerns related to demand-response service in the area that does not have paratransit services available, including areas inside the Fort Collins city limits and the urban growth area.

The needs and issues identified below have come from a combination of the Coordinated Plan working group that has helped develop this plan and identified many of the issues the Task Force is addressing, and from the Larimer County rural transit study. Issues are identified as relating to the urban areas, rural areas or county wide. Larimer County has one large urbanized area and limited rural population centers (Wellington, Estes Park and Red Feather Lakes) with different needs in each. At the same time, there are needs that are common across much of the County – with local funding and improved employment and specialized transportation services on a regional basis being key issues.

Urbanized Area

- Lack of funds that can be used for operating public transit services, due in large part to FTA regulations for a large (over 200,000 in population) urbanized area.
- Fixed route services in Fort Collins and Loveland are fiscally constrained, with many areas lacking coverage. Fort Collins has expanded their grid of service in 2007, but employment trips are still a challenge for many low-income workers because of the route structure, frequency of service, and travel time to access jobs.

- Specialized transportation services within Fort Collins are limited to the ADA required service area. These services also are not available in the larger urban growth area.
- Many locations with transit service need accessibility improvements, especially sidewalk connections, to bus stops.
- Broader coverage and more frequent service for fixed routes may be needed in urban areas to provide effective employment transportation.

Rural Areas

- Lack of local funds limits services in the rural parts of Larimer County.
- A stable long-term provider and service plan is needed for North Larimer County.
- There is a need for improved transportation between rural communities and the primary urban centers (Estes Park to Loveland, Wellington to Fort Collins).
- There is a need to strengthen the capacity to handle federal funding for small rural providers, in an integrated management system.

County-wide Issues

- A regional cross jurisdictional approach is needed for rural and specialized services.
- A wide range of services are needed to address human service transportation needs. This might include mileage reimbursements, vouchers or car-sharing for low-income workers.
- Employment transportation needs extend beyond the fixed route networks and cross into rural areas.
- Costs for transit services need to be shared by responsible agencies.
- Costs have been shifted to local governments because of Colorado's rules on Medicaid funded trips.
- Capacity needs to be developed for coordination among agencies.
- Additional options are needed to enable youth to attend after school programs. A recent survey showed that lack of transportation is a significant reason why respondents do not attend programs.

Both Counties

Perhaps the greatest need identified in all areas is to develop “capacity” for coordination. The “capacity” can be measured by the ability of a wide range of people and agencies to identify, understand and work through the issues involved with the coordination of human service transportation. This includes:

- Developing knowledge among a wide range of agencies at the policy level and at the staff level;
- Developing knowledge on how specific activities would benefit stakeholders;
- Identifying barriers to specific activities and possible solutions;
- Developing institutional and financial structures to support coordinated and cost-effective service provision.
- Developing “capacity” for managing a federally funded transit program and devising an effective system for doing this. Federal funding is a key part of how Colorado funds transit and specialized transportation services, whether the funds come from the Federal Transit Administration, the Older Americans Act or the Workforce Investment Act. Knowledge of federal regulatory and recordkeeping requirements, as well as potential local matching funds, is a key to sustaining a coordinated specialized transit system.

Financing and the decisionmaking structure are important underlying issues. Ideally, the decisionmaking structure for determining what services are provided can evolve to be more regionally based, to consider the needs of a broader market group, and to consider cost trade-offs between providing demand responsive services operated through separate networks and a unified transit network that serves many market groups.

State Level Issues

This section moves from specific issues in Larimer and Weld counties to look at broader issues that impact coordination in the region. The State financing and regulatory network affects the choices the region has for funding, delivering, and coordinating transit networks. Major issues facing the region have to do with local funding requirements for matching Federal Transit Administration funds, how Medicaid Non-Emergency Medical Transportation is funded and provided in Colorado, and funding for programs serving people with developmental disabilities – another Medicaid program.

This section reviews the various programs with an eye towards identifying if the State regulations and funding are supportive of creating strong and well coordinated transportation networks. Most of the Colorado regulatory structure for specific programs is built on the federal program foundation. In the last three years, the federal government has made strides in changing the regulations at the federal level to support coordination. With new opportunities for flexibility, it will be useful for Colorado to evaluate how its structures can be modified to support coordination.

As the region works to coordinate transportation services, it will be important to weigh in on issues at the State level to encourage changes that will support more effective uses of Colorado’s transportation resources. Table 4-1 provides summary information on the degree to which different programs are supportive of coordination in Colorado. Then, on the following pages, a full description is provided for each of the major programs.

Table 4-1: Do Colorado State Policies Support Coordinating Transportation?

Program	Not Supportive	Neutral	Supportive
General Public Transportation	- No State Matching Funds		- Provides for Regional Transportation Authorities and County Mass Transit Districts
Medicaid Transportation	- Transfers costs to local governments; - Does not claim all federal funds - Recordkeeping is extensive	- Provides brokerage option to counties.	
Developmental Disabilities	- Federal CMS and State HCPFA regulations require that CCBs access generic public services wherever practical. A practical result is that this transfers costs to local governments. - Separate fleets are maintained for remaining services and because of programmatic rules.		
Public Utilities Commission		- Policies do not encourage a wide variety of <u>private</u> providers, especially those that can cross jurisdictional lines.	- Provides for "people service organizations" to provide service across jurisdictions w/out PUC authority.
Area Agencies on Aging	Aging councils do not have adequate funding to pay more than a portion of the actual costs of transportation. Remaining costs are transferred to localities.		- Most aging councils put a high level of resources into transportation. Many encourage shared services.
School Pupil Transportation	State laws prohibit many types of coordination; school districts are also short on vehicles and money. DOT and DOE regulations conflict.		
Work Force Centers		Work Force Centers utilize public transit for their clients, but do not fund the full cost of a transit trip. Most recognize that transit services are not widely available and cars are necessary.	

General Public Transportation

Colorado, as a strong local government state, has not historically funded public transit services at the local level. It is most common for states to provide matching funds for the available Federal Transportation Administration funds. In Colorado, the responsibility for matching these funds is the responsibility of local governments. The Colorado system of having local governments fund public transit is not supportive of coordination efforts.

Particularly in rural areas, there is a need for medical trips that cross many local and regional boundaries. A cohesive way of serving these medical trips is necessary to address some Medicaid issues revolving around coordination, as well as the needs of residents who may access VA services or who may look to Older Americans Act programs to meet their medical transportation needs.

By relying on local entities for funding of transit services, Colorado shifts the costs of programs from the federal and state levels to local governments. Local governments providing fixed route transit are also obligated to provide ADA paratransit services. Both community centered boards and Medicaid programs take advantage of the fixed route and paratransit services operated by local entities. Their clients ride for the cost of the cash fare with local governments subsidizing the cost of these trips. This has several negative consequences for local governments and their residents including:

- Financial hardship for local governments.
- Local governments may end up limiting transportation services in terms of coverage and only provide the paratransit services they are legally required to operate based on the ADA – not the services that make the most sense for residents or from the standpoint of coordination.
- A lack of trust between local governments and human service agencies as other programs shift financial responsibility to local governments, not paying their fair share of program costs
- The state loses millions of dollars annually in federal reimbursement for the Medicaid program as these local funds do not provide eligible match for the available federal dollars.

One of the challenges is that the system is entrenched at both the State and local levels. Those local entities taxing themselves for transportation services – the Denver metropolitan counties that are included in RTD, the various areas that have established Regional Transportation Authorities (El Paso County and a small portion of Teller, Gunnison, and the areas included in Roaring Fork Transportation Authority), and the counties that have established Mass Transit Districts (Summit and Eagle) are invested in the current system. If there were to be State support for operating expenses, it would likely need to be overlaid on the existing system.

Medicaid

The focus of this discussion is Non-Emergency Medical Transportation (NEMT), part of Title XIX of the Social Security Act (Medicaid). On a national basis, NEMT is by far the largest human service transportation program, spending approximately \$1.75 billion annually¹. It is an entitlement program so, as with ADA paratransit service, there are no limits on trips for legitimate service needs, but in reality budget constraints limit the availability of service. Unlike the ADA, the program is funded with the Federal and State governments sharing financial responsibility. The program is state run, so Colorado has significant choice in how the program is operated.

The authors of *TCRP Synthesis 65: Transit Agency Participation in Medicaid Programs* note that “The importance of Medicaid’s NEMT program in any coordination effort cannot be stressed enough.” The manner in which Colorado has set up the program actively works against coordination. In addition to the challenges innate in the Federal law, Colorado has constructed additional barriers. These include the significant budget reductions made in 2004 and transferring as many Medicaid trips to available public transit services, while Medicaid pays only the cash fare for these rides, not the total cost.



With fixed route transit services these trips can often be absorbed using existing capacity and result in no additional cost. However, with paratransit services, additional capacity is required for almost all trips and the fares only cover a small portion of the operating cost – an average of less than 5%. At a cost of around \$30 for a trip and a fare of around \$2.50, local governments are subsidizing \$27.50 for every trip taken. This effectively transfers the majority of cost of the Medicaid transportation program in urbanized areas where ADA paratransit services are provided from Federal and State budgets to local budgets.

There has been a common misperception that the Medicaid mandate to use the lowest cost alternative means that the State Medicaid agency can only pay the cash fare for transit services. However, it is permissible for Medicaid programs to negotiate a rate higher than the cash fare for the general public. Logisticare, the Medicaid Transportation broker for many metro area counties and Larimer County, does pay higher rates to public providers – TransFort receives such payments.

A report produced by the Health Care Financing Administration and National Association of State Medicaid Directors’ Non-Emergency Transportation Technical Advisory Committee entitled *Designing and Operating Cost-Effective Medicaid Non-Emergency Transportation Programs – A Guidebook for State Medicaid Programs* (Bradley, D, et al., Washington DC, August 1998) emphasizes the importance of coordination and goes so far as to state that NEMT programs should not “shed” clients

¹ TCRP Synthesis 65: Transit Agency Participation in Medicaid Transportation Programs, Transportation Research Board of the National Academies, 2006.

onto the ADA paratransit agency because it places an undue burden on the local transit agency.

In Fiscal Year 2003-04, the Colorado budget for NEMT services was reduced by \$7.6 million to approximately \$4.4 million. These program expenses are split 50/50 between State and Federal funds. This means that approximately \$3.8 million in Federal funds were lost to the state's transportation providers. In addition, many of these trips were shifted to public transit agencies providing paratransit services. Instead of "saving" money for the taxpayers of Colorado, this action may have cost the Colorado taxpayers more because local taxpayers are now paying what was previously covered through Federal funds. An analysis of trips provided would be necessary to quantify how much more Colorado taxpayers are paying for providing locally funded paratransit services. Colorado recently restored \$2 million in NEMT funds to the budget, but the overall problem remains.

Medicaid is a complex insurance program, and decisionmakers at the Colorado Department of Health Care Policy and Financing are doing well to stay on top of the intricacies of the program. The provision of transportation services, particularly the demand responsive services that many Medicaid recipients require, is likewise one of the more complex services provided by the public sector. This is especially true when these services are operated as part of a brokerage that serves clients funded through a variety of programs and uses a wide range of alternatives to transport clients to provide low-cost yet effective service.

It is up to Colorado to determine how best to use the flexibility that does exist in the Medicaid program to restructure the Colorado Medicaid program in a manner that supports mobility at reasonable costs, leverages the available Federal funds, and does not impose undue burdens on local governments.

Developmental Disabilities

Services for people with developmental disabilities are provided on a service area basis, with community centered boards (CCBs) given primary responsibility for guiding the programs serving this population. For people under the age of 21, the Department of Education and local school districts share some responsibility for service provision.

There are tremendous budget constraints in this program with most service areas having a waiting list for services. Most CCBs have traditionally operated their own transportation services as such services are necessary for client mobility. Service areas often extend well beyond that of public transit providers due to the need to have transportation available for both daily needs and emergencies. In addition, funds may be provided to contractors who serve clients at various residential sites.

In the last 20 years, services for people with developmental disabilities have undergone major changes and the delivery system is continuing to change. As a Medicaid funded program, the system is a complex one. Recent changes include a switch to billing on a fee for service basis, viewed as a means to contain costs and to establish an effective

audit trail. Clients may be funded for one round-trip per day to training or employment, but provisions are not made for other trips needed as part of daily living.

Financial resources for services and Medicaid funding caps are significant issues for CCB's and many counties have client waiting lists. A number of counties (including Larimer) have passed property taxes to support individuals with developmental disabilities, augmenting the state funding.

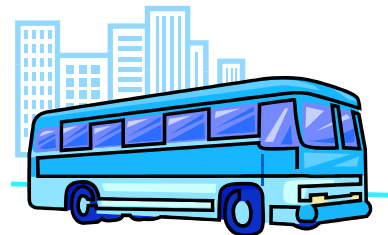
A goal of the services is to integrate individuals into the daily life of communities as much as possible. Their travel needs reflect diverse origins and destinations as they travel to school or other training, work, shopping, services and recreation. Clients with developmental disabilities are encouraged to ride public transit because it serves the goals for accessing generic services whenever possible, integrating individuals into the community and meets Federal and State requirements.

As with Medicaid NEMT transportation, when CCB clients use generic transportation, the cost of funding the trip gets transferred to local governments for a human service program that is otherwise a Federal and State responsibility. As with the NEMT program, this results in financial hardships, a lack of trust and the decision by some local governments to limit their provision of public transit services.

Public Utilities Commission

Local governmental jurisdictions have the right to transport passengers, for a fare, within their jurisdictional boundaries. To travel between jurisdictions, either Public Utilities Commission (PUC) authority or an intergovernmental agreement with the other jurisdictions is needed. Colorado law also allows "People Service Organizations" to transport passengers across jurisdictional lines. These are generally nonprofit organizations such as Community Centered Boards serving individuals with developmental disabilities and their funding comes primarily from public entities and passenger donations.

Once an entity has a PUC Authority, they can influence the ability of new organizations to obtain additional authorities in their area. Entities with existing authority have the right to file an "intervention" when a request for new authority is filed in the same area. At an intervention hearing, they can present a case on the affect they believe that allowing a new authority will have on their existing business.



Small providers may have a difficult time justifying the cost of an intervention hearing (at which an attorney presents the case) for the limited returns expected by carrying, for example, Medicaid transportation clients. It may cost \$5,000 or more if an intervention is filed on an application for authority, and it takes the profit on many trips to justify such an expense.

As a result, most specialized services are provided by governmental organizations or private nonprofit organizations that are funded by government programs. This structure does not support the development of private for-profit firms that would both provide transportation services for a fee to the general public and contract with governmental or nonprofit programs as one of several providers. In most communities there is only one private transportation service, although in metropolitan Denver several taxicab firms have authority to operate.

Area Agencies on Aging



These programs are a bright spot in the coordination picture. In both urban and rural areas, the Area Agencies on Aging have made transportation a priority and are often active participants in funding services that leverage Older Americans Act funds, Federal Transit Administration funds, and local funds to meet local (and sometimes regional) travel needs of people who are age 60 and above. However, funding for senior transportation must compete with funding for other critical needs such as nutrition. A challenge is that the magnitude of needs is far greater than available funding.

School Pupil Transportation

School districts provide transportation for students living outside a “walk distance” as established by the local district and for students with disabilities. It is common practice for Boards of Cooperative Educational Services, rather than individual districts, to provide transportation and other services to students with disabilities.

The State provides funding for a portion of the cost of transporting school children. In 2003-04 the eligible transportation cost statewide was \$145 million and formula funding allows districts to claim \$62.6 million. However, because of budget restrictions the State only paid 64% of the formula amount or \$41.5 million. The state also plays a significant role in defining how school pupil transportation services are provided, including adopting legislation on minimum standards for vehicles, on driver training and the operation of school pupil transportation services, and on annual inspections and preventative maintenance requirements.

It makes sense in many areas to maintain separate public and school transportation systems. School bus vehicles are special purpose and the cost of purchasing and operating them is far less than standard transit vehicles. They are built to hold small children and transport them in a safe manner (using “compartmentalization” to keep students safe in an accident). Most vehicles do not have wheelchair lifts. These compartmentalized seats are uncomfortable at best for full-size adults, especially for the elderly who may have difficulty boarding the vehicles because of steep steps and narrow aisles.

However, in some rural areas – where transportation is a great expense – some coordination may make sense, especially for school buses adapted to students with

disabilities, although at present State legislation does not allow such coordination. New “multipurpose” buses have been developed that both meet the school bus safety standards at the national level and can be used to provide transportation to seniors or other people. These vehicles do not have the ability to stop traffic (they lack flashing lights and stop sign arms) so they can only be used to pick up passengers when the driver can pull the vehicle out of the lane of traffic. However, they could be used effectively in many rural areas. There seems to be potential for combining services for students with disabilities who need “door-to-door” transportation with that of other riders or for using such a vehicle mid-day to serve the elderly or people with disabilities.

In Larimer County, both the school districts and Transfort have participated in the effort to improve youth mobility. There may be opportunities to coordinate or work together in the provision of transportation for students who attend after-school programs.

Work Force Centers

The Work Force Centers have funds that can be used for job access for clients, but typically only fund partial trip costs and provide funding for a limited time. There are challenges to enabling employment and labor force programs to work effectively with transit programs. Work Force programs are client specific: the funding is tied to specific clients. Transit services function more like basic infrastructure. Once in place, a wide variety of passengers use the service, and there is no documentation tying a particular client (or their funding eligibility) to the service.

Transit services are for everyone.

Another barrier has to do with boundaries and decision-making structures. The Work Force Centers have clients throughout the counties they serve and many need to travel from rural to urban areas for jobs, education or other services. The decisionmaking structure for transit is based on city limits and local funding. From a political perspective, the cities that provide matching funds for transit services have every reason to keep the services within their city limits.



The Work Force Centers requires services that meet the travel needs of a wide range of clients, oriented to mobility rather than a single mode. While transit services might be the best choice for some workers, gas vouchers or a carpool might be better suited to other clients.

Conclusion

Analysis in local transit plans and discussion in stakeholder meetings points to significant need for improved transportation services in the urbanized areas and a need for mobility from rural to urbanized areas. There is a consensus that a County level approach should be taken initially while building networks between human service agencies and transit providers. Longer term, it will be important to have the ability to move to a regional

approach or at least serve trips seamlessly across county boundaries. Because of the importance of mobility to human service agencies, it will be important to develop a broad-based approach that includes transit services, but also addresses the travel needs of individuals needing to travel by other means – from volunteer drivers to mileage reimbursement.

In Weld County, the emphasis is on information and training, developing employment transportation options and addressing policy issues with the State.

In Larimer County, the emphasis is on building relationships between human service agencies and public transit providers, as well as between public agencies providing transit services.

A stable and adequate funding source for public transit is an issue throughout the region. The Fort Collins-Loveland Transportation Management Area has already had to grapple with the restrictions of federal funding once the urbanized area reached a population of 200,000. The Greeley urbanized area may have to face this after the 2010 Census. In addition, services in rural areas are limited by funding constraints. At present the region is examining a Regional Transportation Authority. If that is approved by voters a regional approach could be taken sooner rather than later.

It will be important to develop a broad-based approach to human services mobility that not only includes public transit, but also other travel means such as volunteer drivers and mileage reimbursements. The county level is the logical starting point, because so many human services are delivered on a county basis and because the needs in Larimer and Weld County are significantly different. It is also recommended that there be a strong effort to work on underlying State level issues.

While the MPO only covers the urbanized areas of Larimer and northern Weld county, for the purposes of transportation coordination an influence area that extends into the rural portions of each county is recommended, with a separate emphasis for the Greeley urbanized area and surrounding Weld County and the Fort Collins-Loveland TMA and surrounding Larimer County.



Chapter 5. Planning Issues for Federal Transit Administration Programs

Introduction

Chapter 5 focuses on the specific Federal Transit Administration (FTA) programs that are a key part of funding a coordinated transportation network. Preparation of this Public Transit/Human Services Coordination Plan is one requirement for accessing these funds. While this chapter digresses from the strategies the region will pursue to increase coordination, the Federal planning requirements provide an important part of the framework for developing an action plan.

The FTA views the programs it funds as the “public transit” in the Public Transit/Human Services Coordination Plan. As such, all FTA programs are expected to participate in the coordination efforts. However, this plan focuses on three primary programs that most directly impact coordination efforts:

- **Section 5310:** Elderly Individuals and Individuals with Disabilities
- **Section 5316:** Job Access and Reverse Commute
- **Section 5317:** New Freedom Initiative

The requirements for other FTA programs funding general public transit (Section 5307 in the urban area and Section 5311 in the rural area) and capital expenses for public transit systems (Section 5309) are not addressed in detail, but they are considered the “public transit” in the “Coordinated Public Transit/Human Service Transportation Plan.”

This chapter begins with an overview of the programs, and then describes the requirements and recommendations in more detail for each area.

Section 5310: Elderly Individuals and Individuals with Disabilities

This program focuses on capital projects for programs serving the elderly and people with disabilities. It has a statewide allocation and applications are competitively ranked. The statewide pool for the 5310 program is approximately \$1.5 million annually. The Larimer and Weld county region has typically received about \$200,000 each year for vehicle replacements. CDOT is the “designated recipient” for FTA funds for the Section 5310 program.

Section 5316: Job Access and Reverse Commute (JARC)

The Job Access/Reverse Commute (JARC) program was created in the transportation authorization bill, the Transportation Equity Act for the 21st Century (TEA-21), with the intention to “improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals.”

Initially the Federal Transit Administration (FTA) awarded JARC funds on a national basis. Beginning in 2006, with the passage of SAFETEA-LU, the funds are being allocated on a formula basis. An emphasis remains on providing job access through partnerships with human service agencies, work force programs and employers. CDOT is the “designated recipient” for FTA funds for this program for rural and small urban areas; large urbanized areas have their own allocation.

Section 5317: New Freedom Initiative

The 5317 program is part of the New Freedom Initiative, a government-wide framework aimed at eliminating barriers that prevent people with disabilities from participating fully in community life. The initiative's goals include integrating individuals with disabilities into the workforce, expanding educational opportunities, promoting home ownership and expanding transportation options. The FTA's program addresses transportation issues and funds can be used for providing new services beyond what the ADA requires for paratransit services. A wide range of projects can be considered, including service improvements, accessibility improvements to bus stops, voucher programs for transportation services or improving access to bus stops.



CDOT is the “designated recipient” for FTA funds for this program for rural and small urban areas; large urbanized areas have their own allocation.

General Program Requirements

Each of these programs supports efforts to coordinate transportation networks and to move towards mobility management by permitting expenses such as:

- Mobility management and coordination programs;
- Supporting local coordination policy bodies; and,
- Developing and operating one-stop transportation call centers to coordinate information on travel modes and manage eligibility requirements for customers.

Mobility Management is treated as a capital item and funded at an 80% Federal/20% Local matching rate. An important change in the matching requirements is Federal funds (from other than FTA programs) can be used in lieu of local match. In the 5316 and 5317 programs, all of the local match may be from eligible sources of federal funds.

Table 5-1 lists characteristics and planning requirements for each of the three programs this plan addresses. The table breaks out the programs for rural regions, the Greeley urbanized area and the Fort Collins/Loveland/Berthoud TMA. Different application processes apply to different areas for each funding program. Each area also is able to draw funding from different pots of funding for different programs.

Table 5-1: Program Characteristics

		Rural	Greeley	Ft. Collins-Loveland TMA
Elderly/Disabled Sec. 5310	Designated Recipient	CDOT	CDOT	CDOT
	Funding Pool	CO Statewide Pool	CO Statewide Pool	CO Statewide Pool
	Selection Criteria	CDOT	CDOT	CDOT
	Application	CDOT	CDOT	CDOT
Job Access / Reverse Commute Sec. 5316	Designated Recipient	CDOT	CDOT	MPO*
	Funding Pool	CO Rural Pool	CO Small Urban Pool	TMA Allocation
	Selection Criteria	CDOT	CDOT	Local Coord. Council*
	Application	CDOT	CDOT	MPO*
New Freedom Sec. 5317	Designated Recipient	CDOT	CDOT	MPO*
	Funding Pool	CO Rural Pool	CO Small Urban Pool	TMA Allocation
	Selection Criteria	CDOT	CDOT	Local Coord. Council*
	Application	CDOT	CDOT	MPO*

*

Proposed

Small Urban and Rural Area Programs

The Greeley/Evans Urbanized area and the rural portions of Weld and Larimer counties fall into this category. CDOT is the designated recipient for all three programs, and there are separate statewide pools of funding for the 5310 (Elderly and Disabled Individuals), for JARC (5316), and New Freedom (5317). There is a pool of funds for all rural areas across the state and one pool of funds for all small urban areas for each of these programs. Strong competition for these funds is anticipated.

Projects in rural Weld and Larimer counties will compete with projects from rural regions across the state. An annual appropriation of approximately \$295,000 is estimated for the rural pool for JARC and an annual appropriation of \$184,000 is estimated for the rural pool for the New Freedom program.

Projects for Greeley will compete with proposals from the other small urban areas – Pueblo, Boulder, Louisville/Lafayette, Longmont and Grand Junction. The annual appropriation for the

Job Access program is estimated at \$523,000 for all small-urbanized areas. The annual appropriation for the New Freedom program is estimated at \$199,000 for all small-urbanized areas.

CDOT evaluation criteria for these programs are listed in Table 5-2.

Table 5-2 CDOT Evaluation Criteria

Criteria	Description
Collaboration:	<ul style="list-style-type: none"> - Was the project developed based on collaboration with others in the community? - Did the project grow out of a locally derived coordination plan? - Has the applicant for the JARC funds met with agencies that serve low-income riders such as the Work Force Center and area employers? - Has the New Freedom applicant met with agencies that serve the disabled? - Are there sufficient local matching funds available?
Coordination:	<ul style="list-style-type: none"> - How will the proposed project coordinate with other community organizations in the actual delivery of services? - Does the project make use of existing resources such as vehicles, dispatching, call centers, bus facilities, etc.? - Has the applicant developed contracts or letters of agreements with other cooperating agencies?
Identification of Need:	<ul style="list-style-type: none"> - Has the need been specified? - Is the financial need justified? - Have the existing services been identified as inadequate and does the project Clearly meet these identified needs?
Effectiveness of Strategy:	<ul style="list-style-type: none"> - How likely is it that the program will be a success? - To what degree does the project support the goals? - Is it likely to serve a waiting clientele?

Large Urban Area Program – TMA

The Fort Collins/Loveland /Berthoud TMA, as a large urbanized area, follows the guidelines in this section. The TMA applies to CDOT for the 5310 program, as do the small urban and rural areas. However, the TMA receives a direct allocation of Federal funds for the 5316: Job Access and Reverse Commute (JARC) program, and 5317: New Freedom program. The TMA must identify both a lead planning agency and designated recipient to carry out these programs. Each is discussed below, but first some information on the size of the program is useful.

Table 5-3 shows the dollars that have been allocated to the TMA, with those for Federal Fiscal Year (FFY) 2006 and 2007 available after the coordination plan is complete and management and project selection activities have been carried out.

Table 5-3 Allocation of Job Access and New Freedom Funds

	FFY 2006*	FFY 2007*	FFY 2008	FFY 2009
Job Access / Reverse Commute (5316)	\$85,767	\$90,399	\$97,933	\$103,269
New Freedom (5317)	\$41,964	\$44,018	\$47,551	\$50,268

*Funds will be available for use in the 2008/2009 grant cycle – a one time “windfall.”

Lead Planning Agency

The MPO is responsible for comprehensive, coordinated and continual transportation planning in the TMA, and one of the organization’s goals is: “To foster regional coordination, cooperation and transportation system continuity”. The MPO could serve a dual role as lead planning agency and designated recipient. This plan recommends a regional approach to specialized and rural transit services, with the MPO incubating this function until such time as there is another agency to which the function can be transferred.

Table 5-4 Planning and Grant Management Responsibilities

Lead Planning Agency for Coordinated Transportation Plan	Designated Recipient for JARC and New Freedom (5316 / 5317)
Prepares a coordinated Public Transit/Human Services Transportation Plan that: <ul style="list-style-type: none"> Identifies Services Assesses needs Identifies Strategies Sets priorities for funding 	Complies with all FTA requirements as described in a Project Management Plan for 5316 and 5317 funds. This plan addresses all elements of management (financial, project monitoring, etc.); implementation of all regulations and civil rights laws; public participation meeting FTA requirements; reporting; etc
Identifies how the coordinated plan will be integrated into regional planning process and adopted.	Certifies the coordination plan includes all stakeholders.
Selects project evaluation criteria.	Conducts a competitive selection process for 5316 and 5317 funds that results in the selection of projects for funding. <i>(Can be contracted to another agency)</i>
	Certifies: <ul style="list-style-type: none"> Projects are derived from a coordinated plan Fair and equitable distribution of funds
	Enters into an agreement with each sub-recipient identifying the terms and conditions by which each project is undertaken and completed. (Eligible recipients can also enter into direct agreements with the FTA once projects are cleared by the designated recipient.)

Appropriate arrangements would need to be made between the MPO and operators to enable the MPO to carry out its responsibilities, for decisions to be made on a regional basis and for each operator to get its needs met. An issue for the MPO is that its boundaries do not include most of the rural portions of Larimer and Weld counties. Therefore, it would be necessary to clarify with the counties and CDOT that the MPO would be responsible for coordinated transit planning in the rural areas as well.

Designated Recipient

A designated recipient of these funds must be identified and specific activities undertaken, as listed in Table 5-4. The responsibilities of the designated recipient are significant. A single agency is recommended to serve as the designated recipient for both programs because the programs have limited funding. A single designated recipient also will support regional decisionmaking on these programs.

The designated recipient must be a public body, so the choices are the City of Fort Collins (as designated recipient for 5307 funds), Larimer County or the North Front Range MPO. The proposed FTA regulations allow flexibility so, for example, a designated recipient and the MPO could enter into an agreement with one another for carrying out some requirements.

After discussion with representatives from each agency, the MPO would seem to be the logical organization to be the designated recipient. The County has a relatively minor role in providing transit services. Fort Collins has chosen to have other recipients take on as much responsibility as possible for the urbanized area (Section 5307) grants, with each agency applying separately. Thus it does not seem logical for the City to assume this responsibility for the Section 5316 and 5317 programs.

It is recommended that:

- The MPO request designation as the recipient for the FTA Section 5316 and 5317 programs. The MPO's responsibilities would include all items listed in Table 5-2.
- A service area boundary of Larimer County be established for this program so the participating human service programs will be covered. The responsibility for planning in the rural area outside the MPO boundary (and funding for these services) will need to be coordinated with CDOT.
- The MPO establish a Larimer County Human Services Transportation Group¹ to serve as a local coordinating council. The Human Services Transportation Group will be actively involved in:
 - Identifying policies that support a regional approach to mobility.
 - Identifying project selection criteria and participating in the competitive selection process for applications in the 5310, 5316, and 5317 programs.
 - Working with employers and labor and training programs to support transportation for low-wage workers.

¹ A similar group would be established in Weld County to support coordination efforts in that part of the MPO.

- 10% of the available funds from the 5316 and 5317 program be used for project administration, as allowed by FTA.

Project Evaluation Criteria

To facilitate the evaluation of projects that cross urban and rural boundaries, it is recommended that the MPO initially adopt Project Evaluation Criteria for the TMA that are the same as CDOT's criteria for these programs, as listed in Table 5-2. As the Human Services Transportation Group takes a more active role in identifying priorities for improving mobility, they may wish to refine these criteria.

Conclusion

There are significant differences in the travel needs of residents of the urbanized and rural areas in the North Front Range. However, the critical factor is the need for mobility between rural and urbanized areas. As such, a regional approach to planning and development of projects will be essential. The recommendation that the MPO continue to take an active role as the lead planning agency and take on the role of designated recipient for the Fort Collins TMA recognizes the importance of developing a regional approach to administering these programs. It also responds to the growing needs for travel among the region's communities.

Chapter 6. Strategies and Actions

Introduction

Strategies and actions aimed at increasing mobility are identified for each county. While the MPO boundary primarily includes the urbanized areas, human service programs such as the Area Agency on Aging, Work Force Center and services for individuals with developmental disabilities are operated throughout each county. To address the needs of the human service programs, county boundaries are used for the service area.

Weld County

Needs for increased mobility in Greeley and surrounding Weld County are a reflection of the tremendous growth in the County. In the urbanized area, much of the growth has occurred outside the traditional transit service area. Activity centers and employment have moved west while population has grown on both the west and east sides of the primary transit service area. Transit services have remained relatively flat through this growth, although there has been some increase in paratransit services.

Growth in the small towns of Weld County also has had significant impact for human service agencies. As the demographic characteristics have shifted, so have the travel needs. Transit services that were geared to meeting the needs of aging populations in the small towns in many cases do not meet the travel needs of people who need to access employment or services. Travel needs have continued to grow near the I-25 corridor and in southwest Weld County. Often jobs or the nearest medical facilities are now located in other counties, while much of the transit services are geared towards bringing clients into Greeley.

Lack of funding is an important issue for both Greeley and Weld County. The magnitude of the funding issues will require the region to grapple with how to fund transit services in the future even while coordination and mobility management enable the region to use existing resources more efficiently. Part of this is because Colorado funds transit services with local dollars. To build transit services in Colorado, a stable local funding source is needed to match Federal dollars. When Greeley becomes part of a large urbanized area and the Federal Transit Administration funds are restricted from paying for many operating expenses, the problem will be exacerbated.

Coordination Goals

Two key service goals are to:

- **Improve employment transportation and access.** This is especially true for trips that cross the county. Service from Greeley to the employment base around I-25 and Highway 34 is one area. Service from many small towns into either Greeley or other major employment centers in Adams or Boulder counties is another gap in service. This could be accomplished through peak hour transit services, car sharing, or van pools,

depending on the area and needs for services. Areas where there are significant needs include:

- Fort Lupton, Erie, and other southern towns
- From Greeley west along Hwy 34 to the I-25 corridor
- Johnstown/Millikin/Windsor service for employment and other transit needs
- **Increase the coverage of The Greeley Transit system.** The strategic plan identifies corridors and areas where improved services are needed, from better service on the east side of town to expanding the network to the west. This would address overall travel needs, including local employment trips.
- **Identify funding and develop steady funding resources.** Securing adequate local matching funds is an issue today, limiting the amount of service that is provided. When Greeley becomes a large urbanized area and federal funds are restricted from use on operations, the issue will become even more important. It can take time to build support for increased local funding, as voters need to understand the benefits they will receive from increased taxes for transportation.

Strategies

The participants in the Weld Human Services Transportation Coordination group discussed ways in which the basic service goals could be met. There was support for immediate actions that could be taken with existing resources and also support for activities that would take a longer time to come to fruition.

Short-term actions include increasing knowledge of existing services, establishing a Weld County Coordinating Council, and advocating for improving transportation at the federal and local levels. Longer term actions include improving employment transportation, organizing a volunteer driver program, and developing steady funding resources.

- **Increase efforts to educate individuals and agency staff regarding the available services.** There is, at present, a lack of information about what services are available and how to access them. This is true within Greeley and for agencies in the County.
 - Greeley transit staff works with human service agency staff to inform them about what services are available through the City and how their clients can use these services. They also provide regular travel training to individuals on how to ride fixed route buses instead of paratransit services. The transit manager will work with agencies to provide this information to newer staff members who may not be knowledgeable about existing services.
 - Other ways of increasing information about available services might include working with 211, the regional call center for information on community resources, to make sure they know what is available in the City and in the County or providing information on websites that can be accessed by human service case workers.

- **Develop a local coordinating council.** This group would consist of representatives from human service agencies, a variety of jurisdictions, and transit providers. This group would:
 - Guide efforts to coordinate the existing network of services.
 - Provide a comprehensive approach to meet the mobility needs of human service clients, working with existing agencies to provide a range of options (including scheduled services, volunteer drivers or mileage reimbursements).
 - Work to assure that the full costs of transportation are paid by the responsible agencies.
 - Identify ways in which existing resources could be used to fill gaps – whether the resources are staff knowledge, procurement resources, vehicles or services.
 - Address State policy issues and garner support for changes that would improve mobility options.
- **Organize a volunteer driver program** to serve Greeley and towns throughout Weld County. The City of Greeley is currently exploring this possibility with the goal of establishing an organization similar to SAINT in Larimer County. The senior center coordinator is interested for rural Weld County as well. At present a few communities have volunteer drivers through their senior centers, but a framework is needed that could be used by more communities.
- **Advocate for improving transportation locally and at the State level.** At the local level, it will be important to understand how much need is going unmet and to build support for maintaining or strengthening the existing services. At the State level, Medicaid is a key issue for Non-emergency Medical Transportation (NEMT). Cumbersome Medicaid regulations and limited funding at the State level have created problems for residents needing services and for Weld County as the Medicaid broker.
- **Mobility Manager** – Seek funding to hire an individual to promote mobility management for human service agency clients, coordination of transportation networks and to support the activities of the local coordinating council.

Projects

The following projects have been identified as initial activities for the Greeley urbanized area and Weld County and its rural communities:

- **Mobility Manager** – Seek funding for a half-time mobility manager under the FTA Section 5310 program. Total annual expenses are anticipated to be \$40,000 (with benefits and other overhead/program expenses) for a half-time position.
- **Employment Transportation in US 34 corridor** – Seek \$50,000 in JARC funding from the small urban area pool of the FTA Section 5316 program to support transit services between Greeley Mall and the employment center that includes Centerra and surrounding development. This service would utilize three buses that are being purchased with Senate Bill 1 monies. Operating costs would be primarily funded with local dollars.

- **Employment Transportation for South Weld communities** – Seek JARC funding from the rural pool of the FTA Section 5316 program to support planning for and providing transit services from communities such as Fort Lupton, Erie, Dacono and Firestone to major employment centers. The Hill-n-Park area outside Greeley also has been identified as needing employment services as have Johnstown, Millikin and Windsor. Matching funds would come from TANF or other non-DOT federal sources; services are anticipated to be provided by Weld County Human Services Department utilizing their existing vehicle fleet and coordinating with existing services.

Larimer County

Transit services in Fort Collins and Loveland are oriented to the respective cities as that is the primary funding source for operations. The exception is the Fox Trot route on the Hwy 287 corridor which is jointly funded by Fort Collins, Loveland and Larimer County. Transit in Berthoud and the Larimer Lift connect rural residents to services within the two cities.

Human service agency transportation needs cover the entire County. There are significant needs to connect residents of outlying areas to employment or other services in cities, particularly along the I-25 corridor. There are also significant needs among residents living within the cities or urban growth areas for specialized transportation services. These are people who may live outside the areas served by ADA paratransit or people who are not eligible for ADA paratransit services – including those people requiring more assistance than the paratransit system can provide.

Larimer County has grown quickly and travel patterns have become more regional. Facilities are locating more centrally in Larimer County in the south end of Fort Collins or in Loveland nearer to the interstate. Thus, solutions that promote regional mobility are important.

Transit financing is a critical issue for Larimer County. The Federal Transit Administration (FTA) funding became restricted from use on operating expenses when the Fort Collins / Loveland/Berthoud Transportation Management Area (TMA) was established as a large urbanized area. While waivers were received for a few years, the limitation on operating funds is significantly impacting the agencies in the urbanized area.

Coordination Goals

- **Implement a Larimer County Coordinating Council. This group would consist of human service agencies, a variety of jurisdictions, and transit providers, representing the entire County. An important focus of this group would be to build capacity for coordination.** This includes activities on a management level and on a service level, with the goal of increasing mobility options on a regional basis. The initial emphasis would be on identifying the range of mobility options needed for human services transportation and addressing travel needs that cross jurisdictional lines. Specific responsibilities could include:
 - Develop a joint decisionmaking process to support regional specialized transportation services.

- Establish agreements between providers, assure costs are fully covered by the responsible agencies, and similar management activities.
 - Oversee mobility management activities, working with existing agencies to provide a range of mobility options (including scheduled services, volunteer drivers or mileage reimbursements) that can be used throughout Larimer County.
 - Evaluate applications for funding for the FTA 5316 (JARC) and FTA 5317 (New Freedom) funding programs.
 - Identifying how existing resources can be leveraged to improve services within a framework in which agencies pay for the fully allocated costs of service.
 - Address policy issues and garner support for changes that would improve mobility options.
- **Work to build stable and adequate funding for fixed route transit, demand response transit and other mobility options.** Funding issues affect urban and rural mobility services. Securing adequate funding will be important to achieving goals related to improving mobility for special populations – those needing specialized transportation services or access to fixed route services for employment or other activities.
 - **Build capacity for coordination** through activities on a management level and on a service level, with the goal of increasing mobility options on a regional basis.
 - **Improve regional mobility among people requiring specialized transportation services,** whether it is for dialysis or other medical treatments, employment, childcare or activities of daily living. Services are needed that cross jurisdictional lines and a range of mobility options are needed to address these human service transportation needs.
 - **Improve employment transportation for low-income workers, especially from areas that do not have transit services.** In addition, services that are more direct with shorter travel times are needed within Fort Collins. Areas where additional services are needed include Wellington to Fort Collins, services to employers in the I-25 corridor and on Hwy 287 between Loveland and Longmont.

Strategies

- **Support a regional approach to funding.** This would include having the MPO become the designated recipient for 5316 (Job Access) & 5317 (New Freedom), until a “successor” organization is identified. The MPO also would submit a unified application to Colorado Department of Transportation on behalf of human service agencies and rural partners for 5310 (Elderly & Disabled Individuals) and 5311 (Rural Transit) programs and carry out the planning and administrative services for these FTA programs. Fort Collins would remain the designated recipient for 5307 (urban) funds.
- **Hire Mobility Manager.** Seek funding to hire an individual (half-time) to promote mobility management for human service agency clients (including youth, the elderly, and low-wage employees), coordination of transportation networks and support the activities

of the local coordinating council. It is anticipated that a half-time position, shared with Weld County, would be adequate initially.

- **Establish a task force to develop long term solutions.** Solutions will be needed on a service level as well as financial and institutional level. The task force should include public entities and private entities and address county-wide issues. One suggestion was that a diverse group, similar to the one that evaluated Senate Bill 1 transit expenditure options, could be valuable. The task force should be convened early in the process because there are fundamental issues that need to be addressed. It has been suggested that a multi-dimensional approach be used with:
 - A policy level group including political leaders or executive directors.
 - Human service agency staff identifying a framework that is broad enough so the mobility solutions will meet broad policy goals for human service programs.
 - Transit operational staff developing ideas for improving mobility through service linkages, improving the use of resources (such as the extensive vehicle resources that exist in the County) and identifying a long-term operator for North Larimer County services.
- **Develop local positions on state issues.** Issue areas include Medicaid Non-Emergency Medical Transportation, state funding for transit and school bus regulations limiting ability to share vehicles. Ideally this would include investigation of issues, development of positions, building support for positions and advocating for change.

Projects

The following projects have been identified for the TMA and Larimer County and its rural communities:

- **Mobility Manager** – Seek funding for a half-time mobility manager under the FTA Section 5310 program. Total annual expenses are anticipated to be \$40,000 (with benefits and other overhead/program expenses) for a half-time position.
- **Employment Transportation on Harmony Road** – Potentially seek approximately \$100,000 in JARC funding from the Section 5316 program funds in 2008 to support transit services on Harmony Road (the new Transfort Route 16). Transfort will use funding allocated through an earmark received for Federal Fiscal Year 2005 for the first two years of this project and the TMA funding from 2006 and 2007 is being sought for the third year of this project. Matching funds would be provided through local dollars.
- **Improve Accessibility of Fixed Route Bus Stops in Fort Collins** – The City of Fort Collins may seek funding (approximately \$48,000 annually) from the Section 5317 program to improve the accessibility of bus stops throughout the system. The project would include various cement pads, connections to existing sidewalks and other improvements to make the stops more accessible to people using mobility aids. Matching funds would come from Fort Collins local dollars.

- **Improve Accessibility of Fixed Route Bus Stop Signage in Fort Collins** – The City of Fort Collins may seek funding (approximately \$44,000 annually) from the TMA FTA Section 5317 program to improve the accessibility of bus stop signs throughout the system. The project would include providing additional schedule information and new signage. Matching funds would come from City of Fort Collins local funds.¹
- **Communication Equipment for SAINT** – Radios or cell phones are needed to provide communication between dispatch and SAINT volunteer drivers. This project has an initial capital expense and ongoing operating costs. It is estimated at \$5,000 annually. Funds have not yet been identified for the local match.
- **Employment Transportation Options in Larimer County** – Carry out a planning project to identify transportation options for low-income workers who need to access jobs. This would include a Job Access group that would include job placement professionals, employers and agencies serving low income workers who would identify a range of options and strategies to improve mobility among this population. It would result in an updated JARC plan for the region and specific projects and actions for future consideration or implementation. An estimated \$25,000 in funding is anticipated for this project.
- **COLT JARC Support** – The City of Loveland wishes to apply for JARC funding to support the service they operate between the area south and east of downtown where many people with low incomes live and the employment area centered around I-25, including the Outlets, Centerra and nearby medical and manufacturing employers. The cost of this service is estimated at \$100,000 annually.

The City of Fort Collins also identified two projects which, while supported by the community, are not eligible for FTA 5316 funding. Since both of these projects would continue service that was in place in 2005, they do not qualify as “new” services as required by the FTA New Freedom program. These remain important projects for the community and should be considered as mobility solutions are developed:

- **Continue Part-time Paratransit Service** after 7:15 PM (Mon-Sat) at a cost of approximately \$40,000 annually.
- **Replace 1999 E-350** to use in providing service to individuals who no longer have access to Dial-A-Ride service but who will continue to receive service under a “grandfather” clause at a cost of \$44,000.

The larger service need, that of providing service to all the individuals in Fort Collins who are no longer eligible for Dial-A-Ride because they are outside the 3/4-mile boundary or do not otherwise qualify for service under ADA minimum paratransit requirements, also needs to be addressed as mobility issues are debated.

¹ Only the portion of this project that improves the accessibility of signage for people with disabilities would be eligible for funding under the New Freedom program.

Conclusion

While Weld County and Larimer County have identified different approaches to strengthening coordination, there are commonalities as well. In Weld County, a solid base of service exists for Greeley and Weld County. Although there are concerns about unmet needs, the basic service delivery structure is solid. As such, the recommended actions are specific and reflect the need to improve mobility in response to growth and changing demographics and land use.

In Larimer County there is a need to address foundation issues such as “What agency will be responsible for paying for what services?” especially those that cross jurisdictional lines. These are questions that go to the heart of community values and will be determined on a political level. Once it is decided what should be provided, the questions of how the service should be funded and operated also will need to be addressed. At the same time, there are specific actions and strategies that can improve coordination and strengthen mobility options that will help move the region toward solutions. These actions can be taken now and while they will not resolve the major issues, they will assist the County in moving towards a coordinated human service and public transit network.

Common to both counties are issues arising from growth and changing land use patterns and the need to wrestle with how the region and its communities will pay for transit services in the long-term. Both counties also have similar concerns regarding State policies that affect how transit and human service transportation services are funded and delivered.

Local coordinating councils are recommended for both counties. These are seen as key in helping the region to move forward in addressing mobility issues within the counties on a regional basis.

APPENDIX A

Members of Working Group

Members of Working Group – Weld County

Weld County Transportation

Ms. Patsy Drewer

Mr. Mike Yost

A Women's Place

Ms. Fawn Harmon

Frontier House

Mr. Kevin Thompson

Mr. Davis Popkins

City of Greeley Transit

Mr. John Lee

Sunrise Community Health Center

Ms. Debra Scott

Connections/Disability Advisory Board

Ms. Melissa Burrows

Mr. Irvin Davidson

Weld County Human Services

Ms. Crystal Hedberg

Mr. Walt Speckman

Weld Area Agency on Aging

Ms. Bev Reid

Weld County Social Services/Colorado Works

Mr. John Kruse

Ms. Judy Griego

Envision

Ms. Mary Lu Walton

Weld County Community Corrections

Ms. Jan Spangler

Employment Services of Weld County

Ms. Linda Perez

North Range Behavioral Health

Ms. Jennifer Euler

Mr. Kevin Thompson

Frontier House

Ms. Irene Crosby

Mr. J. Borgmax

Mr. Davis Popins

Northern Colorado Medical Center

Ms. Christiana McFarland

Mr. Blake Nicholson

Mr. Gene O'Hara

ARC of Weld County

Mr. Larry McDermott

Northern Colorado Health Alliance

Mr. Mike Bloom

Members of Working Group – Larimer County

City of Fort Collins Transit

Ms. Karen Schneiders

Veterans Administration

Mr. Thomas Edwards

Dial-A-Ride Advisory Board

Ms. Toni Lueck

Dial-A-Ride TAC

Ms. Antoinette Lueck

Larimer County Health & Human Services

Ms. Kathy Snell

Mr. Richard Guest

Mr. Derek Stalls

Ms. Margaret Long

Larimer County Community Corrections

Ms. Nancy Griffin

Mr. Joe Ferrando

Larimer County Community Corrections/Larimer Lift

Ms. Dana Hersch

Ms. Nancy Griffith-Conklin

Larimer County Workforce Center

Ms. Ella Gifford

Healthy Communities Coalition

Ms. Kim Sharpe

Loveland Disability Advisory Commission

Ms. Linda Bennifuls

Mr. Hal Mansfield

Larimer County Department of Health and Environment

Ms. Averill Strand

Berthoud Area Transportation Services

Mr. Eric Boyd

SAINT

Mr. Gary Thomas

City of Fort Collins Policy and Project Management

Ms. Tess Heffernan

Foothills Gateway

Ms. Eva Bower

Ms. Erin Eulenford

PTAG

Mr. Blu Hovatter

Strategic Transitions, AAA Advisory Council

Mr. Roger Bailey

Project Self Sufficiency

Ms. Maggie Murray

Disabled Resource Services

Mr. Dave McDaniel

Health District of Northern Larimer County

Ms. Patty Hilker

United Way

Mr. Gordon Thibedau

Ms. Mary Robertson

Women's Resource Center

Ms. Maggie Murray

North Colorado Kidney Dialysis

Ms. Nancy Lefler

Education and Life Training Center

Ms. Holly Manley

APPENDIX B

Vehicle Rosters

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
Recreational Activities - Weld County							
Greeley Senior Center	3 Ford Vans	95-98	No	15	No	Good/Excellent	Available staff
Town of Windsor Recreational Center/Senior Program	They use "recycled" town fleet cars (like police cars)		No		No		1 paid driver
Town of Ft. Lupton Senior Recreation Program	1 Chevy Van	2000	No	12	0	Good	Available staff
Assisted Living/Rehabilitation/Nursing Homes							
Triangle Cross Ranch	Mercury car		No	5	No	Excellent	Available staff
	2 Ford Vans		No	15	No	Excellent	Available staff
Bee Hive Homes	Staff use personal cars to transport their clients						
Community Connections for Independent Living	Don't own any vehicles. Rely on public transportation.						
Eldergarden	Uses public transportation for clients. Weld County and Greeley						
Envision	18 Mini-vans	2007	No	6	No	Excellent	Available staff
	10 full size vans	97-2007	Lift	5	2	Fair/Good	Available staff
Fairacres Manor	Bus	1996	Lift	14	2	Good	Available staff
	Van	1997	Lift	8	1	Good	Available staff
Greeley Transitional House, Inc.	No vehicles. Relies on public transportation						
Room At the Inn	Ford Aerostar	1992	No	7	No	Good	Available staff
	Plymouth Voyager	1997	No	7	No	Good	Available staff
The Willows at Windsor	Dodge Caravan	2002	No	7	No	Good	Available
	Ford Focus	2001	No	4	No	Good	Available
Medical Facilities/Health Services - Weld County							
Sunrise Community Health Center	Chevy Club Van	late 90's	No	10	0	Good	Available staff
North Front Range Behavioral Health	2 Chevy Mini-van's	1995	Lift	6	1	Good	Available staff
	3 Ford vans	2003	No	8	0	Good	Available staff
NCMC	Short wheelbase van	1997	Lift	Driver/passenger	1	Poor	Available staff
Program Transportation Services - Weld County							
Turning Point for Youth and Family Development	School Bus (Waverly school)		No	35	0		1
	4 Vans		No	15	0		Available staff
	5 Mini vans		No	7	0		Available staff
	3 SUV's		No	4	0		Available staff
	2 passenger cars		No	3	0		Available staff
Development Alternative for Youth & Family	Dodge Van	1997	No	15	0	Poor	Available staff

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
	Ford Van	1993	No	15	0	Poor	Available staff
ARC of Weld County	2 personal vehicles (van, car)		no	3 and/or 15	no		Available staff
Bonell Good Samaritan	2 vans	98 & 99	Lift	8 or 12	3	Good	Paid drivers
	3 buses	94-2006	Lift	28	3	Good	Paid drivers
	2 cars & 1 pick up	98-2006	No	3	0	Good	Paid drivers
Public Transportation - Weld County							
City of Greeley Transit	Goshen	1999	Yes	14	3	Good	Yes
	Goshen	1999	Yes	14	3	Good	Yes
	Goshen	1999	Yes	14	3	Good	Yes
	Thomas	2002	Yes	14	3	Good	Yes
	Goshen	2004	Yes	14	3	Good	Yes
	Goshen	2004	Yes	14	3	Good	Yes
	Goshen	2005	Yes	14	3	Good	Yes
	Goshen	2005	Yes	14	3	Good	Yes
	Goshen	2005	Yes	14	3	Good	Yes
	Blue Bird	1982	Yes	21-27	2	Good	Yes
	Goshen	2004	Yes	15-21	2	Good	Yes
	Thomas	2003	Yes	15-21	2	Good	Yes
	Gillig Phantom	1993	Yes	24-30	2	Good	Yes
	Gillig Phantom	1993	Yes	24-30	2	Good	Yes
	StarTrans Supreme	1995	Yes	12	3	Good	Yes
	Gillig Phantom	1995	Yes	23-29	2	Good	Yes
	Gillig Phantom	1995	Yes	23-29	2	Good	Yes
	Blue Bird	1997	Yes	15-21	2	Good	Yes
	Blue Bird	1997	Yes	15-21	2	Good	Yes
	Blue Bird	1997	Yes	15-21	2	Good	Yes
	Blue Bird	1997	Yes	15-21	2	Good	Yes
	Blue Bird	1997	Yes	20-26	2	Good	Yes
	Blue Bird	1997	Yes	20-26	2	Good	Yes
	Blue Bird	1997	Yes	20-26	2	Good	Yes
	Blue Bird	1997	Yes	20-26	2	Good	Yes
Weld County Human Resources - Minibus	23 Dodge Van	1995	No	2	0	Fair	Yes
	24 Ford Van	1996	No	15	0	Poor	Yes

Vehicles 20 and 21 removed in the sanitation program and removed

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
<i>Vehicles 28 and 31 are used in the nutrition program and are not used to transport people. Vehicles 40 and 41 are assigned to the Americorps program and are not available for passenger transportation. An additional seven vehicles are used in the Mesa County Migrant Head Start Program and are not included on this list.</i>	28 Ford Van - Nutrition	1998	No	2	0	Fair	No
	31 Ford Van - Nutrition	1998	No	2	0	Fair	No
	33 Ford W/C	1998	Yes	6	2	Good	No
	40 Dodge Van - Americorps	2000	No	15	0	Fair	Yes
	41 Dodge Van - Americorps	2000	No	15	0	Fair	Yes
	42 Dodge Van	2000	No	15	0	Fair	Yes
	46 Dodge W/C	2000	Yes	4	2	Good	No
	47 Dodge W/C	2000	Yes	4	2	Good	Yes
	48 Dodge W/C	2000	Yes	4	2	Good	No
	49 Dodge	2001	No	15	0	Good	Yes
	50 Dodge	2001	No	15	0	Good	No
	51 Dodge W/C	2001	Yes	6	2	Good	No
	52 Dodge	2002	Yes	7	2	Good	No
	54 Ford W/C	2002	Yes	7	2	Good	Yes
	55 Ford W/C	2002	Yes	7	2	Good	Yes
	56 Chevy Bus	2003	No	16	0	Good	Yes
	57 Chevy Bus	2003	No	16	0	Good	Yes
	58 Chevy Bus	2003	No	16	0	Good	Yes
	59 Chevy Bus	2003	No	16	0	Good	Yes
	66 Ford W/C	2005	Yes	10	1	Good	No
	67 Ford W/C	2005	Yes	10	1	Good	Yes
	68 Ford W/C	2005	Yes	10	1	Good	Yes
	69 Ford W/C	2005	Yes	10	1	Good	Yes
	70 Ford W/C	2005	Yes	10	1	Good	Yes
	71 Ford W/C	2005	Yes	10	1	Good	Yes
	72 Ford W/C	2005	Yes	10	1	Good	Yes
	73 Ford W/C	2005	Yes	6	3	Excellent	Yes
	74 Ford W/C	2005	Yes	8	2	Excellent	No
	75 Chevy W/C	2005	Yes	3	2	Excellent	Yes
	76 Chevy W/C	2005	Yes	3	2	Excellent	Yes

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
	77 GMC Bus	2006	No	16	0	Excellent	No
	78 GMC Bus	2006	No	16	0	Excellent	No
	79 GMC Bus	2006	No	16	0	Excellent	Yes
	80 GMC Bus	2006	No	16	0	Excellent	No
	81 GMC Bus	2006	No	16	0	Excellent	No
	84 Ford W/C	2006	Yes	12	2	Excellent	Yes
	85 Ford W/C	2006	Yes	12	2	Excellent	Yes
	88 Ford Bus	2006	No	16	0	Excellent	No
	89 Ford Bus	2006	No	16	0	Excellent	No
	90 GMC Bus	2007	No	16	0	Excellent	Yes
	91 GMC Bus	2007	No	16	0	Excellent	No
	92 GMC Bus	2007	No	16	0	Excellent	No
Other							
Alternatives Homes for Youth	Did not respond to survey.						
The Bridge Assisted Living	Did not respond to survey.						
Catholic Charities Northern	No Vehicles.						
United Way of Weld County	No vehicles. Relies on public transportation						
Public Transit Services - Larimer County							
Town of Estes Park - Special Transit	One Ford Van - no specific van is assigned to Estes Park	2000-2007	Lift	17	2	Good	Yes
Town of Berthoud	Van	1997	No	6	0	Fair	Yes
	Body on Chassis	1998	Lift	24	2	Poor	Yes
	Body on chassis	2003	Lift	21	2	Good	Yes
	Body on Chassis	2004	Lift	21	2	Good	Yes
City of Fort Collins - TransFort	19 transit buses / 18 Minibuses	Various	Yes - lifts	Various	2	Varies	Yes
City of Loveland Transit	Thomas	2001	Low Floor	25	2		
	Dodge Caravan	1999		3	1		
	Bluebird CIF2509	1999		25	2		
	Ford E-450	1999		14	2		

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
	Ford E-450	2001		16	2		
	Ford E-450	2002		21	2		
	Ford E-450	2002		21	2		
	Ford E-450	2002		21	2		
	Chevy C5500	2005		24	2		
	Chevy - delivery in May 2007			8	2		
	Chevy - delivery in May 2007			8	2		
Larimer Lift - operated by Larimer Community Corrections	Chevy Uplander	2007	Yes	5	2	Excellent	Yes
	Toyota Prius	2001	No	3	0	Fair	Yes
Recreational Activities - Larimer County							
Boys & Girls Clubs of Larimer County	Mini Bus	2005	No	20		Good	1
	Bus	1980	No	35		Fair	1
Ft. Collins Senior Center	Ford Van	2004	Lift	14	2	Excellent	Staff/Volunteer
	Ford Van	2004	No	14		Excellent	Staff/Volunteer
CSU	Has five MCI & Neoplan buses the public can charter	1970's	No	47 & 53		Fair	Yes
Rocky Mountain National Park	10 Thomas-Dennis Buses	2000-20006	Ramps	28	2	Good	
Assisted Living / Rehabilitation / Nursing Homes - Larimer County							
Alterra Sterling House - Loveland	Ford Windstar	1997	No	6		Good	2
Big Thompson Manor II	Ford Aero Star	1998	No	8		Fair	Staff
Carmel Community Living	Ford Aero Star minivan	1995	No	7		Good	Staff
	Unknown	1991	Ramp	5	1	Good	Staff
Columbine Health Care Services	Buses - 3		Ramp	14	3	Good	Yes
	Minivan - 1		No	4		Good	
	Vans - 7	1999-03	Ramp	4 to 7	2	Good	
Disabled American Vets	Ford Van	2004	No	8		Good	Staff
	Chevy Van	2000	No	8		Fair	Staff
Elderhaus	Ford Van 100-350	1992	Lift	10	2	Good	Staff
	Ford Van E-250	1996	No	11		Good	Staff
	Ford Van E-450	2001	Yes	8	3	Good	Staff
	Ford Van	1995	Yes	8	2	Good	Staff

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
Loveland Good Samaritan Village	Ford (being replaced with a 2004, 2 wheelchair/5 pass van; low mileage; excellent condition	1984	Lift	5	3+1	Fair	1
	Ford Van	2000 (100k)	Lift	8	2	Good	1
	Ford Van	2005 (20k)	Lift	12	2	Good	1
	Mini Bus	1995 (100k)	Lift	24	1	Good	1
REM	Ford Free Star	2005	No	7		Excellent	1
	Ford Free Star	2006	No	7		Excellent	1
	Ford E-350	2004	Lift	6	1	Excellent	1
	Ford Van	2005	No	15		Excellent	1
	Ford Van	2004	No	12		Excellent	1
Ft. Collins Health Care Center	EconoLine 350	1995	Lift	7	1	Fair	Staff
	EconoLine 350	2001	Lift	6	1	Good	1
Parkwood Estes	Ford Shuttle Bus	1999	No	20		Good	1
Sunbridge Care and Rehabilitation Center	Ford Van	1996	Lift	20	2	Good	1
Salvation Army	Dodge Mini van	1997	No	8		Fair	Staff
	Dodge Van	1999	No			Good	Staff
	Ford Van	2007	No	15		Excellent	Staff
	Ford Van	2002	No	12		Good	Staff
Ft. Collins Good Samaritan Village	Ford - bus	1995	Lift	12	2	Fair	2
	Ford - bus	2004	Lift	12	2	Good	2
Wellington Assisted Living	Personal Car	2006		4		Good	1
Alterra Sterling House - Ft. Collins	Bus		Lift	14	1	Good	1
	Chrysler Van	2007		6		Excellent	1
The Wexford (to eventually come under the Columbine umbrella)	Ford Conversion Van	1996	No	14		Good	Staff
Spring Creek Health Care Center	Ford	1993	Lift	7	1	Fair	1
	Ford	1995	Lift	7	1	Fair	1
	Ford	1995	Lift	7	1	Fair	1
Sierra Vista	Ford E-350 Van	1998	Lift	5	1	Fair	1
	Ford E-350 Van	2002		11		Excellent	Staff
Blue Grouse Health Care	Ford Aerolite	2000	Lift	16	2	Good	1

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
Collinwood Assisted Living	Ford Winstar	2000	No	7	0	Fair	2
Merril Gardens -Loveland	Ford Minibus	1997	Lift	12	2	Good	2
Mountain Crest	GMC Bus	2007	No	15	0	Excellent	Available Staff
	Dodge Van	2000	No	7	0	Good	Available Staff
Program Transportation - Larimer County							
Wellington Senior Center	Van		Lift	8	1	Poor	Yes
Foothills-Gateway	58 Minibuses, Vans, etc.	Various	Majority	Various	2+	Average	Available Staff
Mosaic	Dodge Ram 250	1995	Lift	Unknown	Unknown	Fair	Available Staff
	Unknown (named "Trash Trailer")	2000	No			Good	Available Staff
	F150 Pickup	1998	No	Unknown		Good	Available Staff
	Ram 350 Maxi	1996	Lift	Unknown	Unknown	Fair	Available Staff
	Chevy Express 3500	2006	Lift	Unknown	Unknown	New	Available Staff
	Ford E450	2005	Lift	Unknown	Unknown	Good	Available Staff
	Plymouth Grand Voyager	1999	No	Unknown	Unknown	Good	Available Staff
	Ford E350	1999	Lift	Unknown	Unknown	Good	Available Staff
	Chevy Uplander	2007	No	Unknown	Unknown	Good	Available Staff
	Dodge Grand Caravan	1996	No	Unknown	Unknown	Fair	Available Staff
	Ford Taurus	2001	No	Unknown	Unknown	Good	Available Staff
	Ford Windstar	1999	No	Unknown	Unknown	Good	Available Staff
	Dodge Grand Caravan	1999	No	Unknown	Unknown	Good	Available Staff
	Chevy AstroVan	1998	No	Unknown	Unknown	Good	Available Staff
	Ford E350	2002	Lift	Unknown	Unknown	Good	Available Staff
	Chevy Uplander	2006	No	Unknown	Unknown	New	Available Staff
	Ford E350 Van	1999	Lift	Unknown	Unknown	Good	Available Staff
	Dodge Caravan	2002	No	Unknown	Unknown	Good	Available Staff
	Ford Taurus Wagon	2002	No	Unknown	Unknown	Good	Available Staff
	Chevy Express	2006	Lift	Unknown	Unknown	New	Available Staff
	Chevy Venture	2001	No	Unknown	Unknown	Good	Available Staff
	Chevy Uplander	2006	No	Unknown	Unknown	Good	Available Staff
	Chevy Express Van	1998	No	Unknown	Unknown	Fair	Available Staff
	Chevy Lumina	1999	No	Unknown	Unknown	Good	Available Staff

Vehicle Rosters

Name of Facility	Vehicle Type & #	Year	Wheelchair Accessible?	Seating Capacity	Wheel Chair Capacity	Condition	Dedicated Driver?
Larimer Community Corrections	Chevy Impala Sedan	2006	No	2		Excellent	Yes
	Dodge Ram Passenger Van	2002	No	10	Unknown	Good	Yes
	Dodge Ram Passenger Van	2002	No	10	Unknown	Good	Yes
	Chevy AstroVan	2003	No	6	Unknown	Good	Yes
Medical Facilities - Larimer County							
Poudre Valley Hospital	Mini-Van	1996	Lift	8	1	Good	Staff
	Mini-Van	2007	Lift	15	1	Excellent	Staff
Agencies Reporting No Vehicles - Larimer County							
Columbine Health Services	Ambulances. Relies on other facilities to send transport for patients						
McKee Medical	Ambulances only. Relies on other facilities to send transport for patients						
Thompson Valley EMS	Relies on other facilities to send transport for patients						
Elder Care Network	Has no vehicles; they work for other agencies						
Inter-Faith Network	None of the churches surveyed so far has vehicles for transporting parishoners.						
Prospect Park - Estes Park	Uses Special Transit System buses						
Island Grove	No vehicles/ uses public transportation						
Hatfield Chilson Recreation Center	Uses city bus services						
Hatfield Chilson Senior Center	Uses city bus services						

APPENDIX C

Public Process

Public Process

The Coordinated Public Transit/Human Services Transportation Plan was developed with an extensive public process. This began with soliciting involvement from a wide range of stakeholders among human service agencies – public and private – and transit providers to participate in County-level meetings. The individuals attending these meetings assisted in developing the various components of the plans through identification of needs and discussion of how to move forward. These meetings were also the first step of an ongoing process, so activities geared toward building an understanding of human service and transportation needs, issues, funding, and inter-relationships were a part of these meetings.

Four meetings were held in each county. At three of these, there was group discussion of various issues and activities. Minutes are attached for these meetings. The fourth meeting was in an Open House format, using boards prepared that summarized key issues and activities.

Weld County Meetings

- December 5, 2006
- January 31, 2007
- April 5, 2007
- May 16, 2006 (Open House)

Larimer County Meetings

- October 30, 2006
- February 1, 2007
- April 4, 2007
- May 17, 2007 (Open House)

The Coordinated Public Transit/Human Services Transportation Plan was presented to the Transit Advisory Group at two meetings (once for an update and once to present the draft final plan), providing an opportunity for all members to discuss the plan activities and recommendations. Various members of TAG also participated in their county-level meetings. The Draft Final Plan was also presented to the MPO Planning twice, once for discussion (June 7, 2007) and once for adoption (July 12, 2007).

Weld County Health & Human Service Providers Lunch

December 5, 2006

Attendees:

Mary Lu Walton, Envision
Jan Spangler, Weld County Community Corrections
Linda Perez, Employment Services of Weld County
Jennifer Euler & Kevin Thompson, North Range Behavioral Health
Irene Cosby & J. Borgmax, Frontier House
Christina McFarland, Northern Colorado Medical Center
Brad Patterson & John Lee, Greeley Transit Services
Judy Griego, Weld County Social Services
Fawn Harmon, A Woman's Place
Blake Nicholson, Northern Colorado Medical Center Behavioral Health
Larry McDermott, ARC of Weld County
Mike Yost, Weld County Transit
Staff -
Suzanne O'Neill, TransitPlus Consultants
Vicky McLane & Mary Warring, NFRMPO

The meeting started with an overview from Vicky McLane of the North Front Range Metropolitan Planning Organization (NFRMPO) of the work of the NFRMPO. Suzanne O'Neill of TransitPlus Consulting then initiated introductions around the room which included identifying working relationships. Suzanne followed with an overview of the plan and the purpose of the meeting.

Cross Connections

To be illustrated in chart

- John from Greeley – Weld County/ARC/Transitional House/NCMC/Women's Center/Frontier House
- Fawn Harmon – United Way/NCMC/Envision
- Christina with NCMC – all in room
- Weld County – primarily low income/intra house/employment services
- Mary Lu – City-bus passes/limited Weld County/Provide own
- Linda Perez – Americorp/park & ride lot
- Larry with ARC – Children/family's with disabilities
- North Range Mental Health – United Way/ other limited contacts

Mary Warring with the NFRMPO reviewed the survey results with the group which included the following:

Client Destinations

To Agency – 93%
To Employment – 86%
Medical – 100%

Other destinations -

- Court
- School
- Banking
- Shopping
- Social recreation

Time of Day

A.M. – 50%

P.M. – 40%

After Hours – 10%

93% of Agencies have clients with special transport needs

Modes

Fixed Route – 100%

Paratransit – 86%

Personal/provided by client – 79%

Taxi – 43%

Family/friend – 100%

Other

- Walking
- Taxi
- Other agency

Agency Provides

Bus passes – 50%

Agency vehicle – 29%

Stipend – 14%

Transit Info. – 100%

Fare assistance – 64%

5 agencies have a total of 68 vehicles (majority Banner & WC Human Services)

Most agencies pay for transport through grants (fed. & other)

Suzanne then discussed with the group the transit situation in Weld County and facilitated a discussion of the individual agencies concerns and needs. The primary concerns and issues that surfaced included:

Concerns

- Need more routes and additional hours of service including after hours
- Need service outside of Greeley
- FUNDING
- More bus passes
- Need more/improved access for disabled
- Budget cuts affect transit first
- No resources for regular living activities
- Covering costs

- Clients are looking for same choices as rest of population
- Transportation is not following growth
- Hwy 85 is being neglected
- No route on 8th Avenue
- Not funded for non-emergent trips or long term needs

Ideas for Improvement

- Sliding Fee scale
- Non-emergency service/alternate transit
- Enhanced coordination
- Further and more complete training for drivers
- Better coordination among agencies
- More service/ on-call, taxis, etc.
- Need to talk with elected officials
- Travel training

Comments -

- Employment opportunities to the west – Promontory, I-25 & Loveland area
- Estimate that 70% of trips are for in town – remaining outlying areas
- What can community do to improve services?
 1. Making do with less
 2. Developing coalition w/ political strength
- Need to make the most of what we have
- Living choices constrained by transportation
- Covering full cost of a trip
- “Clustering” transportation around towns (Windsor, Ft. Lupton, etc.)
- Public transit – a challenge for people w/ daycare, other issues
- Need busses in small communities
- Information, training, schedules – travel training for H&HS staff
- Orientation on Greeley bus service
- Weld county – Regular employment service is a low priority; intake is a higher priority
- Self-sufficiency is primary goal

The group identified three top priorities.

- Untapped resources
- Funding – current and future
- Non-emergent transport

The meeting ended with an agreement to continue discussing the issue and possibly to establish a working group that meets on a regular basis.

Weld County Public Transit/Human Services Transportation Plan Meeting Notes

Wednesday, January 31st 2007

In Attendance:

Linda Perez	Weld County Workforce Center
Patsy Drewer	Weld County Transportation
Mike Yost	Weld County Transportation
Mary Lu Walton	Envision
Mike Bloom	Northern CO Health Alliance
Fawn Harmon	A Women's Place
Kevin Thompson	Frontier House
Brad Patterson	City of Greeley Transit
John Lee	City of Greeley Transit
Gene O'Hara	Northern CO Medical Center
Walt Speckman	Weld County Human Services
Rex Knowlton	Regional Ambassador, United We Ride
Suzanne O'Neill	Transit Plus Consultants
Megara Kastner	Collaborative Group Dynamics
Vicky McLane	North Front Range Metropolitan Planning Organization
Mary Warring	North Front Range Metropolitan Planning Organization

The meeting started with Vicky discussing the regional transportation planning work of the North Front Range MPO which works on behalf of 13 local governments in the North Front Range area. Vicky also discussed the objectives of the Weld County Public Transit/ Human Services Transportation Plan which includes identifying gaps and strengths in existing transportation services and creating a plan for moving forward.

Rex Knowlton of the United We Ride program spoke to the challenge ahead with respect to coordinating all the transportation elements that serve the Weld County area.

Rex emphasized:

- The importance of starting a dialogue that assesses what is being provided.
- Determining where the gaps are
- How to move forward
- Acknowledging that not all needs can be addressed by public transportation
- Barriers to coordination which include understanding the current needs

Participants introduced themselves and explained their program services.

Linda Perez/Weld County Workforce Center - serves mostly low income and rural area clients.

Brad Patterson & John Lee/City of Greeley Transit Services - includes fixed route and on-demand service in the city limits.

Mary Lu Walton/Envision – Serves clients with developmental disabilities in all Weld County – day program and 25 vehicles to serve clients. Medicaid is sole source of funding for transportation.

Patsy Drewer & Mike Yost/Weld County Transportation – provides door to door service five days a week, 6:30 am to 6:00 pm. Serves seniors, low income and disabled traveling primarily for medical.

Fawn Harmon/A Woman's Place – Serves as a shelter for woman with a 30 day maximum stay - primary challenge is getting clients to shelter and providing evening transportation service.

Kevin Thompson/Frontier House – serves clients in the City of Greeley – challenge is Frontier has no additional funds for transportation.

Mike Bloom/Northern CO Health Alliance – Has large service area – same as NFRMPO boundary area with the exception of Fort Collins. Client transportation issues are primarily getting to and from services. Staff also has needs – mostly internal to programs and organizations.

Gene O'Hara/Northern CO Medical Center – Parallel concerns/needs as Health Alliance – getting clients to and from the hospital. In addition to in-patients, center serves approximately 400,000 out patients a year.

An open discussion followed with the following comments:

- Weld County's primary transportation constraint is time due to door to door service
- Transfer station has been discussed between Greeley and Weld County – may be well utilized if realized
- Many clients have tremendous hands on need
- Weld County strives to individualize service
- There is a need to advertise and offer travel training for clients and especially for agency staff.
- In the Greeley area, many of the safety net agencies are on the east side of town and out of the fixed route loop.
- Route 6 in Greeley has potential to be expanded

Suzanne O'Neill then discussed with the group some of the specific issues in the Weld County area.

- The public transit/human services transportation plan will identify the priorities in the area and the projects that should be funded. Last month, several issues were identified for improvement or emphasis (detailed in last months meeting notes). Two new ideas were added which include additional information and outreach to the general public and travel training not only for clients but for staff and drivers as well.
- Greeley issues are lack of operational funding – capital equipment is fine

Rex Knowlton wrapped up the meeting with observations about the situation including:

- Vehicle sharing – new legislation will allow vehicle sharing as long as funding is federal.
- State of Washington is doing many of the same things that had been discussed at the meeting so there are working models to borrow from.
- Real potential is to understand where capacity is needed by measuring peak demand.
- Travel training is extremely valuable for agencies as they are then able to plug clients in to the system so that they are familiar and comfortable with traveling more independently
- The training will also enable agencies to determine which service is needed – door to door or curb to curb
- Between Weld County and City Of Greeley sharing the demand has a lot of promise
- Transfer concept is worth pursuing as it has great potential in this area – would free capacity for Weld County. Will require a lot of steps involving education and time – Creates win/win as Weld would gain more capacity and Greeley would see an increase in ridership.
- Key - communication between agencies

Next Meeting

- Projects should be identified by Weld County, City of Greeley and Health and Human Service agencies
- Create demand graphs by time sequence which the agencies with vehicles will share
- Based on graphs and tracking that will take place – get a sense of resource utilization

Note – Wednesday is a good day for next meeting.

Weld County Public Transit/Human Services Transportation Plan Meeting Notes

Thursday, April 5th 2007

In Attendance:

Patsy Drewer	Weld County Transportation
Fawn Harmon	A Women's Place
Kevin Thompson	Frontier House
Davis Popkins	Frontier House
John Lee	City of Greeley Transit
Debra Scott	Sunrise Community Health Center
Irvin Davidson	Connections/Disability Advisory Board
Melissa Burrows	Connections/Disability Advisory Board
Crystal Hedberg	Weld County Human Services
Bev Reid	Weld Area Agency on Aging
John Kruse	Weld Cty Social Services/Colorado Works
Suzanne O'Neill	Transit Plus Consultants
Vicky McLane	North Front Range MPO
Mary Warring	North Front Range MPO

Vicky McLane started the meeting with a general overview of the plan including the area of Weld County covered by the plan and the need for coordination between transit/transportation agencies and human service organizations.

Suzanne O'Neill started with information on Federal Transit Administration (FTA) guidelines for funding and operations. In the state of Colorado both Weld County and the City of Greeley work directly with the state for federal funds for JARC and New Freedom. Applications will be due in June.

Suzanne discussed the work accomplished at the previous two meetings and the findings and issues outlined in the meeting agenda (attached).

Issues and Findings

- Many people in rural communities and jobs are moving west
- Gaps in service – east-side, rural access to jobs
- Transit /transportation service includes approx. 135 vehicles
- Medicaid trips – rural system is geared to seniors and regulations are strident
- Communication – there is a disconnect between human service agencies and elected officials and transit providers (note – a meeting was held by elected officials last week in Weld County that garnered a cross section of the community to discuss transportation issues – so process is starting)
- Lack of knowledge – need for education for all – clients and staff/agencies
- Cross-county services including medical, employment, court and justice system

John Kruse of Colorado Works discussed some of the issues affecting his agency including the need for transportation to south Weld County and possibly to Denver. John also explained that they do have some resources to pay for transportation; however, services are not available. He will follow up with Ted Long to check on specific numbers associated with transportation need.

Vicky explained that the NFRMPO is focused on transportation needs within the MPO boundary (see attached map) including, trips that start in the rural areas and come into the MPO area.

General funding issues and questions were discussed which included:

- State and Federal issues:
 1. No state funding for transit operations
 2. Cumbersome Medicaid regulations and limited funding at the State level
 3. Insurance issues
- City feels it is already tapping all available revenue streams
- There are significant needs for employment transportation for rural residents, reflecting the changing demographics. While the Minibus provides good access for seniors, the schedule is geared to trip requirements of people who need medical services and doesn't work well for most employment needs.
- Senate Bill 1 allows 10% for transit and the region received \$300K for 3 buses for the new Greeley/Loveland transit route on Hwy 34. The region contributed \$100K for a total of \$400K in this project.

Suzanne then discussed identified goals of the plan.

Goals

1. **Develop an Advisory Council** – a local coordinating group representing a cross-section of individuals in the Weld County/plan area.
2. **Identify statistics / numbers to reflect the needs**
 - who – how many – where
 - a survey carried out by human service agencies might possibly be the first stepSome current figures identified at the meeting include:
 - Weld County population – 229,000. If one trip per capita (a standard level of transit availability) were provided, it would equate to 229,000 annual trips. Patsy reported that Weld County Minibus provided 76,000 trips in 2006.
 - Greeley/Evans population – 105,000. The Bus provides about 4.6 rides per capita, typical for an urbanized area.
 - BUS ridership – 450,000 trips in 2006
 - BUS para-transit – 32,000 trips in 2006
3. **Improving employment transportation and access**
 - Access needed for residents of Fort Lupton, Erie
 - Access to jobs in Centerra area also important

- 4. Organize a volunteer driver program** – the City of Greeley is currently exploring this possibility with the goal of establishing an organization similar to SAINT in Larimer County. The senior center coordinator is interested for rural Weld County as well, but does not have staff time to implement a program.
- 5. Identify funding and develop steady funding resources**
- 6. Coordinator** - Hire an individual to work with all agencies
- 7. Advocacy/lobbying for improving transportation**

Next Steps

1. Identify projects - both Weld County and City of Greeley generally submit applications through CDOT. The consultant and MPO will follow up with Social Services regarding possible Job Access project development.
2. MPO will put together plan and solicit comments from group. The plan will go before the MPO Council in June for discussion.

Weld County Open House

May 16, 2007

Greeley Ice Haus

Participants

Fawn Harmon – Woman's Place

Bev Reid – WC Office on Aging

Mary Lu Walton - Envision

Walt Speckman – WC Human Services

Patsy Drewer – WC Transportation

Crystal Hedberg – WC Human Services

Michael Bloom - Northern Colorado Health Alliance

Brad Patterson – Greeley Transit

Debra Scott - Sunrise Community Health Center

Kevin Thompson - Frontier House

Comments

The participants reviewed and discussed the boards describing the plan and process. They also engaged in detailed discussions regarding the contents of the plan. Comments are summarized below.

- Support was voiced for a full-time mobility manager for Weld County – not the half-time proposed in the plan.
- There were discussions regarding employment transportation needs for Weld County residents, especially those in rural areas and the southwestern communities of the County.
- Discussions took place on accessing medical services, especially for those without health insurance. The role of the North Colorado Health Alliance and its relationship to the many clinics and providers was discussed.
- Clarifications were made on fleets and services.
- Updates were provided on the actions the City of Greeley was taking to revised Route 6 in response to the move of Sunrise Clinic to the old State Farm insurance site.

Larimer County Health & Human Service Transportation Plan

Stake Holders Meeting

Monday October 30th

Attendees:

Ella Gifford	LC Workforce Center
Erin Eulenford and Eva Bower	Foothills Gateway, Inc.
Maggie Murray	Project Self Sufficiency
Dave McDaniel	Disabled Resource Services
Hal Mansfield	Loveland Disabilities Advisory Commission
Joe Ferrando	LC Community Corrections
Patty Hilker	Health District of Northern LC /Connections
Gordon Thibedeau	United Way
Margaret Long	LC Human Services
Averill Strand	LC Department of Health and Environment
Gary Thomas	SAINT
Antoinette Lueck	Dial-A-Ride TAC
Maggie Murray	Women's Resource Center
Nancy Lefler	N. Colorado Kidney Dialysis

Staff:

Richard Guest	Larimer County Human Resources
Megara Kastner	Collaborative Group Dynamics
Suzanne O'Neill	Consultant, Transit Plus
Vicky McLane & Mary Warring	North Front Range Metropolitan Planning Organization

The meeting started with introductions and each individual identified the organization they represented and whether they received and/or provided transportation funding.

A few volunteered to offer their connections and working relationships with others at the meeting. A map is attached which shows some of the existing relationships between agencies.

Next, a brief overview of the North Front Range Metropolitan Planning Organization's responsibilities along with the federally mandated work of the plan was presented. Survey results were then presented and all agreed that they seemed representative of the group as a whole.

Survey results:

Number of agencies surveyed –

Surveyed : 28

Responses: 25 (received from 21 agencies)

Time of day with greatest transportation need –

A.M. – 53%

P.M. – 47%

Transportation needs of clients –

To Agency - 90% (responded yes)

To Employment- 100%

To Medical - 100%

Other destinations include –

School

Shopping

Court mandated appointments

Other agencies

Clients with Special transportation needs –

Yes – 90%

No – 5%

Of agencies that provide transportation –

Number of Vehicles – 18

Number of Drivers – 131 (primarily SAINT)

Agency transportation provisions –

Agency assists with costs: Yes – 20%
No – 80%

Agency provides information - Yes – 65%
No – 35%

Agency provides fare assistance - Yes – 70%
No – 30%

The remainder of the meeting was spent discussing the issues and concerns regarding client transportation needs. The following primary concerns were identified and ranked by the group.

Concerns: (participants ranked each by placing colored dots next to those of greatest importance)

- Bus Service limited both geographically and hours - adds up to 4 hours to travel time connections between routes – transfers and connections – frequency – evening service

- City & County need to work together
- Fiscal responsibility
- Service gap between Loveland and Fort Collins
- Transit District
- Time Needed for round trip
- Transit Cost & accessibility for guide dogs and wheelchairs
- North end of county, Windsor, Timberline
- Dial A Ride is not flexible
- No Service to Denver
- Accessible housing is out of transit range
- Long trips hard on elderly
- Court clients need access to transit services

From this list MPO staff came up with five primary areas of concern.

1. Bus Service is limited. Geographically, routes do not reach many of the agencies that serve a large number of clients. Additionally, many clients are unable to get to other necessary services and employment. The north end of the county, the town of Windsor and the Timberline area were mentioned as areas of particular concern.
No service to Denver is of concern for many medical patients and lack of evening service is a problem for those with unconventional work schedules.
2. The need for the cities & County to work together is felt to be a separate and very important issue.
3. The cost of transportation specifically transit fares are an issue. This relates to who should assume the fiscal responsibility for providing affordable service. The idea of Transit District was discussed with most expressing interest in the formation of a taxing district which supported transit in the greater Loveland/Fort Collins area.
4. The service gap between Loveland and Fort Collins makes transfers and connections especially difficult. Accessible housing, out of transit range, was mentioned as a growing problem that will only intensify as population increases in the area.
5. Creating a user friendly system that makes clients feel comfortable is very important. Accessibility for guide dogs and wheelchairs is an important issue. Another concern is that Dial-A-Ride is not flexible and that long trips are hard on clients, particularly the elderly, with some trips adding as much as 4 hours travel time to a trip.

The meeting concluded with an agreement to keep everyone informed of meeting minutes and future events through email.

Larimer County Public Transit/Human Services Transportation Plan Meeting Notes

Thursday, February 1st 2007

In Attendance

Karen Schneiders	City of Fort Collins Transit
Thomas Edwards	Veterans Administration
Toni Lueck	Dial-A-Ride Advisory Board
Kathy Snell	Larimer County Health & Human Services
Nancy Griffin	Larimer County Community Corrections
Kim Sharpe	Healthy Communities Coalition
Linda Bennifuls	Loveland Disability Advisory Commission
Averil Strand	Larimer County Department of Health and Environment
Hal Mansfield	Loveland Disability Advisory Commission
Eric Boyd	Berthoud Area Transportation Services
Gary Thomas	SAINT
Tess Heffernan	City of Fort Collins Policy and Project Management
Ella Gifford	Larimer County Workforce Center
Richard Guest	Larimer County Health & Human Services
Derek Stalls	Larimer County Health & Human Services
Eva Bower	Foothills Gateway
Blu Hovatter	PTAG
Roger Bailey	Strategic Transitions, AAA Advisory Council
Rex Knowlton	Regional Ambassador, United We Ride
Suzanne O'Neill	Transit Plus Consultants
Megara Kastner	Collaborative Group Dynamics
Vicky McLane	North Front Range Metropolitan Planning Organization
Mary Warring	North Front Range Metropolitan Planning Organization

The meeting started with Vicky presenting overview of the services of the North Front Range MPO which encompasses regional transportation planning for 13 local governments in the North Front Range area. Vicky also discussed the objectives of the Larimer County Transit Public Transit/Human Services Transportation Plan which include identifying gaps and strengths in existing transportation services and creating a plan for moving forward.

Rex Knowlton spoke to the role that the United We Ride program has in the region and the challenge ahead with respect to coordinating all the transportation elements that serve the Larimer County area. Specific steps and issues Rex discussed include:

- Making better use of existing resources and providing more effective transit options.
- Funding options are complex and each stream of funds has their targets.
- Challenge is to see how the funding streams intersect.

- HS agencies have to be concerned with transportation which is not their primary mission
- Break down barriers at the local, regional and state level.

Suzanne O'Neill explained the planning process and how it has recently changed including federal legislation that will allow for more flexible funding. Suzanne reviewed issues that had been identified at the previous meeting (see Oct. meeting notes) plus added a few points including:

- Cost of one way transit fares has gone up from .50 cents to \$2.50 for everyone, which many see as a problem for low income clients.
- Travel time – too long particularly for work commutes and medical appointments.
- Reiterated need for city and county to work together.
- Common theme – money

Suzanne discussed the process steps from this point forward which include further identifying issues and projects that need to be funded. The next part of the meeting was a round table that had agencies identify their primary issues and the services they provide to their clients or the larger community.

Karen Schneiders /Fort Collins Transit - Transfort – Fixed route service and ADA on demand – provides 55,000 revenue hours per year, carrying close to 1.5 million people at a cost of approximately \$5 million. DAR carried 85,000 trips at a cost of \$2.3 million. In the next fiscal year, the TMA will have a funding shift that will eliminate \$2 million previously available for operations.

Avie Strand/ Larimer County Department of Health and Environment - Primary issue is to get clients to services. Agency does provide bus passes when they can obtain them for the clients at no charge.

Vicky McLane/NFRMPO – Role in regional transportation planning and helps to facilitate discussion amongst various government agencies and private providers.

Toni Lueck/Dial A Ride – Brings 14 years of DAR ridership experience and community service.

Kathy Snell/Larimer County Health & Human Service – The County will be creating a rural service that includes Wellington and Laporte with one van and one driver. This replaces the previously contracted service and is not something that can meet all the demands.

Ella Gifford/Larimer County Workforce Center – facing continual budget cuts – agency purchases bus passes and offers mileage assistance to clients

Disability Advisory Commission – Oversight committee that ensures handicap accessibility. Recently created a program that has commission members training those with disabilities to use the transportation system.

Roger Bailey/also representing Education & Life Training Center – Working on blended funding (mixing federal and private funding streams).

Eric Boyd/Berthoud Area Transportation Services – Hours of operation M-F 7 am – 4 pm/ Use paid drivers and senior volunteers for scheduling – serves all segments of population primarily seniors and kids. The town board oversees operations. Program has three Goshen vans and one small van that travel primarily north/south from Fort Collins to Longmont.

Gary Thomas/SAINT – All 125 drivers are volunteer and use own vehicles – clients are ambulatory. SAINT buys extra insurance – agency provided 19,000 trips in 2006. Funding is provided by Office on Aging and Cities of Loveland and Fort Collins. Focus is on volunteers who offer assistance from 8:30 – 4:00

Tess Heffernan/ City of Fort Collins Policy and Project Management – Facilitating DAR Task Force

Richard Guest/Larimer County Health & Human Services – Recipient of 5311 funds – has contract with CDOT. Biggest limiting factor is matching funds.

Eva Bower/Foothills Gateway – Has 200 clients that come to the facility daily. Transportation funding is provided through a mill levy and Medicaid. Agency has to augment Medicaid funds. Foothills has 57 vehicles including 10 wheelchair vans which are not used by the program on weekends and evenings.

Thomas Edwards/VA – program is run through VA and operates 5 days a week from Cheyenne to Denver with volunteer drivers. The VA works with three other agencies

Nancy Griffin/Larimer County Community Corrections – have infrastructure for drivers and training. Four vans are for corrections and are cage equipped.

Rex Knowlton discussed some of the issues around the table with the group including:

- Changes to federal funding that now allows matching federal human service funds to match federal transportation funds.
- The need to lobby CDOT to allow in-kind match which is currently allowed on a very limited basis.
- Only exception to federal matching is federal DOT funds cannot match other DOT funds
- Discussed new approaches which minimize insurance obstacles to vehicle sharing
- Encouraged group to continue coordination effort as there are lots of resources. Might try church groups and school districts. (Vicky McLane reviewed discussions so far with both groups – school districts look unlikely as they do not have flexibility and church group connections are still in process.)
- Keep dialogue going and work towards collaborative effort as the opportunities, given local resources, are great.

The meeting concluded with a tentative day of Thursday in March to reconvene.

Larimer County Public Transit/Human Services Transportation Plan Meeting Notes

Wednesday, April 4th 2007

In Attendance

Karen Schneiders	City of Fort Collins Transit
Thomas Edwards	Veterans Administration
Toni Lueck	Dial-A-Ride Advisory Board
Rebecca Porter	CO Division of Vocational Rehabilitation
Dana Vandevaugh	CO Division of Vocational Rehabilitation
Kent Watson	Columbine Health Systems
Nancy Lefler	N. CO Kidney Center/Loveland Dialysis
Linda Bennifuls	Loveland Disability Advisory Commission
Hal Mansfield	Loveland Disability Advisory Commission
Eric Boyd	Berthoud Area Transportation Services
Gary Thomas	SAINT
Richard Guest	Larimer County Health & Human Services
Nina Baumgartner	Larimer County Health & Human Services
Roger Bailey	Strategic Transitions
Suzanne O'Neill	Transit Plus Consultants
Vicky McLane	North Front Range MPO
Mary Warring	North Front Range MPO

Vicky McLane started the meeting with a general overview of the plan and introductions.

Suzanne O'Neill reviewed the handouts (attached) and outlined the findings on coordination and the planning responsibilities needed for coordination which include a list of projects. The primary focus of the findings includes:

- Total vehicles in the region available for HS transit needs = approximately 215
- Transit patterns cross jurisdictional boundaries
- Housing Authority has policy of spreading affordable housing throughout region
- Colorado is one of 5 states in country that does not provide state funding for transit operations
- Medicaid policies at the State level are a major issue - stringent regulations transfer expenses to local agencies providing dial-a-ride or paratransit services
- In Fort Collins area, distribution of funds has changed with over \$1 million transferred from dial-a-ride to strengthening the fixed route network.

The discussion shifted to the proposed Regional Transportation Authority (RTA) in the region. Currently a 35 member steering committee is working on several issues including how funds would be distributed by transportation mode and participating municipalities.

Roger Bailey and Gary Thomas, both members of the steering committee, gave their opinions of the direction needed to realize a successful RTA effort.

The discussion then focused on Plan goals and strategies.

Goals - Benefits, Efficiencies

After some discussion the five goals were organized into three primary goals or areas of efficiencies and benefits:

1. Implement a joint decision making process through a Larimer County Coordinating Council
2. Develop stable funding streams
3. Build capacity for coordination
 - Providing regional connections
 - Administration
 - Increasing mobility options

A second tier was also identified for service improvement priorities, indicating major trip needs where mobility or access options need to be improved. These items can be a subset of Goal 3 – building capacity and in the consideration of strategies.

- Job access
- Dialysis
- Other medical appointments
- Child care

Strategies – (Discussion/suggestions are incorporated into items 1-4)

1. Support Regional Approach
 - Have MPO take on responsibility for designated recipient for 5316 (Job Access) & 5317 (New Freedom)
 - Fort Collins is designated recipient for 5307 (urban) funds
 - Recipient has to be public agency
2. Hire Mobility Manager
3. Establish a task force to develop long term solutions
 - Include public entities and private entities
 - Diversity would be valuable - SB1 committee might make good model LC task force
 - Must address county-wide issues
 - Needs to happen early in process
 - Should be people who can speak for their agencies, such as political leaders or executive directors.
 - Also a need to have operational staff working on these issues to develop ideas
 - Work within existing structure
 - More discussion is needed to determine who should be at the table

4. Develop local positions on state issues
 - Move from advocacy to support and ultimately action
 - Medicaid, State funding for transit, and school bus regulations limiting ability to share vehicles are examples of areas where local positions may be useful.

Projects (Submitted so far)

JARC

- Harmony Route 16 \$ 98K

New Freedom

- Fixed Route Signs \$ 44K
- Fixed Route Stops \$ 48K
- Communication Equipment for SAINT \$ 5K
- Continue Part Time Service after 7:15 (M-Sat) \$ 38K
- Replace 1999 E-350 \$ 44K

5310

- Mobility Manager \$ 80K

The meeting adjourned and several participants discussed how these meetings have shown many dimensions to the process of coordination. It was noted that the human service agencies did not have a strong showing at this particular meeting, and as a result their perspective was not well represented. The language and ways in which the human service agencies measure programs and services is different from that of transit agencies. Individual participants also emphasized the need to work at the operator level – in addition to addressing issues at the policy level.

Recognizing the importance of addressing different dimensions to the issues of coordinating human service agency transportation and public transit, it was suggested that two breakout meetings be held for subsets of the larger group to address outstanding issues:

- | | |
|---------------------------------|--|
| Human Service Agencies: | Address specific issues related to human service agencies, including how to measure success in meeting program transportation needs. |
| Rural Transit Providers: | Next steps on identifying specific coordination actions that would result in benefits. |
| Urban Transit Providers/Others: | Identifying coordination activities that will result in benefits for urban transit providers and measuring improvements in mobility. |

Next Steps

In early May a draft report will be sent out for review. Meetings will be held among the above sub-groups to address specific questions as listed above and to provide a forum for discussion of the draft plan.

Larimer County Open House

May 17th, 2007

Chamber of Commerce

Participants

Gary Thomas - SAINT

Eva Bower & Erin Eulenfeld - Foothills Gateway

Kim Sharpe - Healthy Communities Coalition

Toni Lueck - DAR advisory Board

Hal Mansfield & Linda Bennifiel - Loveland Disabilities Commission

Holly Manley - Ed. & Life Training Center

Dana & Nancy - LC Community Corrections/Larimer Lift

Mary Robertson - United Way

Ella Gifford - LC Workforce Center

Comments

The participants reviewed and discussed the boards describing the plan and process. They also engaged in detailed discussions regarding the contents of the plan. Comments are summarized below.

- Requested the addition of information from the YoGo survey detailing the transportation needs of the youth.
- Provided detailed comments on description of Foothills Gateway programs and services. Erin made valuable suggestions on improving the description of the State funding for developmental disabilities programs.
- Discussed needs for specialized services in the Fort Collins urban growth area.
- Commented on transportation needs of individuals in the TANF program.
- Land Use Planning – stop locating senior housing away from available transit
- Transfer Centers do not work because of animosity between entities i.e. drivers vocalize dissent with other system
- Need trash cans and small patch of grass for those with guide dogs
- A covered stop is sufficient – deluxe transit stops are not necessary
- Need chamber representatives on coordinating committee

Possible Project

- Improvements to King Soopers transfer center. It is currently in the middle of the parking lot, is hot and sometimes dangerous to get to.