Technical Memorandum

Paratransit Coordination Study



Kane County
Division of Transportation



January 10, 2003

Existing Conditions

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Section 1 Introduction

This memorandum discusses existing conditions in Kane County that have a bearing on the feasibility of efforts to better coordinate paratransit services, and the particular coordination strategies that will be most effective. Developing a solid foundation – with a detailed knowledge of the current conditions and services that are in place – is crucial to developing recommendations for future changes that are sound and implementable.

A full understanding of the current situation is gathered through quantitative as well as qualitative analysis. The quantitative analysis reviews existing data on demographics and existing services. Included in this memo is a review the important demographic characteristics of the county, including the location and size of potential transit/paratransit user groups. The demographic analysis helps highlight where some of the greatest need for services might be. To develop a full understanding of the paratransit services that are in place today, a detailed survey of transportation providers was conducted in this task. The results of the survey are presented and analyzed in this memo. Profiles of individual providers are also included.

In addition to the quantitative analysis, qualitative evaluation of the current conditions is also a key part of this project. One-on-one interviews with key stakeholders – or decision leaders – were conducted. These interviews are very useful for learning about the broader context in which implementation decisions will be made. Users provided input to the development of recommendations. The summary of a user focus group meeting is included in this memo.

This memo concludes with some thoughts about the coordination strategies that might best meet the needs of transportation providers and users in Kane County.

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Section 2 Demographic Characteristics of Kane County

National experience has shown that particular demographic characteristics are often highly correlated with dependence on public transportation services. The success of public transportation services is strongly influenced by the density of population and employment. In any given area, the location of low income households, concentrations of seniors, concentrations of persons with limited mobility, and households without access to a vehicle are likely to be places in which public transportation is needed. Fixed route transit services may address the needs of some of those individuals who do not have private mobility options; paratransit services will be needed by others.

This section discusses Kane County's present population and household density and the size and location of groups of potential transit and paratransit users. For some characteristics, data from the 2000 U.S. Census is available; for others, data from the 1990 Census is the most recent. Future projections of the density of households and employment in the county are also presented.

2.1 Population Density

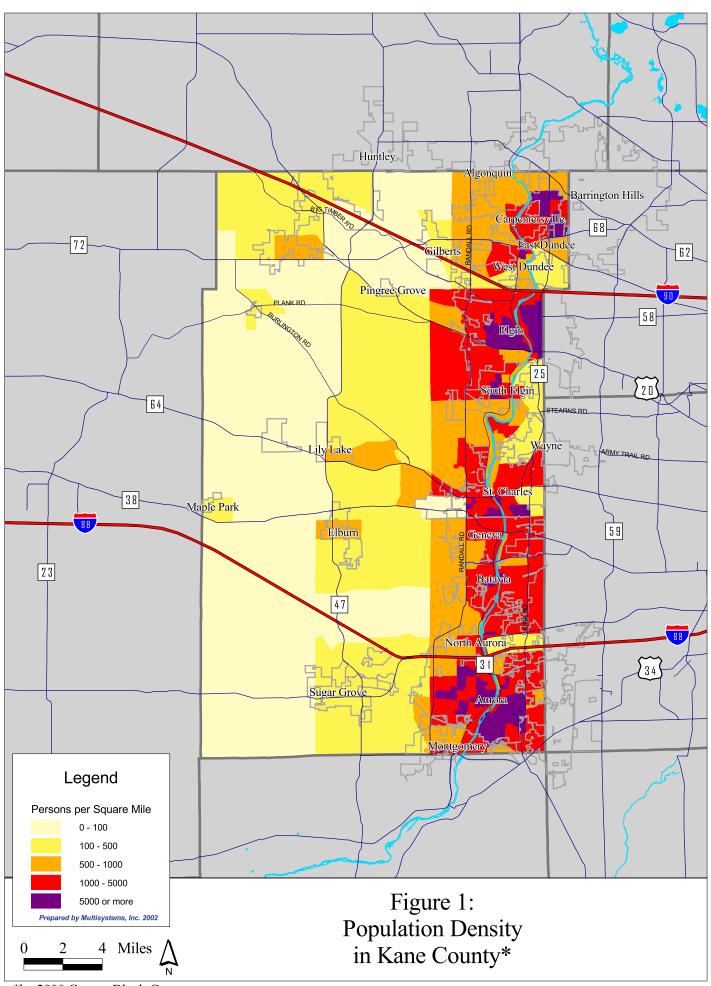
In 1990, the population of Kane County was 317,471. According to the 2000 Census, Kane County now has a population of 404,119. This is an increase of 86,648, or about 27%. As seen in Figure 1, a majority of this population is concentrated along the eastern side of the county. Specifically, the highest densities are in the eastern townships of Dundee, Elgin, St. Charles, Geneva, Batavia and Aurora. Municipalities with the highest population density include Aurora, Batavia, St. Charles, Elgin and Carpentersville. Central and western Kane County have lower population densities. In these areas, the highest population densities can be found in the municipalities of Lily Lake, Elburn and Hampshire.

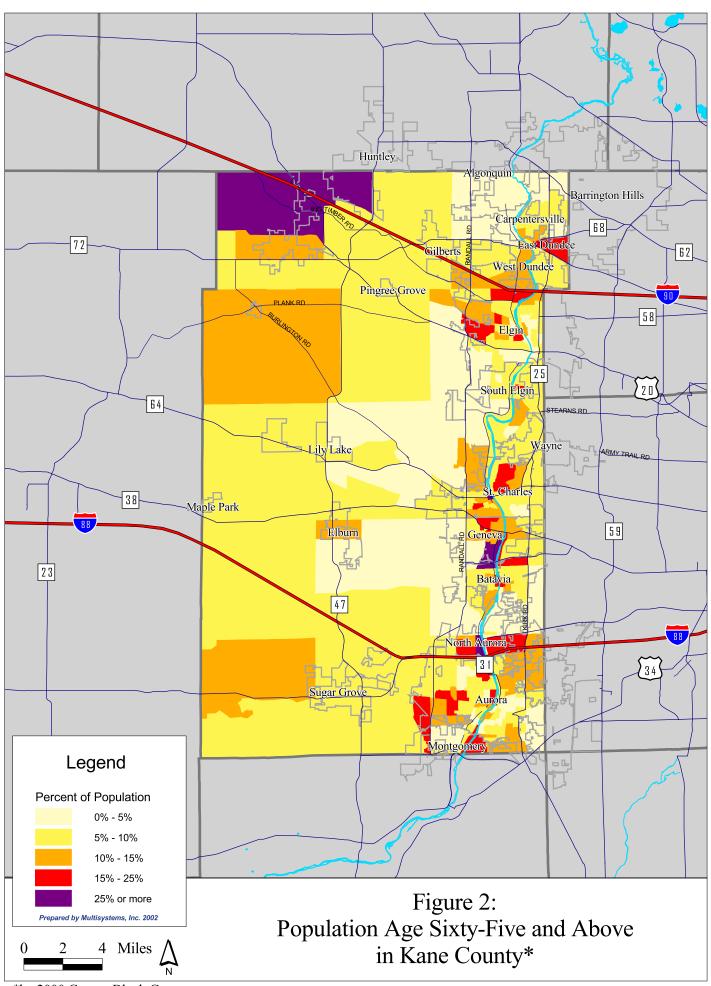
2.2 Persons Age 65 and Over

According to the 2000 Census, just over eight percent of the population in Kane County is age 65 or older. This is a total of 32,917 people. Figure 2 illustrates the concentrations of seniors as a percentage of the total population in each Census block group. The eastern side of the county has several municipalities with large percentages of seniors. Aurora, North Aurora, Geneva, and East Dundee all have areas where more than 15 percent of the population are over the age of 65. Most notable is the northwest corner of the county, where more than 25 percent of the population is over the age of 65. This is due to a large retirement community located in Huntley.

2.3 Limited Mobility

Census data is released to the public in a series of Summary Files. As of the writing of this report, Summary Files 1 and 2 have been released. Summary File 3 contains select population and housing characteristics, including household income, mobility limitations





and vehicle ownership. For planning purposes 1990 census numbers have been used for analysis, as these are the most recent data available for these categories.

According to the 1990 Census, there were 4,541 persons in Kane County with a mobility limitation. Figure 3 shows these persons as a percent of the total population in each block group. Once again, the highest concentrations fall along the eastern edge of the county, in Aurora, St. Charles, Elgin, South Elgin, East Dundee and Carpentersville. The northwestern corner of the county near Hampshire, and the area south of Route 38 and west of Route 47, both have percentages higher than the surrounding areas.

2.4 Automobile Access

An important indicator of potential transit need is automobile ownership. In 1990, approximately 5,500 households did not have access to an automobile. This is about 5 percent of all of the households in Kane County. As seen in Figure 4, several municipalities along the eastern side of Kane County have high percentages of households without access to an automobile. Aurora, Batavia, Elgin and Montgomery have areas where more than 10 percent of households have no access to an automobile.

2.5 Household Income

Over 29,000 households earned less than \$25,000 a year according to the 1990 Census. This is approximately 27 percent of all households in Kane County. Figure 5 illustrates the location of these households as a percentage of the total households in their block group. Once again, many of the low income households are clustered in the municipalities along the eastern side of the county. The western side of the county also has several areas with significant percentages of lower income households. Places such as Hanover, Burlington, Maple Park and Elburn all have areas where more than 20 percent of the households have incomes below \$25,000.

2.6 Household Density

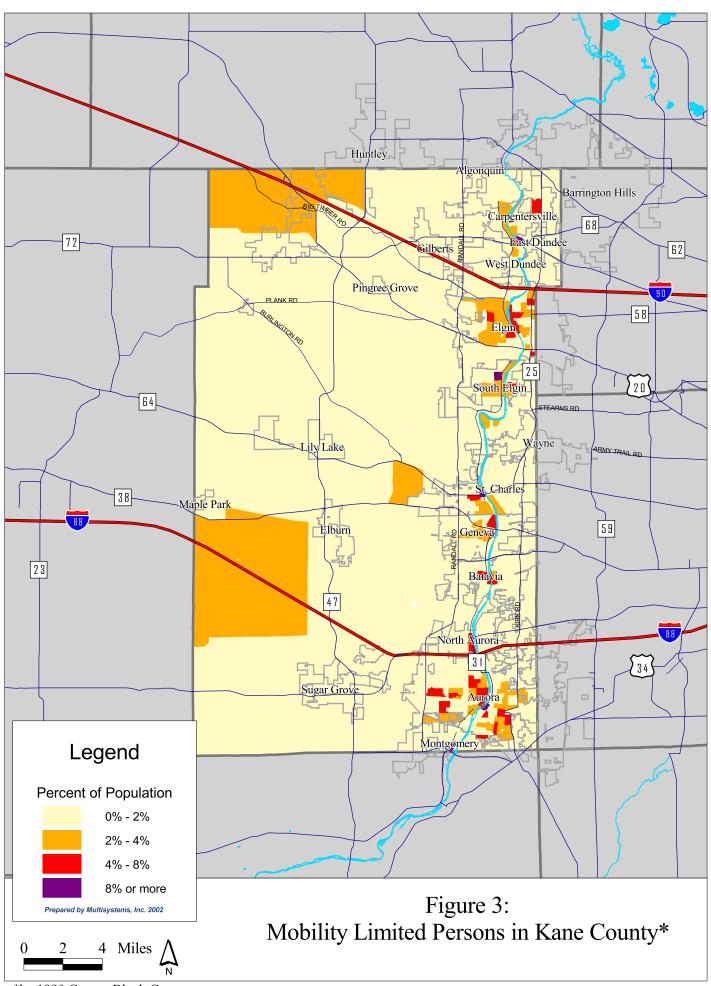
According to the *Transit Capacity and Quality of Service Manual*¹, a density of three households per acre is typically considered to be the minimum density to qualify as an environment that would support hourly fixed route transit service.

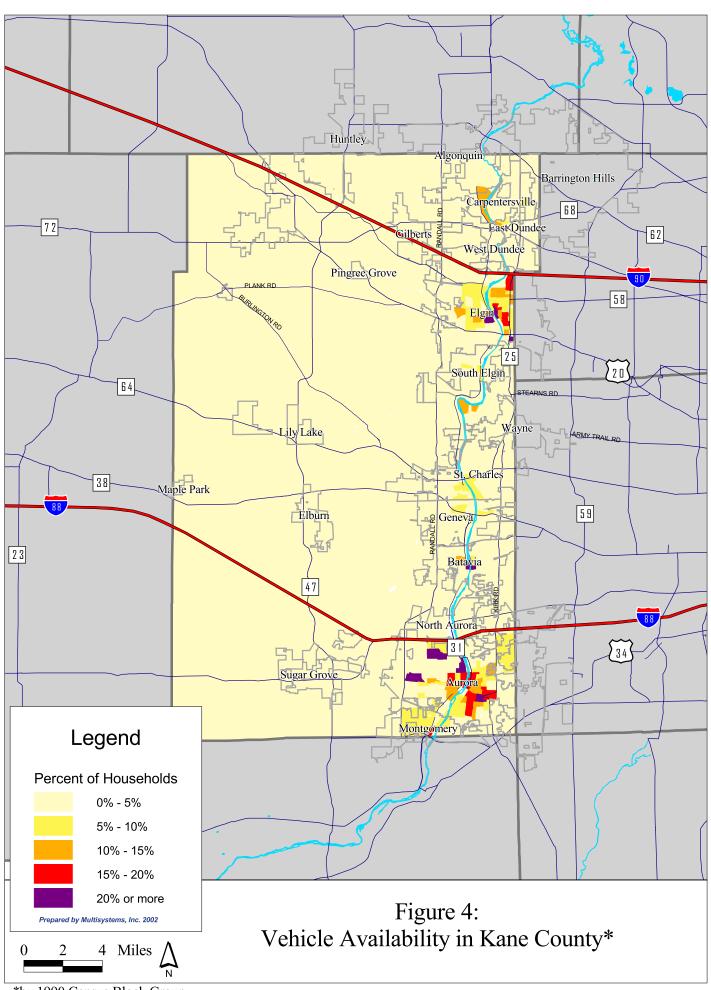
Hourly service is generally considered to be the minimum level of effective fixed route service.

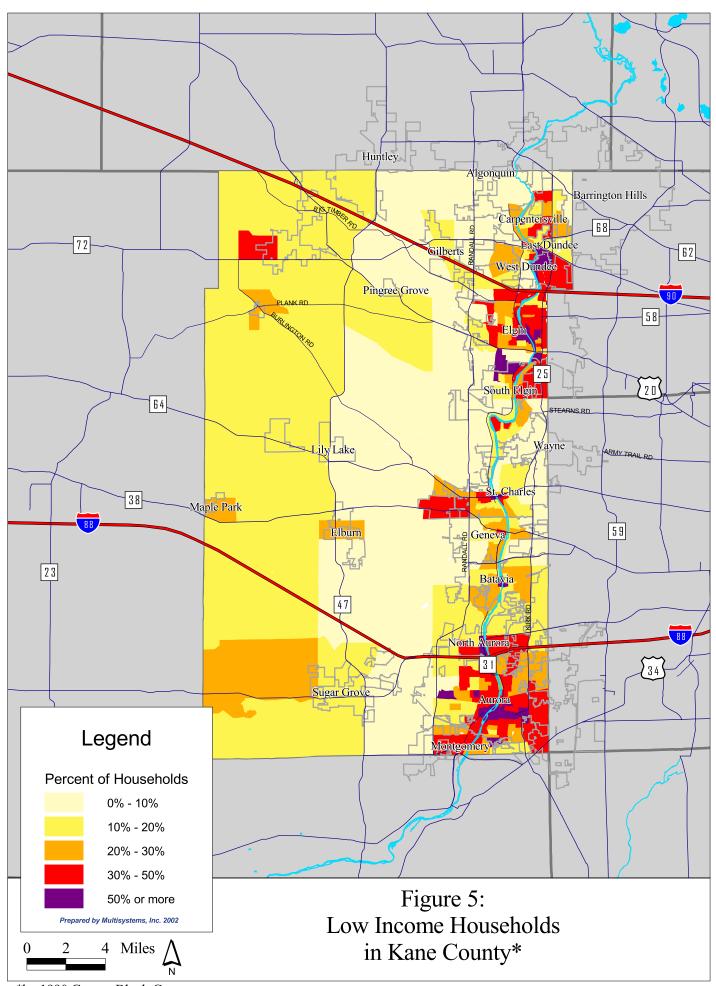
Household and employment data by Traffic Analysis Zones (TAZ's)were prepared for Kane County for 1990 and projected to 2020. Figure 6 illustrates the density of households in the year 1990. This shows the most density along the eastern side of the

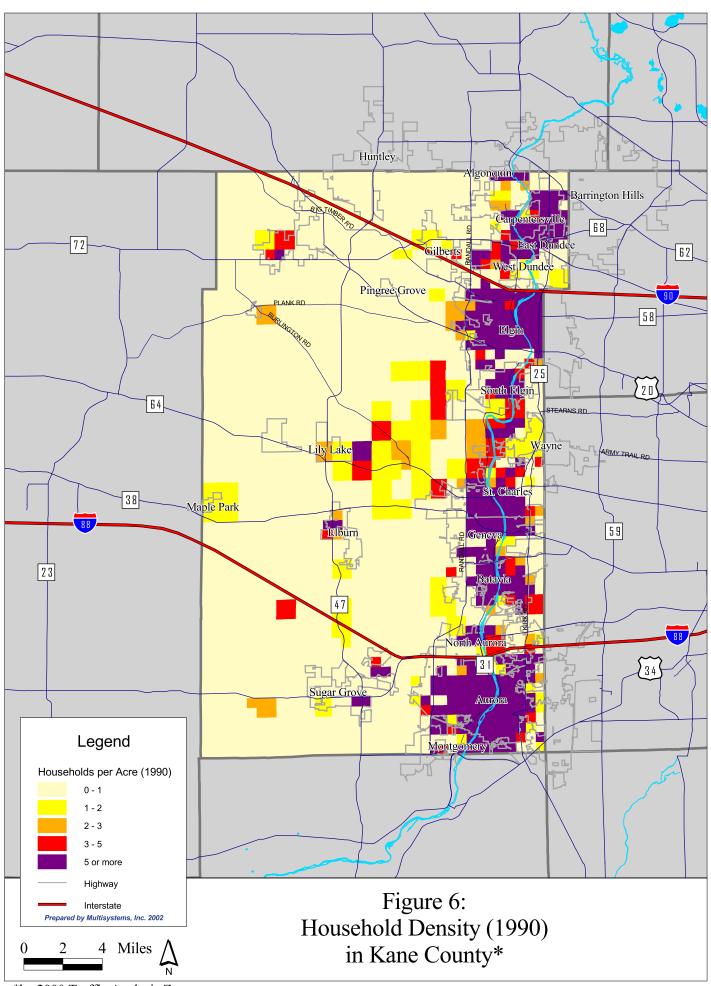
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¹ Danaher, Alan, Kittelson & Associates, Inc.; *Transit Capacity and Quality of Service Manual*, Transit Cooperative Research Program, Washington, D.C., 1999.









county. These areas generally have three or more households per acre and is the area where Pace operates fixed route service. Also notable is the center of the county, near Lily Lake, where there are some areas above three households per acre, as well as Elburn, Hampshire and Burlington.

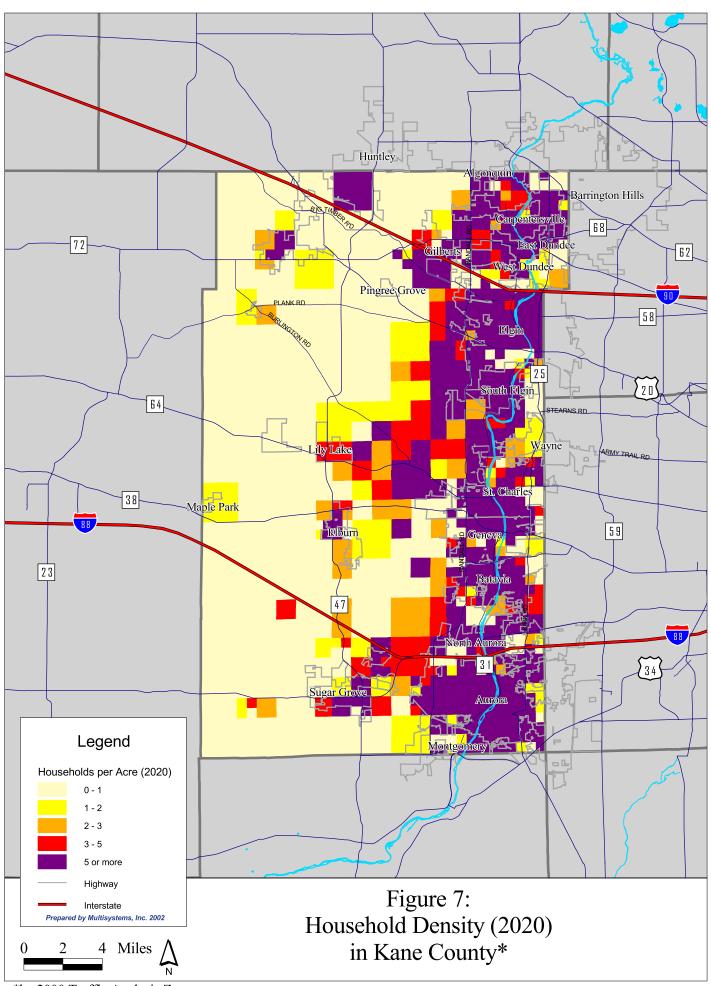
Figure 7 illustrates projected household growth. In the year 2020 scenario, much growth towards the west can be seen. The area in the center of the county now stretches from Wayne west to Lily Lake, with many areas having three or more households per acre. Areas around Aurora, Batavia, Elgin and Carpentersville have all also stretched west. In addition, Sugar Grove and Hampshire have many areas with more than three households per acre, as does Hampshire. Lastly, it should be noted that there are more than three households per acre in Huntley, in northern Kane County. By comparing Figures 6 and 7, it is apparent the current densely developed areas in the eastern portion of the County will spread to portions of the less dense areas in the west.

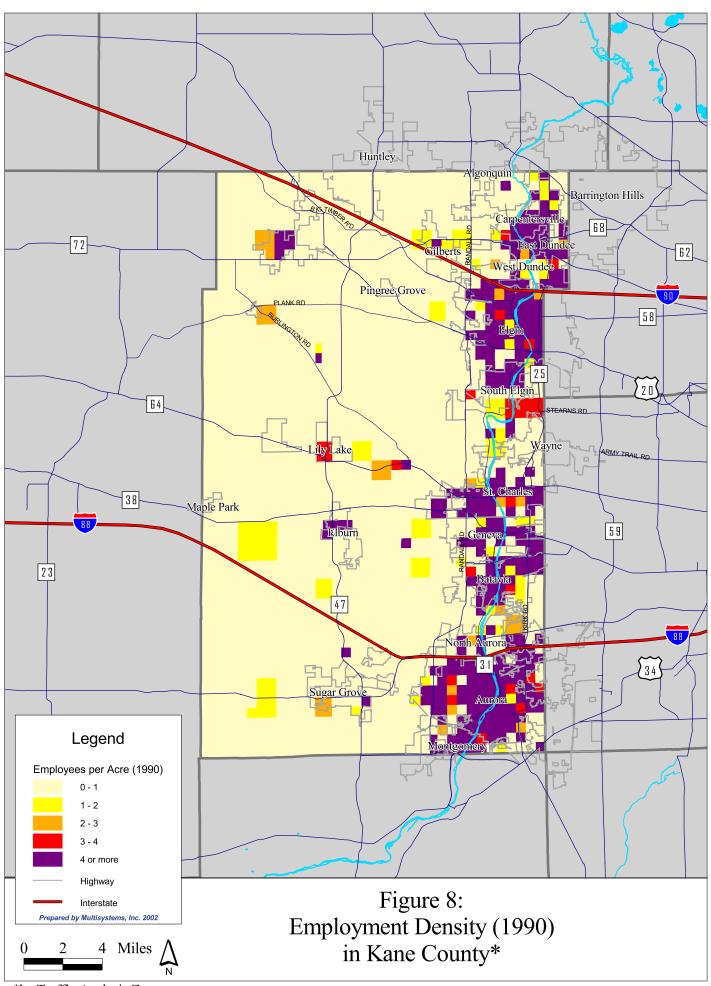
2.7 Employment Density

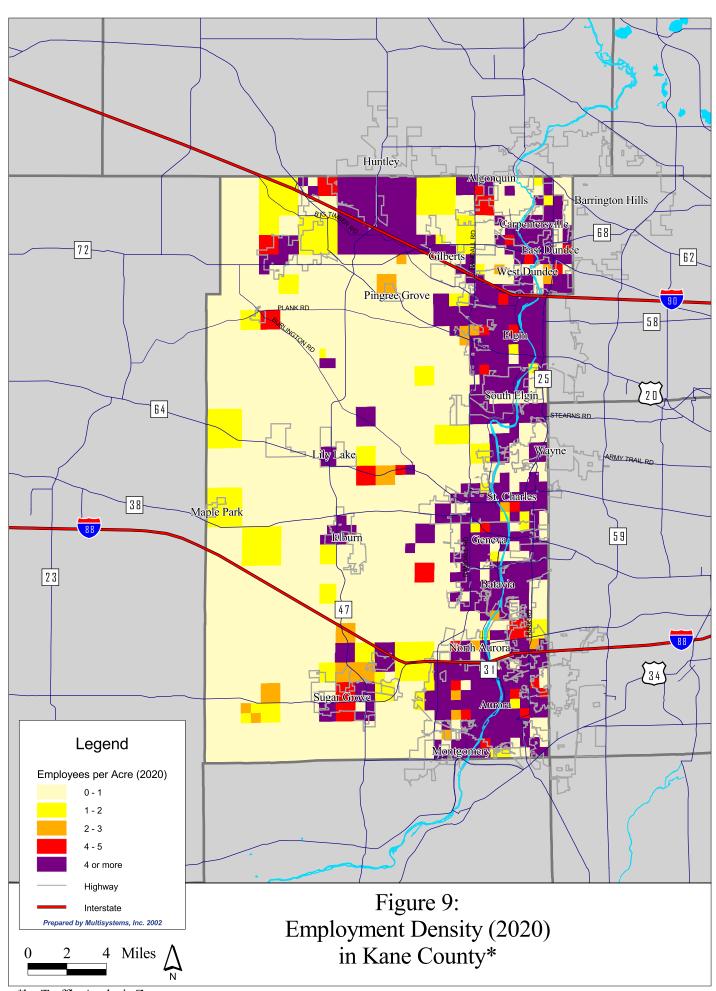
While high household density indicates a potential transit supportive environment, employment density can be used in much the same way. The *Transit Capacity and Quality of Service Manual* considers an employment density of four jobs per acre to be the minimum level acceptable in considering the suitability for hourly transit service.

As with households, employment by TAZ was prepared for 1990 and projected to 2020. Figure 8 illustrates employment density in 1990. Much of the employment is concentrated in the eastern side of the county. A majority of this area has employment levels of more than four employees per acre. Also notable is Hampshire and Elburn, which both have small areas of high employment density, and some areas along Route 64 between St. Charles and Lily Lake, which have more than four employees per acre.

Figure 9 illustrates expected employment density in the year 2020. From this map it can be seen that the areas along the eastern side of the county are expected to experience some employment growth. Areas around Elgin, Geneva and Batavia all show growth of areas with more than four employees per acre. There are two notable areas of employment growth beyond the eastern side of the county. The first area is in the northern section of the county, in the Hampshire/Huntley area. This area, near Interstate 90, has a large area that is expected to grow to more than four employees per acre by 2020. As seen in Figure 7, this area was expected to have significant household growth as well. The other notable area of growth is the Sugar Grove area to the west of Aurora. The employment in this area is forecast to expand from only a small area of more than four employees per acre to a much larger area.







Section 3 Overview of Specialized Transportation Services in Kane County

To begin the development of potential paratransit coordination strategies for Kane County, data was collected from transportation providers. Providers, defined as organizations that operate and/or purchase transportation services, were surveyed in order to:

- ♦ Develop a current inventory of specialized transportation services in Kane County
- ♦ Identify service gaps and overlaps
- Obtain information about unmet transportation needs from organizations that provide transportation service or assist clients with transportation issues

A list of providers was developed with the assistance of the Kane County Division of Transportation and the Association for Individual Development. (A number of those providers participated in the paratransit brainstorming session conducted in September 2001 as part of Phase I of this project.) Organizations operating large transportation programs or purchasing significant numbers of trips were interviewed on-site during the week of May 20, 2002. A questionnaire was sent to providers in advance of the interviews to guide the discussions. Other providers submitted written responses to the same questionnaire.

This section presents the results of the provider interviews and other organizations. A copy of the survey questionnaire, used to guide discussions with organizations, is provided in Appendix A, along with a complete list of contacts.

Information supplied by the 16 organizations interviewed indicate that at least \$1 million is spent annually to operate or purchase approximately 178,000 one-way passenger trips for elderly or disabled residents of Kane County.² Table 1 contains key information about the level and nature of the transportation services provided by survey respondents, which is also summarized below.

3.1 Service Delivery

The majority of transportation providers in Kane County operate service directly. Notable exceptions include Pace, which contracts with Laidlaw for the provision of Americans with Disabilities Act (ADA) paratransit service, and Elgin Township, which contracts with Pace River Division for the operation of Dial-A-Ride service. Other purchasers of service include health care facilities that rely on private transportation

²Some providers were unable to report ridership and/or expense data. Expenditures and the number of trips provided annually in Kane County are higher than the estimates noted here.

Table 1

Kane County Transportation Service Information

Service Provider	Type of Service	Service Area	Eligibility	Trip Purposes	Level/Span of Service	One Way Fare	Annual Transportation Operating Budget	Annual Pass. Trips	Fleet Size	Vehicle Accessibility
Association for Individual Development	Fixed route/fixed schedule service between residences and day programs; staff also transports clients for other types of trips	Dundee to Elgin; Yorkville to Aurora; Batavia to Batavia and Aurora; Elgin to Aurora; Aurora to Elgin to West Chicago	Agency clients only	No restrictions	M-F 7 am - 6 pm Sat 8 am - 10 pm Sun 8 am - 6 pm	Vanpool route - \$45/month Janitorial program - \$.85 to \$1.75/day, depending on distance	\$162,440	83,360	17 vans 14 minivans 3 station wagons	5 vans
Aurora Manor Nursing Home	Arrange medivan services that transport residents to medical appointments	Most of Kane County and Naperville	Residents only	Health/medical	As needed	None	NR	NR	NA	NA
Aurora-Batavia Township Dial A-Ride	Demand response	Aurora up to 3 miles beyond township boundaries	Aurora Township residents with a disability or over age 60	No restrictions	M-F 7 am - 6 pm	Aurora \$.75 within township \$1.50 if pick-up or destination is outside of township	\$389,300	33,083	7 Pace minibuses 1 Pace van	7 minibuses
Countryside Care Centre	Agency vehicle operated by program staff	Aurora city limits	Agency clients - seniors, usually over age 65	Recreation	As needed	None	No transportation budget - program staff use agency vehicle	500	1 van	1 van
Dundee Township Park District	Agency vehicle operated by transportation staff Pace vanpool service	6-mile radius of Dundee Township Carpentersville, Dundees, Algonquin, Lake in the HIlls, parts of Hoffman Estates	Dundee Township taxing body residents seniors, persons with disabilities, assistants	No restrictions	M - F 8:30 am - 4:00 pm	Fixed reduced fares for seniors and persons with disabilities; higher rate for others; children under 7 free	\$150,000	8,200	1 van 1 minibus	1 minibus
Easter Seals Jayne Shover Center	Agency vehicles operated by transportation staff	Carpentersville, Elgin, South Elgin, Dundee, Bartlett, Streamwood, Hanover Park, Wayne	Agency clients children with disabilities, parents	Pre-school Recreation Social service	M - F 9:00 am - 5:00 pm	\$7.50 plus \$.52/mile	NR	NR	3 vans	3 vans
Ecker Center for Mental Health	Purchased fixed route, fixed schedule service Agency vehicles operated by program staff	Catchment area Kane and western Cook Counties Transportation provided in Elgin only	Agency clients adults diagnosed with mental illness	Health/medical Recreation Education/training Employment Shopping Social service	M - Th 8:15 am - 3:15 pm	\$.25 donation requested for some recreational trips	Contracted service - \$4,500 Agency service - \$32,800	Contracted service - 1,152	2 vans	None
Elgin Township Dial-A-Ride	Demand response, operated by Pace River Division	Dial-A-Ride: City of Elgin Subscription service: Elgin and South Elgin	Seniors age 65 and over, persons with disabilities	NR	Dial-A-Ride: 9:00 am - 2:30 pm Subscription: 7:30 am - 9:00 am, 2:30 pm - 4:00 pm	\$0.65	NR	28,546	3 15- passenger buses	NR

Service Provider	Type of Service	Service Area	Eligibility	Trip Purposes	Level/Span of Service	One Way Fare	Annual Transportation Operating Budget	Annual Pass. Trips	Fleet Size	Vehicle Accessibility
Elgin Mental Health Center	Agency vehicles operated by transportation staff	Northeastern Illinois	Patients currently under treatment at EMHC	Health/medical Recreation Education/training Shopping Social services Legal, forensic evaluations, and court Delivery of food and supplies on grounds	Daily 6:00 am - 4:00 pm	None	NR	NR	15 vans 1 bus	1 van
Fox Valley Park District	Agency vehicles operated by transportation staff	Between community center and activities	Depends on program seniors (over age 55), adults, children	Social/recreational	M - F 9:00 am - 4:00 pm	\$5 for local activities; \$10 for trips	NR	NR	4 vans 1 bus I minibus	I minibus
The Holmstad	Agency vehicles operated by agency staff	Batavia, Geneva, St. Charles	Agency clients - facility residents	Health/medical Recreational Education/training Shopping	M - F, 8:00 am - 5:00 pm	Shopping trips no charge Medical trips \$5	NR	NR	1 minibus 1 van 3 sedans	1 van
Jennings Terrace, Inc.	Purchased service from Aurora Township Dial-A-Ride Agency vehicle operated by program staff	20-mile radius of Aurora	Agency clients facility residents and participants in Krug School outings	Health/medical Social Recreation Education/training	M - F 8:00 am - 2:00 pm	None	No budget at this time	180	1 van	None
Northwest Kane Dial-A-Van	Burlington, Hampshire and Plato Townships, to and from destinations in Elgin	General public	NR	One daily round trip M - F 7:00 am - 9:00 am and 2:30 pm - 4:00 pm	\$2.00 full fare \$1.00 reduced fare	NR	2,479	1 van	NR	
Pace ADA Service - Kane County	ADA complementary paratransit service provided by contractor and Pace River Division	3/4 of a mile around Pace fixed bus routes (primarily in eastern Kane County)	Persons with disabilities who meet ADA eligiblility requirements	No restrictions	Matches fixed bus routes in area generally M - F 5:30 am - 7:00 pm; Sat 6:00 am - 7:00 pm		\$627,775	23,828	8 minibuses	8 minibuses

Service Provider	Type of Service	Service Area	Eligibility	Trip Purposes	Level/Span of Service	One Way Fare	Annual Transportation Operating Budget	Annual Pass. Trips	Fleet Size	Vehicle Accessibility
Provena Pine View Care Center	Purchased service from private operators	No limits	Persons with disabilities	Health/medical	NR	NR	NR	NR	NA	NA
St. Charles/Geneva Dial-A- Ride	Demand response	St. Charles, St. Charles Township, Geneva, Geneva Township	Residents over age 62	No restrictions	M - F 8:15 am - 4:00 pm	\$1 within city, \$1.25 outside*	\$185,888	12,000	2 Pace minibuses	2 minibuses
Sherman Health Systems	Purchased service Pace VIP Van service Subsidized bus tickets/passes	Elgin, South Elgin, Carpentersville, Bartlette, Streamwood, Dundee, Sleepy Hollow, part of Hoffman Estates	Sherman facility patients unable to obtain or pay for transport	Health/medical Employment	M - F 6:00 am - 6:00 pm (Pace van to employee remote parking 6:00 - 8:30 am and 3:00 - 6:00 pm)	None	\$109,200	3,600	1 van	None
Village of Algonquin	Agency vehicle operated by transportation staff	Village of Algonquin and five- mile radius for medical trips; Village of Algonquin only for other trip types	Village of Algonquin residents over age 55	Health/medical Nutrition Social Recreation Education/training Shopping Social service Special events	M - F 8:30 am - 4:30 pm	Incorporated residents \$1; unincorporated residents \$2.00; \$.50 per stop	\$6,000	New service estimate 12,000 trips per year	1 minibus	1 minibus

NA Not applicable

NR Unavailable; no response

^{*} Both fares are scheduled to increase by \$.50 beginning of June or July 2002

operators to transport clients or residents. A few of these purchasers also operate their own vehicle to meet other transportation needs.

3.2 Geographic Areas Served

Figure 10, illustrates the service area of the major transportation providers that responded to the survey. It highlights that paratransit service is concentrated in the more populated eastern section of the county. The key point to take from this graphic is the complex patchwork of services that are present today. It also illustrates that there are gaps in the patchwork where services may not be available at all. This is especially notable in the western portion of the county. This patchwork becomes even more fragmented when the type of trip someone is taking comes into play, as the services and service areas differ.

Most providers serve an area with a defined radius around one municipality (a township, village or city), or several municipalities. Multiple providers operate in Elgin, the Tricities area, and Aurora – often serving different groups of people. Several providers make service available throughout Kane County and beyond, in order to accommodate the origins and/or the destinations of their clients, patients or residents.

Figure 11 illustrates the locations of major trip attractions and generators. For the most part, the locations of these places are within the service area of the current paratransit providers. Due to the fragmented nature of the services, a user of paratransit may not be able to access a particular destination because it is not reached by the service that they can use.

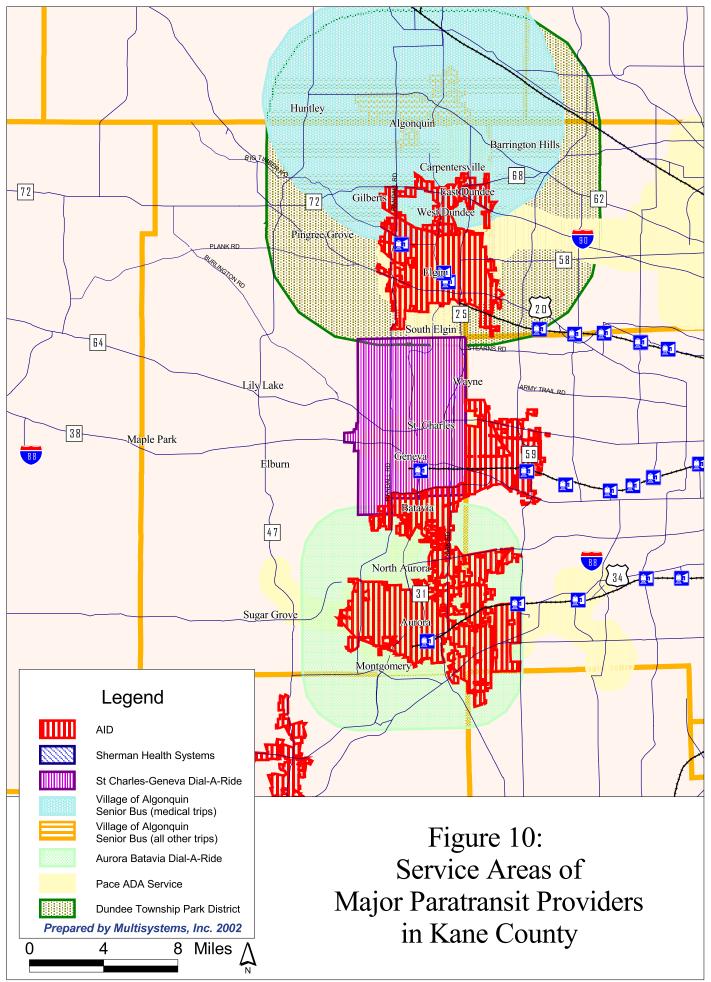
3.3 Eligibility

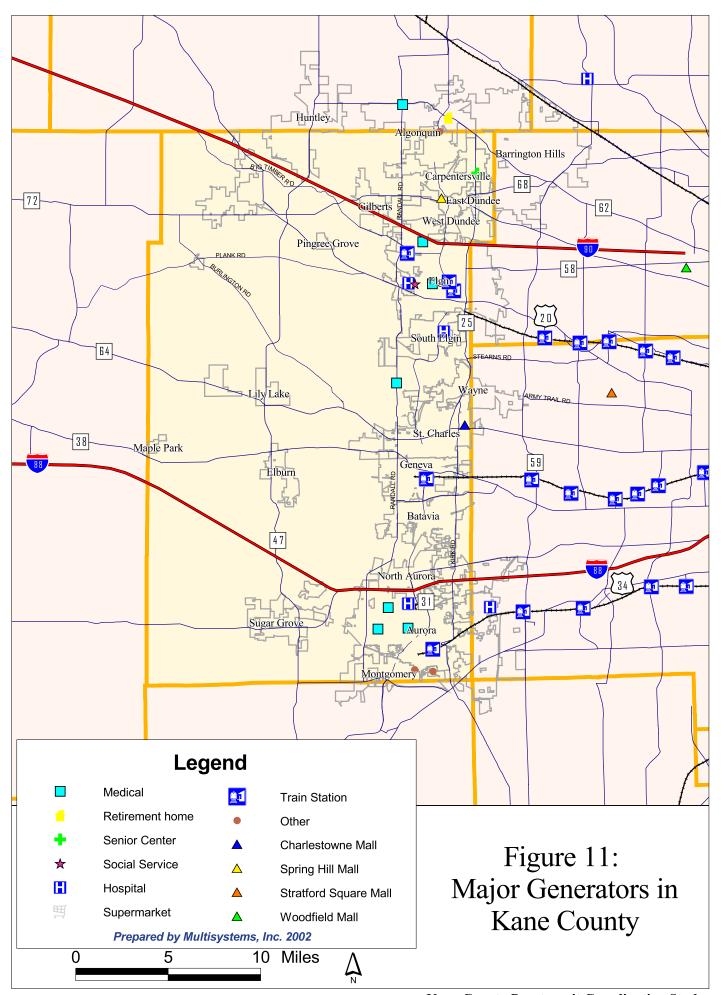
The previous section highlights the variation in the geographic coverage of the existing paratransit services in Kane County. Additionally, there are differences in who is eligible to use the different services.

In accordance with ADA requirements, Pace makes paratransit service available in Kane County for individuals who are unable to use accessible fixed route bus service because of a disability. An individual must go through a rigorous certification process to become eligible for this service. Pace ADA services are available at the same times of day and days of week as the fixed route services in the area. The ADA paratransit is offered in an area that is defined by a ¾ mile band on either side of existing fixed route services.

The municipal Dial-A-Ride programs operating in Aurora, Batavia, St. Charles, Geneva, and Elgin, and the services provided by Dundee Township Park District and the Village of Algonquin, offer transportation for disabled and/or senior residents of those townships or communities.

All other service providers make service available only to their clients or residents. Client groups include individuals with physical disabilities, mental illness or developmental disabilities, and those who live in or receive medical care from specific facilities.





Kane County Paratransit Coordination Study

3.4 Days and Hours of Service

Nearly all of the transportation services in Kane County are in operation only on weekdays during normal business hours. Services begin between 7:00 and 9:00 AM, and end between 4:00 and 6:00 PM. The exceptions are Pace's ADA service, which mirrors the hours of operation of fixed bus routes, which run as early as 5:30 AM and as late as 7:00 PM and on Saturdays in some areas, and the seven-day service provided by the Association for Individual Development (AID) and the Elgin Mental Health Center (EMHC) for their clients.

3.5 Operating Statistics

Table 2 provides a summary of operating statistics. On an annual basis, the number of one-way passenger trips provided in Kane County by the public and non-profit agencies responding to the survey ranges from approximately several hundred (180 trips provided by Jennings Terrace and 500 by Countryside Care Centre) to 83,360 (AID). The total number of trips provided annually is 177,903. Among the 10 agencies that provided this statistic, the average number of one-way passenger trips provided on an annual basis is 17,790.

The number of vehicle miles of service provided on an annual basis ranges from 2,000 (Fox Valley Park District) to 156,000 (AID). Among the nine agencies that provided this statistic, the average number of vehicle miles of service provided on an annual basis is 46,247.

The number of vehicle hours of service provided on an annual basis ranges from 144 (Countryside Care Centre) to 8,000 (Aurora-Batavia Dial-A-Ride). Among the seven agencies that provided this statistic, the average number of vehicle hours of service provided on an annual basis is 4,423.

3.6 Operating Costs

Limited financial data was available from the providers surveyed. Table 3 contains budget and expense data from each respondent's most recently completed year of operation. Combined operating and administrative expenses reported by eight providers ranged from a low of \$6,000 (Village of Algonquin) to a high of \$627,775 (Pace ADA paratransit service in Kane County).

Providers reported a variety of sources of operating funds, including:

- ♦ Township and/or municipal tax revenues
- ♦ Pace grants
- ◆ Grants from state human service agencies such as the Illinois Department of Public Health and the Offices of Mental Health and Developmental Disabilities of the Illinois Department of Human Services

Table 2
Operating Statistics, Kane County Transportation Providers

Organization Name	Annual One-way Trips	Annual Vehicle Miles	Annual Vehicle Hours
Association for Individual Development	83,360	156,000	NR
Aurora - Batavia Dial-A-Ride	33,083	121,079	8,000
Countryside Care Centre	500	2,500	144
Dundee Township Park District	8,200	51,000	3,640
Ecker Center for Mental Health - contracted service	1,152	3,744	NR
Ecker Center for Mental Health - service operated by agency	NR	4,500	420
Elgin Township Dial-A-Ride	28,546	80,925	4,830
Jennings Terrace	180	NR	NR
Northwest Kane Dial-A-Van	2,479	11,484	493
Pace ADA Service	23,828	22,579	15,003
Sherman Health Systems	3,600	NR	NR
St. Charles - Geneva Dial-A-Ride	12,000	52,824	3,251
Village of Algonquin	Est. 12,000	NR	NR
Fox Valley Park District	NR	2,000	500
TOTAL	208,928	330,579	11,784

NA NR Not applicable Unavailable; no response

Table 3
Transportation Expenses, Kane County Transportation Providers

			Annual					
Organization Name	Annual Administrative Expenses	Annual Operating Expenses	Admin and Operating Expenses	Annual Capital Expenses	Cost per Trip	Cost per Hour	Sources of Operating Funding	Sources of Capital Funding
Association for Individual Development	\$31,440	\$131,000	\$162,440	\$52,000	\$1.95		Department of Public Health, Department of Mental Health, Developmental Disabilities	Start-up funds for new residential facilities, private foundations, Pace, DCCA grants, operation income
Aurora - Batavia Dial-A-Ride	NR	NR	\$389,300	NR	\$11.77	\$48.66	Aurora Township tax revenues, Pace grant, small grant from DHS	Aurora Township tax revenues, Pace grant, small grant from DHS
Dundee Township Park District	NR	NR	\$150,000	NR	\$18.29	\$41.21	Dundee Township tax revenues	Dundee Township tax revenues
Easter Seals Jayne Shover Center								
Ecker Center for Mental Health - contracted service	NR	NR	\$4,500	NR	\$3.91	NR	Office of Mental Health grant	NA
Ecker Center for Mental Health - service operated by agency	NR	NR	\$32,800	\$18,500	NR	\$78.10	Office of Mental Health grant	Special fund-raising activities
Fox Valley Park District	NR	NR	NR	NR	NA	NA	Tax revenues, grants, participant fees	NR

Table 3
Transportation Expenses, Kane County Transportation Providers

Organization Name	Annual Administrative Expenses	Annual Operating Expenses	Annual Admin and Operating Expenses	Annual Capital Expenses	Cost per Trip	Cost per Hour	Sources of Operating Funding	Sources of Capital Funding
Pace							RTA tax	Federal and state transit funds
St. Charles - Geneva Dial-A- Ride			\$185,888		\$15.49	\$57.18	St. Charles and Geneva Townships, City of St. Charles, City of Geneva, based on population	
Sherman Health Systems	NR	NR	\$109,200	None		NR	All expenses considered as Security Department operating expense	None
Village of Algonquin	NR	NR	\$6,000	None			General fund (revenues from property, sales and income taxes)	Grant from State of Illinois (Illinois FIRST)
TOTAL	\$31,440	\$131,000	\$1,040,128	\$70,500				

NA Not applicable
NR Unavailable; no response

- ♦ General organization operating funds
- ♦ Participant fees

Capital expenses were reported by only two agencies: AID (\$52,000 annually) and the Ecker Center for Mental Health (\$18,500). Capital funding for these providers and several others that reported sources, but not amounts, of capital funding, is provided by Pace, grants from state human service agencies, township tax revenues, private foundations, Illinois Fund for Infrastructure, Roads, Schools and Transit (Illinois FIRST), and special fund-raising activities.

3.7 Vehicles

Table 4 contains information about the number and type of vehicles that are used to provide paratransit service in Kane County. The number of vehicles owned and/or operated by the ten providers that reported information about their fleets totals 94. Approximately two-thirds of those vehicles are not accessible to individuals who use wheelchairs. About half of the providers surveyed operate a single vehicle, or a small fleet of two or three vehicles. AID operates the largest fleet (34 vehicles) followed by EMHC (16 vehicles) and the Pace ADA service (8 vehicles).

3.8 Existing Coordination Among Providers

Currently, there is a limited amount of formal coordination among the providers surveyed in Kane County. There are some cases of informal coordination occurring. The informal coordination is happening when one provider of paratransit services is under contract to several different sponsors of paratransit service to deliver that service. Several agencies use Elgin Dial-A-Ride for client transportation, for example. To the extent that Elgin Dial-A-Ride is able to group trips for clients of different agencies, efficiency is improved and informal coordination is taking place.

Transportation services currently being provided through contracting or other arrangements are described below. Table 5 summarizes the various transportation services utilized by each of the survey respondents that use outside providers instead of, or in addition to, service that they operate directly.

Table 4
Vehicles Used by Kane County Transportation Providers

	lift annima al	Non-lift-		Lift-	Non-lift-			
Organization Name	Lift-equipped Vans	equipped Vans	Autos	equipped Minibuses	equipped Minibuses	Minvans	Buses	Total
Association for								
Individual	5	12	3			14		34
Development								
Aurora - Batavia Dial-A-Ride		1		7				8
Countryside Care Centre	1							1
Dundee Township Park District		1		1				2
Easter Seals Jayne Shover Center	3							3
Ecker Center for Mental Health		2						2
Elgin Mental Health Center	1	14					1	16
Elgin Township Dial- A-Ride								3
Fox Valley Park District		4		1			1	6
The Holmstad	1		3		1			5
Jennings Terrace, Inc.		1						1
Northwest Kane Dial- A-Van								1
Pace				8				8
St. Charles - Geneval Dial-A-Ride				2				2
Sherman Health Systems		1						1
Village of Algonquin				1				1
Total	11	36	6	20	1	14	2	94

Table 5
Use of Transportation Vendors and Services

Organization Name	Transportation Services/Contractors Utilized				
Ecker Center for Mental Health	Elgin Dial-A-Ride				
Elgin Township Dial-A-Ride	Pace River Division				
Jennings Terrace, Inc.	Aurora Dial-A-Ride				
Sherman Health Systems	Elgin Medi Transport Elgin Dial-A-Ride Taxi operators				
Pace ADA service	Car Enterprises (Laidlaw)				

Some aspects of Dial-A-Ride operation are coordinated through Pace, which offers a centralized source of driver training and technical assistance for providers.

Another example of coordination that occasionally occurs between providers is the facilitation of passenger transfers between the service of the Aurora Township Dial-A-Ride and the Batavia Township Dial-A-Ride vehicle, and between Aurora Dial-A-Ride and the services available in Naperville Township. In other circumstances, customers are responsible for making their own arrangements to transfer between services -- to make an ADA trip that begins in Kane County and ends in DuPage County or Chicago, for example.

3.9 Interest in Future Coordination Efforts

Virtually all of the agencies that were interviewed or responded to the survey expressed an interest in future service coordination. Individual responses to a variety of potential coordination strategies, all of which would decrease duplication in the operation or administration of services and/or improve mobility for customers, are shown in Table 6.

Over half of the organizations that rated the strategies expressed interest, or possible interest in these potential approaches to improving coordination:

- ♦ Coordinating activities such as procurement, training, vehicle maintenance or public information with other providers
- Consolidating the operation of transportation services with other entities
- Consolidating the purchase, or contracting, of transportation services with other entities

Table 6
Interest in Future Coordination Among Kane County Transportation Providers

Organization Name	Poyos service now by	P.OVIONS NOR SERVICE	Purchashig Services	Poviding beats source that services or	Coordinating Schoules facilities Providentes and an analysis to	Consolidating to select	Consolidation Durchase	Coordinatis procumatis mantenant trainis information	Participality in County. Wide marketing in County. The county of the county.	Barriers to coordination
Association for Individual Development	No	PI	PI	PI	Pl	I	PI	Pl	I	Different characteristics of aged vs. mental health clients vs. clients who are developmentally disabled
Aurora Manor Nursing Home	NA	NA	1	NA	NA	NA	NA	NA	NA	
Aurora - Batavia Dial-A-Ride	No	PI	NI	I	I	I	PI	PI	PI	
Countryside Care Centre	No	NI	NI	NI	NI	NI	NI	NI	NI	
Dundee Township Park District	No	NI	1	PI	1	1	PI	I	I	
Easter Seals Jayne Shover Center	No	NR	NR	NR	NR	NR	NR	NR	NR	
Ecker Center for Mental Health	No	NI	PI	NA	NI	NI	PI	PI	PI	
Elgin Mental Health Center	No	NI	NI	NI	PI	ı	PI	NI	PI	Unique status of clients and confidentiality laws would impact any coordination activities
Fox Valley Park District	No	PI	PI	PI	PI	PI	PI	NI	PI	
Jennings Terrace, Inc.	Yes	NI	NI	NI	NI	PI	PI	PI	PI	
Pace	Yes	PI	Currently purchases ADA service	NR	NR	PI	PI	Currently offers centralized driver training, technical assistance to Dial-A-Ride operators	NR	
St. Charles - Geneva Dial-A-Ride	No	PI	PI	PI	NR	PI	PI	Pl	PI	St. Charles - Geneva Dial-A-Ride currently provides a high level of personal assistance to riders
Sherman Health Systems	No	NR	PI	NR	NR	NR	NR	NR	NR	
Village of Algonquin	No	PI	NA	ı	I	PI	PI	I	1	

I Interested PI Possibly interested NI Not Interested NA Not applicable NR Unavailable; no response

◆ Participating in a county-wide transportation marketing program

Providing feeder service to allow passengers to make connections with fixed route bus or train service, and coordinating schedules and vehicle operations with other providers to facilitate passenger transfers were of interest to just under one-half of the responding providers.

Potential Purchasers of Transportation Services

Agencies that are interested in purchasing transportation services, or additional services, from other operators are listed in Table 6. They include:

- Association for Individual Development (possibly interested)
- ♦ Aurora Manor Nursing Home
- ♦ Dundee Township Park District
- Ecker Center for Mental Health (possibly interested)
- ◆ Fox Valley Park District (possibly interested) St. Charles/Geneva Dial-A-Ride (possibly interested)
- Sherman Health Systems (possibly interested)

All of these organizations currently operate service directly. They may be interested in purchasing services from others in order to lower their transportation costs, or to provide a higher level of service to clients.

Potential Providers of Transportation Services

Table 6 also identifies the agencies that expressed a possible interest in providing transportation services to other agencies. They include:

- Association for Individual Development
- ♦ Aurora/Batavia Dial-A-Ride
- ♦ Fox Valley Park District
- Pace
- ♦ St. Charles/Geneva Dial-A-Ride
- ♦ Village of Algonquin

3.10 Unmet Transportation Needs

Phase I of this project included an interactive workshop with representatives of human service organizations, municipalities, county departments, and other stakeholders to elicit comments regarding paratransit issues and needs in Kane County.

The key needs identified during that workshop include:

- ♦ There is a gap between what transit and paratransit services are available and what people are aware of.
- ◆ There are areas of the County without any paratransit services, especially the six townships in the southwest part of the County.
- Where paratransit services are available, the hours are often too short or there is not enough service to be able to get a ride when needed.
- County and municipal borders defining services are not always consistent with the travel needs of County residents.

In the course of the survey, transportation providers were asked to comment about the transportation needs of clients or other groups that are currently not addressed by existing transportation services. Providers echoed the comments made by workshop participants, and offered more detailed suggestions for improving the coverage of transportation services in the county.

Specific comments are summarized below and listed in Table 7.

Additional Times to Provide Service

- Evenings (beyond 4:00 or 5:00 PM)
- ♦ Weekends
- ♦ Additional service between 8:00 am and 6:00 PM would benefit seniors, individuals with developmental disabilities, and those participating in park district programs and activities

The need for evening and weekend transportation options for work trips, in particular, was noted.

Types of Trips Needed

- Service to and from day programs, work, churches, shopping, medical facilities and recreational activities for individuals with developmental disabilities
- ♦ Medical trips from nursing home to doctors' offices
- Medical and shopping trips for seniors, including wheelchair-accessible service
- ♦ Non-emergency dialysis trips
- ♦ Evening trips to group meetings, doctors' appointments, therapy sessions, other activities for individuals with mental illness

Table 7
Unmet Transportation Needs

Organization Name	Other Times to Provide Service	Types of Trips Needed	Additional Areas/Destinations to Serve	Other Comments
Association for Individual Development	Evenings, weekends (particularly for work trips)	To and from day programs, to churches, shopping, recreational facilities	Randall Road, Montgomery, Oswego, Yorkville, Dundee, Carpentersville, Algonquin, West Kane County, mid-valley (tri-cities) to Aurora and Elgin, Fox Valley Mall and stores on Rte. 59, to and from West Chicago. Better interface with DuPage County transportation providers	Another underserved population is parents of children who attend the therapy center at 1230 N. Highland, Aurora. Dial-A-Ride provides service, but not for children who need car seats
Aurora Manor Nursing Home		Medical trips from nursing home to doctors' offices	Tri-cities to Naperville to Oswego	For residents who are paying privately, medivan service usually costs \$85; family members can usually accompany resident to provide assistance
Aurora - Batavia Dial-A-Ride			From Oswego and Sugar Grove into Aurora Township; expanded Naperville Township service	County-wide service would enable clients to travel from town to town for medical purposes much easier than they are able to currently
Countryside Care Centre	Additional service between 8:00 am and 6:00 pm would be most beneficial	Wheelchair accessible service for senior shopping and medical trips	Service from Countryside to shops and doctors' offices within 2-3 mile radius (especially at Mercy and Copley campus)	Dial-A-Ride services are excellent, but need to be expanded a lot to meet the needs of the elderly, both in frequency of stops and number of riders Dial-A-Ride could be used approximately 5-10 times per week by about 30 people between Countryside and area facilities Affordable service is needed

Table 7
Unmet Transportation Needs

Organization Name	Other Times to Provide Service	Types of Trips Needed	Additional Areas/Destinations to Serve	Other Comments
Dundee Township Park District	4:00 to 7:00 pm			
Easter Seals Jayne Shover Center			Hampshire and Barrington are within the agency's service area, but are too far away to provide efficient transportation service	
Ecker Center for Mental Health	Evenings	Evening trips to group meetings, doctors' appointments, therapy sessions, other activities	Northern Kane County and western Cook County Tri-city and Streamwood areas	Comments regarding transit and paratransit services: 1. Rules regarding use of food and drink on buses need to be enforced 2. Buses should not depart until passengers are seated 3. More frequent service to Public Aid, Ecker Meadow and St. Charles on Route 801 4. Clients are confused by lack of signs at bus stops 5. Too few covered waiting areas 6. Pace bus service rated as fair to excellent 7. Dial-A-Ride regarded by one customer as too unpredictable

Table 7
Unmet Transportation Needs

Organization Name	Other Times to Provide Service	Types of Trips Needed	Additional Areas/Destinations to Serve	Other Comments
Fox Valley Park District	More service during daytime hours Service after 4:00 or 5:00 PM to allow people to get home from the community center	Shopping/personal business, medical, recreational	Fox Valley area, Geneva, Batavia, St. Charles Naperville	A wider range of transportation services for seniors is needed in Kane County. Current problems include unavailability of service, limited access, restricted time slots (i.e., 9:00 - 2:00), and boundary restrictions.
Geneva Park District	Weekends Evenings			If transportation were available during longer hours and on weekends, more individuals could take part in Park District activities and one-day trips
The Holmstad				One or two more Pace stops at the facility each day
Mental Health and Mental Retardation Services Inc.	Daytime hours Evenings	Employment Medical Shopping Day services Recreation		There is basically no public transportation west of Randall Road in Kane County. There are many residents of the western townships that cannot get to needed services due to lack of transportation. Most service would need to be provided door-to-door.
Provena Pine View Care Center	Outside of normal business hours	Non-emergency dialysis trips		A more cost-effective medical transportation system would benefit agency clients.

Table 7
Unmet Transportation Needs

Organization Name	Other Times to Provide Service	Types of Trips Needed	Additional Areas/Destinations to Serve	Other Comments
Pace				
St. Charles - Geneva Dial-A- Ride	Occasional requests for Saturday service			About 10% of trip requests are denied because schedules are filled; demand is probably high enough to fill a third bus
Sherman Health Systems		Medical and shopping trips for seniors	Between Sherman Hospital in Elgin and areas in St. Charles and Hoffman Estates	There is not enough affordable transport available for seniors. Many patients we transport are seniors or have short-term or permanent disabilities, and they can't afford the expense. We try to use Dial-A-Ride for regulars (hemodialysis patients) but that service appears to be at maximum usage already. We will transport only to our locations. Seniors also need transportation to other
Village of Algonquin	After 5:00 pm Monday through Friday Weekends		Crystal Lake Metra station and Woodfield Mall, from Algonquin	destinations. It would be nice to have a map showing all of the bus services and the areas they serve.

NA Not applicable

NR Unavailable; no response

Additional Geographic Area/Destinations to Serve

- ◆ Randall Road, Montgomery, Oswego, Yorkville, Dundee, Carpentersville, Algonquin, West Kane County, mid-valley (tri-cities) to Aurora and Elgin, Fox Valley Mall and stores on Rte. 59, to and from West Chicago
- ♦ Tri-cities to Naperville to Oswego
- ◆ From Oswego and Sugar Grove into Aurora Township; expanded Naperville Township service
- ♦ Service from Countryside Care Centre to shops and doctors' offices within 2-3 mile radius (especially at Mercy and Copley campus)'
- ♦ Northern Kane County and western Cook County
- ◆ Tri-city and Streamwood areas
- Fox Valley area, Geneva, Batavia, St. Charles
- ♦ Naperville
- Between Sherman Hospital in Elgin and areas in St. Charles and Hoffman Estates
- Crystal Lake Metra station and Woodfield Mall, from Algonquin

Note the mention of areas in which transportation service is currently provided (which underlines the need for more accessible information about transportation options), and of communities outside of Kane County, which may result in coordination with other counties / municipalities.

Other Service Needs and Comments

A number of the other comments regarding unmet needs included the importance of affordable options, and the limited capacity of some existing services.

Section 4 Analysis of Current Transportation Services

A number of organizations provide transportation services to the residents of Kane County. An important step to determine how some of these services might better serve the unmet mobility needs of residents is to examine conditions such as:

- Gaps and/or overlaps that may exist in current services
- Days of the week, or hours during the day, when vehicles are not in use
- Times of the day when vehicles that are in service have available seating capacity
- The resources dedicated to providing each individual service
- The resources that are available collectively for the provision of transportation services in the area

The following sections present a brief analysis of existing transportation services which focus on these issues.

4.1 Transportation Service Coverage and Eligibility

Details regarding each agency's transportation eligibility requirements, days and hours of service, and service area were provided in Section 3. To summarize briefly, most of the organizations contacted provide service in one municipality (which may include a defined radius around the city, village or township) or in a group of communities. Several providers transport clients throughout Kane County or beyond.

Most organizations provide transportation service only for their own clients or individuals attending programs offered by the agency. Dial-A-Ride programs and other services offered by municipalities serve disabled and /or senior residents. Major client groups include seniors, individuals with developmental disabilities or mental illness, and patients or residents of specific facilities.

Transportation services are available primarily on weekdays, during typical business hours. Very few services are available in the early morning, in the evening or at night, or on weekends.

4.2 Vehicle Productivity

Vehicles that carry a number of passengers at one time are more productive than those that make trips with only one or two passengers at a time. If a service provider has invested in a vehicle, the more passengers that vehicle carries, the greater the benefit that will be derived from the costs incurred by the service provider, including both the capital cost of obtaining the vehicle and its associated operating costs, such as labor, fuel, insurance and maintenance. In other words, the unit cost of providing service decreases.

Benefits from productive vehicles can take the form of increases in fare or contract revenues to offset expenses, and/or improved mobility for a greater number of customers.

Vehicle productivity is often measured in terms of the number of passengers carried per hour that a vehicle is in service. Five providers that operate service directly, and two that contract for service, supplied information about both ridership and vehicle hours of service. Among these providers, productivity is very good, ranging from 2.3 to 5.9 passengers per hour, as shown in Table 8. These levels of productivity indicate successful efforts to group trips.

4.3 Vehicle Utilization

Another factor in the assessment of a transportation service is the extent to which vehicles are utilized during the day, or over the course of a week, in actual passenger service. The hours of vehicle utilization may be different, and often are, from the hours service is advertised as available. Unused vehicle time, or "downtime", can be a resource for the provision of additional trips.

In terms of overall vehicle downtime among the organizations contacted, many vehicles are not used in the early mornings (before 7:00 or 8:00 a.m.), in the evenings (after 5:00 or 6:00 p.m.) or on weekends. The exceptions are the Pace ADA service, which is in operation from roughly 5:30 AM until 7:00 PM and on Saturdays, depending on the fixed route bus service hours in each community, and AID and EHMC, which provide service for clients on weekends as well as weekdays.

Table 9 presents daily vehicle utilization information for ten providers. The table shows the number of vehicles in service during the hours identified by each provider as the most and least busy for its service, and the number of additional passengers, if any, that could be carried on those vehicles at those times.

This information shows that there are a number of times during the day on weekdays when these providers have available capacity that could be used to provide other compatible trips. For example, both the Village of Algonquin Senior Bus and the Dundee Township Park District vehicles have available capacity, even at their peak hours; there may be opportunities for combining some of the trips of those providers. Aurora/Batavia Dial-A-Ride has trouble accommodating all of the trip requests it receives, due to pressure on vehicle schedules, while AID has available capacity throughout the morning and mid-day on its vehicles. It might be possible for AID to provide supplementary service for the Dial-A-Ride program, although the mixing of different rider groups would be a likely issue between those two providers.

Vehicles that are not fully utilized during mid-day hours on weekdays could be an additional source of senior nutrition or medical service. Vehicles that are not in service in the early morning and evening hours, or have significant unused capacity at those times, might be a source of employment trips for agency clients or employees with non-traditional work hours.

Table 8
Annual Vehicle Productivity

Organization Name	Annual One-way Trips	Annual Vehicle Miles	Annual Vehicle Hours	Trips/Veh. Hour
Aurora - Batavia Dial-A- Ride	33,083	121,079	8,000	4.1
Countryside Care Centre	500	2,500	144	3.5
Dundee Township Park District	8,200	51,000	3,640	2.3
Elgin Township Dial-A- Ride	28,546	80,925	4,830	5.9
Northwest Kane Dial-A- Van	2,479	11,484	493	5.0
Pace ADA service	23,828	22,579	15,003	1.6
St. Charles - Geneva Dial- A-Ride	12,000	52,824	3,251	3.7
TOTAL	108,636	342,391	35,361	

Table 9
Daily Vehicle Utilization

Organization		Vehicles in	Room for	How	Least Busy	Vehicles in	Room for	How
Organization	Busiest Days/Hours	Operation	Add'l Pax?	Many?	Days/Hours	Operation	Add'l Pax?	Many?
Association for Individual Development	M-F 8:00 - 9:00 am 2:30 - 3:30 pm	23	Yes	3-4 per vehicle	M-F 9:30 am - 2:00 pm	8 - 10	Yes	1-2 per vehicle
Aurora - Batavia Dial-A-Ride	M-F 8:30 am - 1:00 pm		Room in vehicles, but not in schedules		M-F after 1:00 pm		Yes	
Dundee Township Park District	Th, F 9:00 - 11:00 am, 1:30 - 3:30 pm	1-2	Yes	3-4	Mondays	NR	Yes	More than 4
Ecker Center for Mental Health - agency operated service	M-Th afternoons and evenings F 11:00 am - 3:00 pm	2	No	NA	Weekends	2	No	NA
Ecker Center for Mental Health - contracted service	M-Th 8:30 - 10:00 am 2:30 - 3:30 pm	NR	NR	NR	NR	NR	NR	NR
Elgin Mental Health Center	M - F 8:00 am - 4:00 pm	9	Varies by trip	NR	Weekends	1 delivery truck	NA	NA
Fox Valley Park District	M - F 9:00 am - 4:00 pm	Up to 5	No	NA	Weekends	0	NA	NA
Pace ADA service	M - F 6:30 - 10:00 am, 2:00 - 6:00 pm	6-7			M- F 10:00 am - 2:00 pm	1-2		
St. Charles - Geneva Dial-A-Ride	M - F 10:00 am - noon, although with 2 buses, ridership is fairly constant	2	No	NA				
Village of Algonquin	Tu, Th, F 10:00 am - 3:00 pm	1	Yes	More than 4	M, W 8:00 - 10:00 am, 3:30 - 5:00 pm	1	Yes	More than 4

4.4 Transportation Service Costs

Table 10 presents a summary of operating costs for each of the agencies supplying such information. Annual ridership and vehicle miles and hours of service, where available, are also listed.

Over \$1.6 million is spent by these organizations to provide just under 178,000 one-way passenger trips per year. Annual transportation expenditures range from a low of \$4,500 (Ecker Mental Health Center's contracted service) to a high of \$627,775 (Pace ADA paratransit service).

Cost per passenger trip also varies widely among agencies, ranging from a low of \$.50 (Village of Algonquin) to a high of \$26.35 for Pace's ADA paratransit service. The average operating cost per trip among all of the reporting organizations is roughly \$12.53. Aurora/Batavia Dial-A-Ride's cost per trip is just about at that level. Providers experiencing costs per trip higher than that average include Dundee Township Park District, Pace, Sherman Health Systems, and St. Charles/Geneva Dial-A-Ride. Pace and Sherman Health Systems, which incur the highest costs per passenger trip, contract for service and purchase service by the trip from private operators, respectively. Given the individual nature of many trips taken by patients and ADA customers, these services are also likely to be less productive than those of other providers, which affects their relative cost per trip.

AID, Ecker Center for Mental Health's contracted service, and the Village of Algonquin Senior Bus all show much lower costs per passenger trip. AID's low unit costs reflect the fact that many trips are grouped together on vehicles, and that the cost of program staff who spend time driving agency vehicles is not allocated to the transportation service budget. The very low cost per trip calculated for the Village of Algonquin may be the result of incompletely reported operating expenses.

Less information is available about the cost of transportation per vehicle hour of service. The average cost across the five agencies that reported vehicle hour data is over \$53. This is slightly higher than the norm – paratransit costs nationally typically fall anywhere between \$25 and \$45 per hour, depending on the size of the system and how the service is delivered. The hourly cost of services operated in-house by a public agency or by a local non-profit organization usually fall at the lower end of the range; services contracted to private operators or those provided in large metropolitan areas tend to cost more on an hourly basis. Excluding the hourly costs of the Ecker Center's contracted service (\$78.10), which may be the result of an incorrect estimate of vehicle hours of service, the average hourly cost among the responding Kane County providers is \$47, which may not be unreasonable for the Chicago area. Some of the higher hourly rates shown by the municipal Dial-A-Ride programs may also be due to an incomplete accounting for the number of vehicle hours of service provided, rather than to excessive costs.

Table 10
Operating Statistics, Kane County Transportation Providers

	Opei	rating Statistic	s, Kane Coun	ty i ransport	ation Providers		
Organization Name	Total Number of Vehicles	Annual One- way Passenger Trips	Annual Vehicle Miles of Service	Annual Vehicle Hours of Service	Annual Budget for Transportation Operating and Administrative Expenses	Cost per Trip	Cost per Hour
Association for Individual Developmen	34 t	83,360	156,000	NR	\$162,440	\$1.95	NA
Aurora - Batavia Dial-A Ride	8	33,083	121,079	8,000	\$389,300	\$11.77	\$48.66
Countryside Care Centre	1	500	2,500	144	NR	NR	NR
Dundee Township Park District	2	8,200	51,000	3,640	\$150,000	\$18.29	\$41.21
Ecker Center for Mental Health - contracted service	NA	1,152	3,744	NR	\$4,500	\$3.91	NA
Ecker Center for Mental Health - agency operated service	2	NR	4,500	420	\$32,800	NA	\$78.10
Fox Valley Park Distric	6	NR	2,000	500	NR	NA	NA
Jennings Terrace	1	180	NR	NR	NR	NA	NA
Pace ADA service	8	23,828	22,579	15,003	\$627,775	\$26.35	\$41.84
Sherman Health Systems (excluding employee vanpool)	NA	3,600	NR	NR	\$79,200	\$22.00	
St. Charles - Geneva Dial-A-Ride	2	12,000	52,824	3,251	\$185,888	\$15.49	\$57.18
Village of Algonquin	1	12,000	NR	NR	\$6,000	\$0.50	
TOTAL	65	177,903	416,226	30,958	\$1,637,903	\$12.53	\$53.40

NA Not applicable
NR Unavailable; no response

Section 5

A group of individuals was identified by the Project Steering Team as key people to talk to about issues related to Kane County paratransit needs. One-on-one interviews with these individuals were conducted. The purpose of these interviews was understand the key issues that will affect the implementation of recommendations.

Through the stakeholder discussions, there was a general sense on the part of providers that there are many needs for transportation and for the most part social service agencies or the existing services are filling many of those needs. It was also apparent that there is not a solid understanding of what services are available today and how to use them.

The biggest issues in terms of service gaps were related to the newly developing areas (west of Randall Road, South Elgin, the south and western areas of Aurora). One of the big problems with these areas is that there is generally not transit service in those areas, and therefore there is no ADA service. Particularly in the Aurora area, where much of the rapid growth is to the south of Aurora in Kendall County which is not part of the RTA service area, and therefore is highly unlikely to receive services from Pace – which is funded by the RTA sales tax. To some extent, the Elgin area experiences service coordination issues because of the multiple counties adjacent to the north and west, however all of those areas are in the transit region where Pace is involved in funding services.

Stakeholders involved in delivering services to people with disabilities in general were interested in seeing an expansion in the service hours. People were interested in reasonably basic service to support pre-planned travel needs to jobs, shopping, medical facilities. Access to jobs is seen as one of the biggest needs in Kane County.

These results are consistent with the survey results. Often, the stakeholder interviews unveil strong common threads of issues and gaps and need for changes in services and that is the case here as well. The stakeholder interview process for this project has not identified major issues beyond the need to better keep pace with transportation needs in the rapidly growing areas.

Section 6 Focus Group Results

A focus group of Kane County paratransit users was held at the Government Center in Geneva on July 31, 2002. Nine individuals participated in the meeting. The participants represented a range of disabilities, parts of the county and perspectives. The key findings of this focus group are summarized below.

- ◆ The current system of paratransit serves some areas and types of trips well, while other locations or trip types are unserved.
- Accurate information about paratransit options is hard to obtain.
- The ability to access jobs, once a person with disabilities leaves the school system, is limited.
- Reliable options, even at a lower subsidy level than paratransit that is provided by transit agencies, is desired.
- ◆ The lack of a transportation link hampers is limiting the ability of people with disabilities to live independently.
- Significant issues with the borders of different paratransit providers frustrate many users. This is particularly acute for work trips.
- Some service quality concerns with paratransit service providers were raised.
- Focus group participants believe that current services could be provided more efficiently.
- Many ideas for utilizing resources in the community were identified.

Specific comments from the focus group follow. They are grouped into Issues, Ideas and Gaps.

Issues

- Borders!
- Inflexible schedules
- Hours of service stop too early
- Days of service limited weekend
- Connections to other services the full responsibility of the rider
- Cross county lines
- Service quality timeliness, reliability
- Lack of communication to rider, or within service frequently cancelled pick-ups still show up

- Transportation makes the difference in people being able to be independent / involved in society
- Inaccessible bus stops
- Certification issues (psychiatric, etc. are not getting certified but cannot travel independently)

Ideas

- Better information on services to know what is available and to have appropriate expectations of what the service will / won't do for you
- Want to be able to access the service reasonable without major issues if standing order, very easy if not, major hassle
- Establish and information clearinghouse
- Coordination with school system is there a way to use their vehicles / service
- Many people would be willing to pay more if there were a service that would meet their needs
- Is county (or other) participation in covering insurance if private entities used their vehicles to provide these services?
- Other certifiers for paratransit service than the RTA
- Business can provide financial participation towards service to get labor (might not be a sustainable concept when there is not a labor shortage)
- Broaden the criteria for eligibility to be able to use Pace ADA vans in the down times of 10-2 (they sit idle)

Gaps

- Post-school service (transportation covered while they are in their school years, then upon reaching 21 years, services drop off nearly entirely)
- Time of day / day of week
- Different rules by type of service (different eligibility, service availability with each dial-a-ride
- Type of trip (no work trips on most dial-a-rides
- Areas like Aurora where the development is now in multiple counties creates service gaps that don't make sense to the traveling public.

Section 7 Potential for Coordination of Transportation Services

Clearly, a number of entities are currently providing paratransit service in Kane County. However, several things are needed for a successful coordinated transportation system. Besides interest on the part of the agencies and organizations that might participate in coordination strategies, potential financial benefits (or the potential for providing more trips for the resources that are invested in transportation), and a high enough number of trips to make a coordinated system financially viable and attractive to participants, there should be a strong network of potential service providers available to the system.

To determine the coordination strategies that would best meet the needs of both providers and customers, there are several additional factors to consider:

- ♦ Service overlaps. Where, and in what ways, do current services overlap with one another? Do providers cover the same service areas? Operate during the same days and hours? Carry similar types of riders? Are there opportunities to reduce duplicative administrative costs?
- Unused capacity. Are current vehicle fleets and drivers fully utilized? Could unused capacity be matched to unmet needs or service gaps to broaden the range of service that is available?
- Service costs. Are any providers incurring very high unit costs? Are there opportunities for increasing the use of lower-cost providers, or improving service productivity, to achieve cost reductions?
- ◆ Potential use of fixed route service. Are there travel needs that could be effectively met by use of existing fixed routes, rather than by more expensive paratransit services?

While these issues will be examined in more detail in Task 2, a number of observations that have a bearing on the potential for increased coordination among transportation providers in Kane County are evident from the information collected through the survey. These are:

- ♦ Multiple service providers currently transport similar rider groups in Elgin, the Tricities area, and Aurora
- Current services (at least those reporting statistics) are very productive, as measured by average passengers per hour, and fairly cost-effective
- Providers and stakeholders have different views about the extent of unmet need for transportation service
- ◆ At present, there does not seem to be a strong interest in either expansion of services or coordination on the part of some providers

- In some areas, service is not available until the end of the business day; services with limited hours are useful to individuals making medical or shopping trips, but not to those who need to travel to and from work
- ♦ The transportation services provided by EMHC and Easter Seals are too specialized to mix well with those of other providers
- Nursing homes operating one vehicle for resident transportation are not likely to participate in coordination activities
- ♦ The major providers (Pace, AID, the municipal Dial-A-Ride operators) carry enough trips annually to warrant a more detailed analysis of potential coordination strategies

The survey results also provide information about some of the resources that could be utilized in a coordination effort. For example, Pace ADA service now operates throughout the major activity centers in the eastern part of Kane County. At least two of the municipal Dial-A-Ride programs (Aurora Township and St. Charles – Geneva) would consider providing service for other communities. Capital equipment for paratransit services is available through Pace (Dial-A-Ride vehicles and vanpool vehicles). The Pace employer shuttle, Metra feeder, and ADvAntage vanpool programs might also play a role. In terms of financial resources that might be available to support coordination activities, over \$1.6 million is currently spent on the provision of public and human service paratransit services in Kane County.

These observations suggest several potential coordination strategies for Kane County.

- ◆ A consolidated Dial-A-Ride program serving eastern Kane County, operated by Pace and a service contractor, or perhaps by a local Dial-A-Ride provider
- ◆ Provision of feeder service to fixed routes by Dial-A-Ride operators
- Provision of local ADA trips by Dial-A-Ride operators
- ◆ Reciprocal arrangements among Dial-A-Ride operators to accept each others' customers, institute similar fares policies, require the same amount of advance notice for trip reservations, and arrange passenger transfers between services
- ♦ A taxi subsidy program operating in eastern Kane County, based on the DuPage County model, to provide service in currently unserved areas and on off-peak times such as nights and weekends

Additionally, there are potential actions that would increase the usefulness of transit and paratransit services in the county regardless of whether other coordination strategies are implemented. These include a county-wide transportation information and marketing campaign, and the provision of centralized driver training and possibly vehicle maintenance services, offered by Pace.

Transportation Services Questionnaire

KANE COUNTY

DIVISION of TRANSPORTATION

Jeffrey S. Dailey, P.E. Director of Transportation County Engineer



41W011 Burlington Road St. Charles, IL 60175 Phone: (630) 584-1170 Fax: (630) 584-5265

Kane County Paratransit Coordination Study

April 2002

The Kane County Division of Transportation is undertaking a study to identify unmet transportation needs and to improve the coordination between the providers of demand-responsive public transportation services in the county. This questionnaire is designed to gather information about existing transportation services and unmet needs in Kane County. It requests information about the amount and type of transportation service that your organization may be providing (or purchasing from another organization). It also asks you to identify unmet transportation needs in the county as well as your interest in strategies for improved coordination of transportation programs and services.

The questionnaire is organized as follows:

Part A: Profile of Your Organization and Unmet Transportation Needs; to be completed by all respondents.

Part B: Profile of Your Organization's Transportation Program; to be completed by all organizations that operate, purchase, or arrange for transportation.

Part C: Coordination; to be completed by all respondents.

A list of definitions is provided on the next page of the questionnaire.

If you have any questions or need assistance, please call Patti Monahan, Multisystems, at 800-735-1669 (phone), 617-864-3521 (fax), or pmonahan@multisystems.com (e-mail).

Definitions

<u>Ambulatory Passenger</u>- An individual who is able to walk and to travel without the use of a wheelchair, motorized scooter, or other similar mobility aid.

<u>Coordinated Transportation Services</u> - A cooperative arrangement between human service agencies and/or transportation providers to combine or consolidate some or all transportation functions or activities of the different organizations, in order to improve the efficiency and effectiveness of an area's transportation system. Many types and degrees of coordination exist, from vehicle sharing or the joint procurement of equipment or services to the performance of centralized administration and other functions by a single entity acting as a transportation broker. The intended result of coordination is lower costs for participating organizations through greater efficiency, which can mean better transportation services for the region.

<u>Curb-to-curb</u> - Service is provided to the passenger's particular origin or destination. The driver offers no assistance other than operating the wheelchair lift and securement system.

<u>Demand Responsive Transportation Service</u> - A service characterized by flexible routes and time schedules. The pick-up and drop-off locations and the vehicle routes will vary depending on rider requests. Riders typically call or arrange service in advance.

<u>Door-through-door</u> - The driver escorts the passenger to or from the vehicle and *through* the front entrance of the building.

<u>Door-to-door</u> - The driver escorts the passenger to or from the vehicle and the front entrance of the building.

<u>Fixed Route, Fixed Schedule Transportation Service</u> - Transit service that operates over specified routes according to an established schedule. Passengers may board or be discharged at designated points along the route.

One-way Passenger Trips - A one-way passenger trip consists of one person riding one-way from an origin to a destination. Thus, a round trip by one person is considered as two "one-way passenger trips."

<u>Vehicle-Hours of Service</u> - The total number of hours vehicles are in use to provide transportation service. For example, if three vehicles are used to provide transportation and each is in operation 40 hours a week, 52 weeks a year, there would be 6,240 vehicle-hours of service provided.

<u>Vehicle-Miles of Service</u> - The total number of miles traveled by vehicles providing transportation service. For example, if three vehicles are used to provide transportation and they each travel 30,000 in a given year, there would be 90,000 vehicle-miles of service provided.

Part A. Profile of Your Organization Organization: Address: Contact Person: Title: Phone: _____ Fax:_____ E-mail:_____ A1. Which of the following best describes your organization? Municipal Government ☐ County Government ☐ Private, Non-Profit Human Service Agency ☐ Private, Non-Profit Transportation Company ☐ Private, For-Profit Transportation Company ☐ Federal or State Human Service Agency Other (Please Specify) A2. If expanded or improved county transportation services would benefit your agency, clients, or customers, please describe the benefits below. Be as specific as possible about geographic areas where better transportation is needed, times of the day when transportation is needed, problems with transportation costs or service quality, etc. A3. Does the lack of transportation keep people from participating in your agency's or company's programs, activities or services?

☐ Don't know

☐ No

☐Yes

Somewhat

	which transportation service is not available, etc.)
	·
	
	-
A 4.	Does your organization provide (i.e. purchase, operate, or arrange for) passenger transportation services of any type?
	☐ Yes (Please complete Parts B and C)
	☐ No (Thank you for your time and comments.)

Part B. Profile of Your Transportation Program

Service Description

B1.		nat type of transportation service(s) do you provide? (Please check all that apply.) e the "Definitions" on page 2 if you are not sure how the type(s) of service listed below are defined.
		We operate a fixed route, fixed schedule service.
	\Box	We contract/purchase fixed route, fixed schedule service from an independent carrier/operator.
		Please provide the name(s) of your contracted operator(s):
		We operate a <u>demand responsive</u> (flexibly routed van/sedan/minibus) service using paid drivers.
		We operate a <u>demand responsive</u> (flexibly routed van/sedan/minibus) service using non-transportation staff as drivers.
		We operate a <u>demand responsive</u> (flexibly routed van/sedan/minibus) service using volunteer drivers.
		We contract/purchase <u>demand responsive</u> (flexibly routed van/sedan/minibus) service from an independent
		carrier/operator. Please provide the name(s) of your contracted operator(s), and the rates you pay for service:
		We provide <u>demand responsive</u> service using staff's own vehicles. We coordinate a <u>volunteer driver</u> program (volunteers driving their own vehicles). We provide <u>subsidies/reimbursement</u> to clients/riders who arrange for their own transportation. We purchase <u>bus tickets or passes</u> for clients. We operate fixed route, fixed schedule service under contract to a public agency. Please provide the name of the public agency: We operate a demand responsive service (flexibly routed van/sedan/minibus) under contract to a public agency.
		Please provide the name of the public agency:
		Other (Please Specify)
B2.		no is eligible to receive the transportation services your organization provides? (Please check all that apply, d describe in more detail, if necessary.)
		Only our agency's clients (describe:)
		Any elderly person (over age)
		Any person with disabilities regardless of age
		Other (Please Specify:)

Ind	licate your typical hours of transport	tation ser <i>Mon.</i>	vice by da <i>Tues.</i>	iy: Wed.	Thurs.	Fri.	Sat.	Sun.
	Transportation service begins:							
	Transportation service ends:							
N	and the second s	Ľ						
lea	se explain your fare or donation po	licy:						
								
_								
_								
	which of the following trip purposes apply.)	does yo	ur organiza	ation provi	de transpo	rtation se	rvices? (Pl	ease ch
		-		-			rvices? (Pl	ease ch
	apply.)	octor, clir		-			rvices? (Pl	ease ch
	apply.) Health/medical (e.g., trips to the de	octor, clir		-			rvices? (Pl	ease ch
	apply.) Health/medical (e.g., trips to the definition (e.g., trips to a nutrition s	octor, clir ite.) res)	nic, drug s	tore treatn			rvices? (Pl	ease ch
	apply.) Health/medical (e.g., trips to the de Nutrition (e.g., trips to a nutrition s Social (e.g., visits to friends/relative)	octor, clir ite.) res) social, att	nic, drug s	tore treatn	nent center		rvices? (Pl	ease ch
	apply.) Health/medical (e.g., trips to the de Nutrition (e.g., trips to a nutrition s Social (e.g., visits to friends/relativ Recreation (e.g., trips to cultural, s	octor, clir ite.) res) social, ath	nic, drug s nletic even	tore treatn	nent center)	rvices? (Pl	ease ch
	apply.) Health/medical (e.g., trips to the de Nutrition (e.g., trips to a nutrition second (e.g., visits to friends/relative Recreation (e.g., trips to cultural, second training (e.g., trips to training (e.g., trips to training trips to trips to trips to trips to trips to trips to training trips to training trips to	octor, clir ite.) res) social, ath aining cer	nic, drug s nletic even nters, scho	ts) ools, etc.,) s of emplo	nent center)	rvices? (Pl	ease ch

Reservations, Scheduling and Communications

B7.	Please describe your agency's trip reservation, scheduling and dispatching procedures (staff involved, timing, us of computer software, communication with drivers, record-keeping):
38.	How does your agency currently communicate with vehicles? (check all that apply)
	☐ Two-way radio
	☐ Mobile telephone
	☐ Pager
	☐ Other (please describe, including use of pay telephones)
	
39.	Please provide the address(es) (including zip code) of the location(s) from which vehicles are dispatched.
Ser	vice and Financial Statistics
	Please indicate annual one-way passenger trips provided for the most recent full year of service and for a typica month in the current year:
	Annual (please specify period): one-way passenger trips
	Typical month (current year): one-way passenger trips

	How many annual vehicle miles of service	e are provided?	
	Annual (please specify period):	vehicle	e miles
	Typical month (current year):	vehicle	e miles
B12.	How many annual vehicle hours of servic	ce are provided?	
	Annual (please specify period):	vehicle	e hours
	Typical month (current year):	vehicle	e hours
B13. servic	Approximately how many individuals, on a	an annual basis, particip	eate in your organization's programs and
B.14	Approximately how many individuals, on a	an annual basis, make u	se of your transportation services?
			
B15.	What is your current total budget for the t	transportation services p	rovided?
	Annual budget for Transportation Admi l	nistrative Expenses	\$
	Please list expenses that are included: _		
	Annual budget for Transportation Opera	ating Expenses	\$
	Please list expenses that are included (be	e sure to include fuel, ma	aintenance, vehicle insurance):
	Annual budget for Transportation Capit	al Expenses	\$
	Please list expenses that are included: _		
	TOTAL annual budget for the Transpo	rtation Program	\$
		that are not reflected in v	our transportation budget? For example, t
	Are there other transportation expenses t	anacano mocromocioa mi	

Б17.	funding is provided by each source?	amount o
B18.	What are your organization's main sources of <i>capital</i> funding for its transportation services? What am funding is provided by each source?	ount of

Vehicles

B19. If your organization owns or leases vehicles which it uses to provide transportation (or which it leases to a transportation contractor), please provide information about each **type of vehicle (not each individual vehicle)** in the table below. If you have recently completed a similar fleet inventory, you may attach a copy of that inventory in place of the following chart.

Type of Vehicle*	Wheelchair Lift? (Yes/No)	Seating Capacity	Wheelchair Capacity	Number of Vehicles of This Type
EXAMPLE - Van	Yes	8 ambulatory	2 wheelchairs	5

^{*} Please categorize by type of vehicle, e.g. sedan, van, minibus, full-size bus.

How n	nany vehicles are in operation at this time?
Do the	ese vehicles have room for additional riders at this time? No Yes
If Yes,	how many additional riders could the vehicles accommodate?
	☐ 1-2 ☐ 3-4 ☐ More than 4
	are the least busy days/hours for your transportation e?
How n	nany vehicles are in operation at this time?
Do the	ese vehicles have room for additional riders at this time? No Yes
If Yes,	how many additional riders could the vehicles accommodate?
	☐ 1-2 ☐ 3-4 ☐ More than 4
When	vehicles are not transporting riders, are they used for other purposes? No Yes
	vehicles are not transporting riders, are they used for other purposes? No Yes please describe:
If Yes	
If Yes	e note the major destinations for your riders (on their <i>going trips</i>), including the facility/site names (street address, city/town and zip code) of each destination. Attach additional sheets if ne
If Yes,	e note the major destinations for your riders (on their <i>going trips</i>), including the facility/site names (street address, city/town and zip code) of each destination. Attach additional sheets if ne
Please address	e note the major destinations for your riders (on their <i>going trips</i>), including the facility/site names (street address, city/town and zip code) of each destination. Attach additional sheets if ne
Please address	e note the major destinations for your riders (on their <i>going trips</i>), including the facility/site names (street address, city/town and zip code) of each destination. Attach additional sheets if ne

Please answer the following about the utilization of your agencies vehicles during a typical week:

B20.

service	area. Provide the fac	cility/site name and address (street address	
1.			
2.			
3.			
4.			
5.			
ng			· · · · · · · · · · · · · · · · · · ·
staff wh	ose time is not dedicate	ated exclusively to the transportation prog	
		Number of Part-time Employees	Number of Full-time Employees
	service destinated 1. 2. 3. 4. 5. Please staff who of the action of	service area. Provide the fact destination. Attach additional 1. 2. 3. 4. 5. Please indicate the number a staff whose time is not dedicate the staff.	2. 3. 4. 5. Please indicate the number and type of positions that make up your tr staff whose time is not dedicated exclusively to the transportation proof the agency, or program staff who serve as drivers).

Part C. Coordination of Transportation Services

C1.	Do you provide transportation service for other organizations?				
	□ No				
	Yes (Please note the agency name(s), type of services, re	eimbursement	arrangeme	nts, and ap	proximate
	number of one-way trips provided per year below):				
					
					
C2.	Listed below are a number of possible strategies for improving	coordination	among prov	riders of tra	nsportation in
	Kane County. Please indicate your level of interest in each of	these strateg	ies by check	ing the app	oropriate box.
			Possibly	Not	Not
		Interested	_		Applicable
a.	Providing transportation services, or more transportation				
	services, under contract to another agency or agencies				
b.	Purchasing transportation services from another organization,				
	assuming that the price and quality of service met your needs				
c.	Providing paratransit service to connect riders with				
	fixed route bus or train services				
d.	Coordinating schedules and vehicle operation with				
	nearby paratransit providers so that riders can transfer from one service to another				
e.	Joining together with another municipality or agency			П	
	to consolidate the operation of transportation services	-	<u> </u>		-
f.	Joining together with another municipality or agency				
	to consolidate the purchase (or contracting) of transportation services				

		•	Not	Not
	Interested	Interested	Interested	Applicable
lemand responsive services on your schedules				
Adjusting hours or frequency of service				
rehicle maintenance, and public information with				
	area? (For example, statutory barriers to pooling funds, liabil	Highlighting connections to other fixed route or demand responsive services on your schedules or other information materials Adjusting hours or frequency of service Modifying routes to serve major employers or other activity centers Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers Participating in an organized county-wide ransportation marketing program Do you feel there are any real or perceived barriers to the coordination of area? (For example, statutory barriers to pooling funds, liability concerns,	Highlighting connections to other fixed route or chemand responsive services on your schedules or other information materials Adjusting hours or frequency of service	demand responsive services on your schedules or other information materials Adjusting hours or frequency of service

Provider's Name	Contact Person	Street	City	State	Zip	Phone	Extra Information	Number of Vehicles
Act Medicar Service	Tony Hawkins	914 Ottoban Lane	Aurora	IL	60506	630-262-0500		4 vehicles
The Association for Individual Development	Rob Borchert	309 W. New Indian Trail Ct.	Aurora	IL	60506	630-844-5040	ext. 401	37 vehicles
Aurora Manor	Stephanie Cox, Social Service Director	160 N. Farnsworth	Aurora	IL	60505	630-898-1180		1 vehicle-haven't used in a year
								7 vehicles and 1 on the way; for seniors 60+ and disabled
								persons unable to access public transit; serving Aurora
								Township plus 3 miles beyond township boundaries for a
Aurora-Batavia Township Dial a Ride	Monica Gonzolaz	80 North Broadway	Aurora	IL	60507	630-892-1999		surcharge
Batavia RSVP		100 N. Island Avenue	Batavia	IL	60510	630-879-1392		1 vandiscounted for seniors
Consolidated Medical Transport			Geneva	IL	60134			NEED CONTACT INFORMATION
Countryside Care Center	Kim Kohls, Administrator	2330 W. Galena	Aurora	IL	60506	630-896-4686		1 vehicle for residents
	,							2 vehicles-for riders 60+ and disabled adults for distance of 6
Dundee Township Park District Dial-A-Ride	Nancy Pudelwitts, Activity Director	2 Pine Street	Carpentersville	eIL	60110	847-551-4307		1/2 mile radius of Dundee Township
								2 vehicles; provides 150 one-way trips for their clients in Kane
Ecker Mental Health Center	Richard Pauley	1845 Grandstand Place	Elgin	IL	60123	847-695-0484		County and Hanover Park and Streamwood
Elderday Center	Micki Miller, Executive Director	301 S. Third Street	Geneva	IL		630-262-1231		1 bus-use for outings only
Elgin Medi-Transport	,	619 E. Chicago Street	Elgin	IL	60120	847-697-0202		4 ambulances; 3 wheel-chair vans; I mini-van
3			J					17: 15 used on a regular basis, 1 a handicapped van, and 1
Elgin Mental Health Center	Chuck Hoffman	750 S. State Street	Elgin	IL	60123	847-742-1040		bus)
Elgin Township Dial a Ride	Sandy Wagner	975 S. State Street	Elgin	IL		847-622-3101	847-622-3101	5 vehicles: 4 are contracted out; 3 run during the day
Firwood Healthcare Center	Eric Carpenter	520 Fabyan Pkwy	Batavia	IL		630-879-5266		1 vehicle
		, , , , ,						
Fox Valley Park District	Jennifer DeKing, Activity Director	150 W. Illinois Ave.	Aurora	IL	60506	630-859-8606		3 vehicles; 1 15-passenger van, 1 senior van, and 1 mini bus
								3 vehicles for people registered for FVSRA programs to
								designated designated points in St. Charles, Geneva, Batavia,
								and Aurora (along Rt 31) and a limited door-to-door service for
Fox Valley Special Recreation Association	Suzanne Gable	1 N. Lincolnway	North Aurora	IL	60542	630-896-6047		certain programs
Geneva Park District	Diane Rowe, Senior Activity Director	710 Western Ave.	Geneva	IL	60134	630-232-4542		3 vehicles: 2 mini-vans and 1 15-passenger
Geneva-St. Charles Dial A Ride	Gail Blaha	2 E. Main Street	St. Charles	IL	60174	630-377-4426		2 buses
							Burlington Twp,	
N. 11	5: 1437	D 0 D 000		l	00440		Hampshire Twp, Plato	
Northwest Kane	Dial-A-Van	P.O. Box 833	Hampshire	IL		630-684-4480	Twp, Rutland Twp	1 van
Homeier Medicar Service, Inc.	Charles W. Molenda	339 West River Road	Elgin	IL		847-289-7840		45
Integrity Transport Service	Dick A. Krause, Sr.	37W950 Mason Road	Elgin	IL 		847-697-7643	jumper@tbenet.com	15 ambulances and 10 vans
Jayne Shover Easter Seal	Mike Muetterties	799 S. McLean	Elgin	IL 		847-742-3264		5 vans; 2 cars
Jennings Terrace	David Scarpetta, Administrator	275 S. LaSalle St.	Aurora	IL.		630-897-6947		1 van
McAuley Manor	Jim Boyle, Administrator	400 Sullivan Road	Aurora	IL		630-859-3700		1 van and 1 bus
Michealsen Health Center	Karen Larson, Administrator	831 Batavia Ave.	Batavia	IL		630-879-4300		5 cars, 2 buses
Pace Bus	Douglas Sullivan	550 W. Algonquin Road	Arlington Heig			847-228-4264		700 fixed route; 350 paratransit; 375 vans
Provena Pine View Care Center	Ann Dodge, Administrator	611 Allen Lane	St. Charles	IL		630-377-2211		1 bus
Senior Services Associates	Ziv Sabin	101 S. Grove	Elgin	IL	60120	847-741-0404		2 vehicles serving Elgin, S. Elgin, Dundee and Carpentersville
								1 Pace bus for employees; use to have 2 vans for patient
			E	l	0040-	0.17 100 0005		transport but now contract with Elgin Medi-Transport (at least 2
Sherman Hospital	Joann Sulejmani, Manager of Public Safe		Elgin	IL		847-429-2962	fax 847-429-2093	vans); provide dial-a-ride tickets for dialysis patients
Spare Wheels Transportation, Inc.	Judy Devoe	P.O. Box 717	St. Charles	IL		630-377-4637	goes377@aol.com	8 vehicles
Sunrise Hillside Care Center	Nancy Petemer, Administrator	1308 Game Farm Rd.	Yorkville	IL		630-553-5811		1 vehicle
Twin Bus Shuttle Service	Todd Drew	768 Fifth Avenue	Aurora	IL	60505		twinbuss1@aol.com	NEED CONTACT INFO
Valley Sheltered Workshop	Cindy	325 W. Main Street	Batavia	IL		630-879-2359		
Village of Algonquin	Jenna Kollings	2200 Harnish Drive	Algonquin	IL	60102	847-658-2700	jennakollings@algonqu	1 senior van-serving Algonquin city limits and 5 miles beyond

Kane County Transportation Provider Survey Respondents

Organization Aurora Manor Nursing Home	Contact Stephanie Cox, Social Service Director	Address 160 N. Farnsworth Ave	Aurora	60505	Phone 630-898-1180	Fax 630-898-1208	E-mail
Aurora-Batavia Township Dial-A	A. Monica Gonzales	80 North Broadway	Aurora	60507	630-892-1999	630-897-8393	
Countryside Care Center	Kim Kohls, Administrator	2330 W. Galena	Aurora	60506	630-896-4684	630-896-7868	ccc2330@aol.com
Dundee Township Park District	Jim Miller, Supt.of Recreation	21 N. Washington	Carpentersville	60110	847-551-4300)	
Ecker Mental Health Center Elgin Mental Health Center	Richard VanderForest, Director of Recovery Programs Rich Landwehr	1845 Grandstand Place 750 S. State Street	Elgin Elgin		847-695-0484 847-742-1040	847-695-1265	
Fox Valley Park District	Jennifer DeKing, Senior Coordinator Diane Rowe/Karen Guinta, Senior	150 W. Illinois Ave.	Aurora			6 630-264-7416	
Geneva Park District	Coordinator	710 Western Ave	Geneva		630-262-2215		
The Holmstad Jayne Shover Easter Seal Jennings Terrace	John Currier, Associate Administrator Mike Muetterties David Scarpetta, Administrator	700 W. Fabian Parkway 799 S. McLean 275 S. LaSalle St.	Batavia Elgin Aurora		847-742-3264	630-879-1153 847-742-9436 630-897-6949	mmuetterties@il-js.easter-seals.org admin@jenningsterrace.com
Mental Health and Mental Retardation Services	Jerry Murphy	P.O. Box 935, 400 Mercy Lane	Aurora	60507	630-892-5456	630-892-5480	jerrym@incboard.com
Pace Suburban Bus Division	Marj Groover, Randy Comstock, Tom Groeninger	550 W. Algonquin Street	Arlington Height	s 60005			marj.groover@pacebus.com, randy.comstock@pacebus.com
Provena Pine View Care Cente	r Ann Dodge, Administrator	611 Allen Lane	St. Charles	60174	630-377-2211		
Sherman Health Systems	Joann Sulejmani, Manager of Public Safety/EOC Greg Rejnert, Public Services	934 Center Street	Elgin	60120	847-429-2962	847-429-2093	
St. Charles/Geneva Dial-A-Ride	• •	1415 S. 7th Ave	St. Charles	60174	630-377-4405	;	grejnert@ci.st-charles.il.us
The Association for Individual Development	Rob Borchert	309 W. New Indian Trail Ct.	Aurora	60506	630-896-1961	630-906-9858	rborchert@the-association.org
Village of Algonquin	Sarah A. Stefan	2200 Harnish Drive	Algonquin			847-658-4564	

Appendix B Profiles of Transportation Providers

This section describes each of the transportation programs and services offered by the organizations responding to the provider survey.

The Association for Individual Development

309 W. New Indian Trail Court Aurora, IL 60506 Rob Borchert, Service Director, <u>rborchert@the-association.org</u> 630-896-1961; fax 630-906-9858

Mental Health and Mental Retardation Services, Inc. Jerry Murphy, Executive Director; jerrym@incboard.com 400 Mercy Lane Aurora, IL 60507 630-892-5456, fax 630-892-5480

Description of Transportation Services

The Association (AID) administers a number of programs and services for individuals with developmental and/or physical disabilities in Kane, Kendall, and DeKalb Counties. AID is one of the agencies funded by Mental Health and Mental Retardation Services, Inc., so representatives of these two organizations were interviewed at the same time.

Transportation is provided between residences and treatment centers, day programs, and employment locations. In addition, staff drives clients to medical appointments, shopping, and recreational activities using vehicles based at the 26 residential facilities managed by AID.

Transportation service is typically provided during the following hours:

Monday through Thursday 7:00 AM to 6:00 PM

Friday 7:00 AM to 10:00 PM

Saturday 8:00 AM to 10:00 PM

Sunday 8:00 AM to 6:00 PM

The areas in which transportation is available vary by type of service. A vanpool route connects Dundee and Elgin Rehabilitation Center (ERC). Janitorial crews are transported between Aurora and Elgin and West Chicago, in DuPage County. One vehicle provides service between Yorkville and the Aurora area. Vehicles based at AID residential facilities in Elgin and Aurora provide service within those communities, and can be used for travel to recreational activities as far as Chicago.

AID's vehicle fleet of 34 vehicles includes 5 accessible vans, 12 vans that are not equipped with wheelchair lifts, 14 non-accessible minivans, and 3 station wagons. Residential vehicles are typically leased. Sources of funding for other vehicles include private foundation grants, Pace, Illinois Department of Commerce and Community Affairs (DCCA) grants, and operating income.

AID's peak transportation hours are normally between 8:00 and 9:00 AM and 2:30 and 3:00 PM on weekdays. All residential vehicles (about 23) are in operation at those times. However, vehicles have available capacity for 3-4 riders each. Less transportation service is needed by AID clients between 9:30 AM and 2:30 PM on weekdays; only 8-10 vehicles are typically in use during those hours. Available capacity is lower in the off-peak, with only 1-2 empty seats on each vehicle.

Transportation services are managed by a number of different individuals. For example, the receptionist at AID's Thompson Center coordinates day program transportation. The coordinator of the Janitorial Program manages the transportation provided to program participants. House Managers oversee the service that is provided with vehicles based at residences. Vehicle maintenance services are provided by AID's Vehicle Inspection and Maintenance Professional.

Important destinations in Kane County for AID clients include:

- ◆ Thompson Center, 309 W. New Indian Trail Court, Aurora
- ♦ Keeler Center, 409 W. New Indian Trail Court, Aurora
- Elgin Rehabilitation Center, 1485 Davis Road, Elgin
- Pathways Psychosocial Rehabilitation Program, 400 N. Highland, Aurora
- ◆ Transitional Living Facility, 1305 E. New Indian Trail, Aurora
- ♦ Medical facilities such as Dreyer Clinics, Mercy and Delnor Hospitals

Between July 1, 2000 and June 30, 2001, AID provided approximately 83,360 one-way passenger trips, and operated 302,580 vehicle miles of service. The organization's annual transportation budget totals \$162,440. Note that this amount does not include the cost of drivers' salaries, which is typically the largest line item in a transportation budget; AID client transportation is provided by direct service staff, whose salaries are not allocated to the transportation budget. Funding for transportation operating expenses is provided by clients' funding sources: the Illinois Department of Public Health, and the Offices of Mental Health and Developmental Disabilities of the Illinois Department of Human Services.

Unmet Needs

The Association serves over 1,000 individuals daily. Municipal Dial-A-Ride programs also serve AID clients who need to make local trips. Yet there are transportation needs that are not addressed. Current transportation is not adequate for:

- ♦ Individuals participating in programs at AID's centers, especially those who live outside of Kane County
- ♦ Individuals who work at locations or during times (evenings, weekends) when service is not available
- ♦ Individuals living in AID residential facilities who need to travel to day programs, churches, stores, and recreational locations within their communities

Specific geographic areas in which service is needed include:

- ♦ Randall Road
- **♦** Montgomery
- ♦ Oswego
- ♦ Yorkville
- ♦ Dundee
- ♦ Carpentersville

- ♦ Algonquin
- ♦ West Kane County
- ♦ Between the tri-cities area and Aurora and Elgin
- ♦ Fox Valley Mall and stores on Route 59
- ◆ To and from West Chicago

Better coordination with transportation services in DuPage County is also needed, to decrease the time involved in making trips to locations such as:

- Route 59 from the Toll Road south almost as far as Plainfield
- ♦ Ogden Road as least as for as Route 53
- ♦ Physicians' offices in the Naperville area
- ♦ Marianjoy Rehabilitation Hospital, Wheaton

DuPage County, together with Route 59 and Cook County, could be an employment location for AID clients if better transportation options were available.

Interest in Coordination

AID is interested in several potential coordination strategies, such as consolidating the operation of transportation services with other agencies or municipalities and participating in a county-wide transportation marketing program.

The organization is also willing to consider a number of other strategies. These include:

- Providing transportation services to other organizations
- Purchasing services from other providers
- Providing paratransit service to connect riders with fixed route bus or train services
- Coordinating schedules and vehicle operation with other providers to facilitate transfers

- Consolidating the purchase or contracting of transportation services with other agencies or municipalities
- ◆ Adjusting hours or frequency of service
- ♦ Coordinating activities such as procurement, training, vehicle maintenance and public information with other providers

Aurora Township Dial-A-Ride (serving Aurora and Batavia)

80 N. Broadway Aurora, IL 60507 Monica Gonzales, Director of Transportation 630-892-1999, fax 630-897-8393

Description of Transportation Services

Aurora Township provides door-to-door transportation service to residents of Aurora Township (and the area up to three miles beyond the township boundaries) who are unable to use public transportation because of a disability or are over age 60. While Dial-A-Ride may be used for all types of trips, medical trips are given priority.

Service is available on weekdays from 7:00 AM until 6:00 PM. However, prior to 8:30 AM and after 2:30 PM, service is provided primarily for dialysis patients and clients attending programs at The Association for Individual Development's Thompson Center. For Dial-A-Ride customers making other types of trips, the earliest pick-up time is 8:30 AM and the last drop-off time is 2:00 PM.

The fare for a one-way trip within township boundaries is \$.75. If the trip pick-up or drop-off point is outside of Aurora Township, the one-way fare is \$1.50.

Advance notice of 48 hours is required for trip reservations. However, customers are encouraged to call earlier if possible, and vehicles schedules are usually full a week in advance. The Aurora Dial-A-Ride staff also take trip requests from Batavia residents, for the service that is provided in that township. The advance notice requirement for service in Batavia is 24 hours, because demand for service is lower than in Aurora. Regular riders may make standing order, or subscription, trip reservations.

In addition to the Director, Dial-A-Ride staff includes six full-time drivers for the Aurora service, and one full-time Batavia driver. The Director prepares drivers' schedules one or two days in advance, with the assistance of a computer, and performs the dispatching function, for both the Batavia and Aurora vehicles.

The Dial-A-Ride fleet consists of eight vehicles, two of which are spares. Seven of the vehicles are Pace minibuses; the eighth is a Pace vanpool vehicle. All but the vanpool vehicle are equipped with wheelchair lifts. A magnetic sign is used to signify that the van is being used in Dial-A-Ride service (this vehicle is primarily used to support the

Township's youth services program, and for staff transportation to business meetings). Vehicle maintenance is provided by local service stations.

Prior to 8:30 AM, service consists primarily of runs to the Thompson Center – this service is not provided under contract to the Association for Individual Development or any other organization. Between 8:30 AM and 1:00 PM, vehicle schedules are filled, although vehicle seats are not. After 1:00, additional capacity is available in both schedules and vehicles.

Trip origins are located throughout the service area. Key destinations include Rush-Copley Medical Center, Dreyer clinics, and the Aurora and Fox Valley dialysis centers.

In 2001, Aurora Township Dial-A-Ride provided 33,083 one-way passenger trips, and operated 121,000 revenue miles and 8,000 revenue hours of service. The program's annual budget is approximately \$389,000. Financing comes from Aurora township property tax revenues, a grant from Pace, and a very small grant from the Illinois Dpartment of Human Services.

Unmet Needs

The Aurora Township Dial-A-Ride service is growing. Ridership increased by 5,000 between 2000 and 2001. The Township is considering the acquisition of a second Pace vanpool vehicle, and the addition of Saturday service for dialysis and other medical trips.

On average, Aurora Township Dial-A-Ride receives about seven trip requests per day that it is unable to accommodate, due to schedule capacity constraints or the nature of the trip request. Requests to travel beyond the service area are usually for medical trips. More often, however, requests come from residents of communities such as Oswego or Sugar Grove who need to travel to Aurora. Customers also request service for social trips or to and from volunteer jobs; such trips normally cannot be fit into the Dial-A-Ride schedules.

Part of the City of Aurora is located in Naperville Township in DuPage County. Expansion of the Pace ADA service area boundaries in Naperville to meet the Aurora Dial-A-Ride service area would enable customers to travel into Aurora.

The Director of Transportation also sees a need for a county-wide service that would enable customers to travel between communities for medical trips more easily.

Interest in Coordination

Aurora Township Dial-A-Ride is interested in the following potential coordination strategies:

◆ Coordinating schedules and vehicle operation with nearby paratransit providers to facilitate transfers (Aurora Dial-A-Ride has arranged transfers between Aurora and the Batavia and Naperville services in the past)

• Consolidating the operation of transportation services with another municipality (Aurora would consider providing service for Oswego residents, for example)

The township is also willing to consider:

- Providing paratransit service to connect riders with fixed route bus or train services
- ◆ Consolidating the purchase or contracting of service with another municipality or agency
- ♦ Coordinating activities such as procurement, training, vehicle maintenance and public information with other providers
- Participating in a county-wide marketing campaign

Aurora Manor Nursing Home

1601 N. Farnsworth Avenue Aurora, IL 60505 Stephanie Cox, Social Service Director 630-898-1180, fax 630-898-1208

Description of Transportation Services

Aurora Manor Nursing Home arranges for medi-van services to transport residents to medical appointments. Trips are provided throughout most of Kane County, and in Naperville, and most take place on weekdays between 7:30 AM and 4:00 PM. One staff person is responsible for scheduling both medical appointments and transportation, and arranging for family members to accompany residents.

Major destinations include:

- ◆ Rush-Copley Medical Center
- ♦ Mercy Hospital
- ♦ 1300 N. Highland
- ♦ 1221 N. Highland (Dreyer Clinic)
- ♦ 1870 W. Galena (Dreyer Clinic)

Unmet Needs

Frequently, residents must travel to medical appointments. Paying privately, medivan service typically costs \$85.00. If service to meet this need were available, it would need to cover the area from the Tri-cities to Naperville and Oswego. Usually, a family member is able to accompany the resident, so little driver assistance would needed.

Interest in Coordination

Aurora Manor Nursing Home is interested in purchasing transportation services.

Countryside Care Centre

2330 W. Galena Boulevard Aurora, IL 60506 Kim Kohls, Administrator; ccc2330@aol.com 630-896-4684, fax 630-896-7868

Description of Transportation Services

Countryside Care Center uses one van, operated by non-transportation staff, to provide 207 residents with transportation to social/recreational activities within the City of Aurora. Most residents are over age 65, and some use wheelchairs. Between 8 and 15 outings are planned per month, for up to 6 people each. Annual passenger trips total about 500; vehicle miles of service in a year are between 2,000 and 3,000. Four employees (activity aides) are eligible to drive the vehicle.

Typical destinations include shops, stores, restaurants, and doctors' offices in Aurora, and entertainment venues in Aurora, Naperville, Geneva, and Batavia.

The organization has no set budget for transportation. The van was purchased with general funds, and is used as needed.

Unmet Needs

Low-cost or free wheelchair-accessible service is needed to enable residents to get to medical appointments and to go shopping. While Countryside provides this type of service with its vehicle, it is unable to meet the demand for medical and shopping trips. Pick-ups would need to be at Countryside; destinations would be within a 2-3 mile radius to shops and doctors' offices, especially those at Mercy Hospital and the Copley campus. Service would be used approximately 5-10 times per week by about 30 individuals. Service provided between 8:00 AM and 6:00 PM would be the most helpful.

Dial-A-Ride provides excellent service, but is not always available. More access or more vans are needed to serve seniors.

Dundee Township Park District

21 N. Washington Carpentersville, IL 60110 Jim Miller, Superintendent of Recreation 847-551-4300

Description of Transportation Services

Dundee Township Park District operates a demand-responsive transportation service for seniors, persons with disabilities, and individuals of any age assisting seniors and persons with disabilities, in the Dundee Township taxing district. While customers must live in Dundee Township in order to use the service, destinations are served within a 6-mile radius, including Carpentersville, Dundee communities, Algonquin, Lake in the Hills, Elgin, and parts of Hoffman Estates.

Service is available on weekdays between the hours of 8:30 AM and 4:00 PM, for all types of trips. Advance notice of at least 24 hours is required for non-subscription trip reservations.

Reduced fares are available for seniors and persons with disabilities. Children under age 7 ride free of charge.

Operations staff includes a Senior Center Coordination, a dispatcher, four drivers, and a mechanic.

Three vehicles are used to provide service – two vans that are not equipped with wheelchair lifts, and one accessible minibus. One van is used as a back-up vehicle, and for other Senior Center and Park District activities. Vehicles are obtained from Pace.

The busiest days and hours for the service are Thursday and Friday between 9:00 and 11:00 AM and between 1:30 and 3:30 PM. At these times, two vehicles are in operation, both with excess capacity. Monday is the least busy day for the service, with even more seats available to accommodate additional riders.

Typical destinations for users of this service include:

- Sherman Hospital and Medical Center, Elgin
- ◆ St. Joseph's Hospital, Elgin
- ◆ Dundee Township Senior Center
- ♦ Dominick's, South Dundee
- ◆ Spring Hill Mall, West Dundee

The annual budget for the transportation program is approximately \$150,000. During 2001-2002, 8,200 one-way passenger trips, 51,000 vehicle miles and 3,640 vehicle hours of service will be provided.

Unmet Needs

Customers have requested service to the following points outside of the area served by the Dundee Township program:

- ◆ Crystal Lake Metra station (McHenry County)
- ♦ Barrington Metra station (Cook County/Lake County line)
- ◆ Good Shepherd Hospital, Barrington (Cook County)
- ♦ Woodfield Mall, Schaumburg (Cook County)

Staff of the Dundee Township transportation service also noted the need for service between the hours of 4:00 and 7:00 PM.

Interest in Coordination

The Dundee Township Park District is interested in several potential coordination strategies. They include:

- Purchasing transportation service from another organization
- ♦ Coordinating schedules and vehicle operation with nearby providers to facilitate transfers
- ◆ Consolidating the operation of transportation service with another municipality or agency
- ♦ Coordinating activities such as procurement, training, vehicle maintenance, and public information with other providers
- Participating in a county-wide marketing program
- The Park District expressed possible interest in these additional strategies:
- Providing paratransit service to fixed route bus or train services
- ◆ Consolidating the purchase (or contracting) of service with another municipality or agency
- Highlighting connections to other services on information materials
- ♦ Adjusting hours or frequency of service

Easter Seals, Jayne Shover Center

799 S. McLean Elgin, IL 60123 Mark Muetterties, Transportation Director; <u>mmuetterties@il-js.easter-seals.org</u> 847-742-3264, fax 847-742-9436

Description of Transportation Services

The Jayne Shover Center provides several types of transportation service for its clients. Infants and toddlers with disabilities who participate in the Early Intervention Program are transported to and from pre-school at the Jayne Shover Center, and sometimes therapy sessions. This is the main element of the Easter Seals transportation program. In addition, the Social Services department of the agency provides transportation to foster children and parents. Transportation to field trips and activities in the evenings and on weekends is provided as part of the Special Recreation program, using the Early Intervention Program's back-up vehicle.

Early Intervention children are picked up in Carpentersville, Elgin, South Elgin, Dundee, Bartlett, Streamwood, Hanover Park, and Wayne and transported to the Jayne Shover Center for a 10:30 and a 2:00 pre-school classes. The catchment area for the program is larger than these communities, but transportation cannot be provided throughout the entire area due to time constraints. In order to pick up and drop off children for the two school sessions, drivers and vehicles are occupied almost continually between 9:00 AM and 5:00 PM.

Clients are charged a fee for transportation, with includes a base charge of \$7.50 and a mileage fee of approximately \$.52. Most fees are covered by state funding as part of the child's participation in the Early Intervention Program.

Recent cutbacks have reduced the transportation staff to the Director and one other driver. Two drivers' positions are currently unfilled. About 14 other staff members are trained to transport foster care clients and those participating in special recreational activities. The Director's duties include training drivers in safety and other topics, preparing transportation schedules with the pre-school coordinator, and overseeing vehicle maintenance.

The Jayne Shover Center currently operates three vans and one back-up vehicle, but plans to receive an additional van from IDOT (through the Section 5310 program) this fall. All vehicles are lift-equipped. Maintenance services are provided by a local service station.

Unmet Needs

Communities that are within the Jayne Shover Center's service area, but are not currently provided with transportation service include Hampshire, Barrington, and St. Charles.

The agency would like to have a facility on-site for performing light vehicle maintenance.

Ecker Center for Mental Health

1845 Grandstand Place Elgin, IL 60123 Rick VanderForest, Director of Recovery Programs 847-695-0484, ext. 322; fax 847-695-1265

Description of Transportation Services

The Ecker Center for Mental Health both operates and purchases transportation service for its clients, adults diagnosed with mental illness. Clients include some seniors and persons with disabilities. A contractor transports clients between residential facilities and the Center or employment locations, while staff use the agency's two vehicles to take clients on community outings and to a variety of activities.

Although the agency's catchment area is Kane and western Cook Counties, transportation service is provided in Elgin only. Service from the two residences in Elgin to the Ecker Center is provided Monday through Thursday, in three shifts that operate between the hours of 8:15 AM and 3:15 PM. Peak hours for this type of service fall between 8:30 and 10:00 AM, and 2:30 and 3:30 PM. Service to special events is provided as needed, generally in the afternoon and evening hours Monday through Thursday, and between 11:00 AM and 3:00 PM on Friday.

Major destinations include:

- ♦ The Ecker Center
- ◆ Elgin Rehabilitation Center
- ♦ Restaurants, recreational facilities, and entertainment venues throughout the Chicago area

Clients are asked for a donation of \$.25 for some trips in the agency's vehicles. Daily, contracted service from residential programs is provided at no cost to the clients.

The Ecker Center operates two vans, a 15-passenger and a 7-passenger vehicles, neither of which is equipped with a wheelchair lift. Fund raising activities are used to finance vehicle purchases – in FY2002, the agency raised \$18,500 for a new van.

The agency's annual budget for transportation services totals \$55,800, including \$4,500 for contracted daily service between residential facilities and the Center, and \$17,000 for reimbursements to staff for miles traveled on Center business. The agency's annual budget is built on funding from the Office of Mental Health, client service reimbursement and fund-raising activities.

Contracted service accounts for approximately 1,152 one-way passenger trips and 3,744 vehicle miles of service annually. Ecker Center vehicles are used to provide 4,500 vehicle miles and 420 vehicle hours of service annually.

Unmet Needs

Ecker Center staff indicated that lack of transportation prevents individuals from participating in the services offered by the agency and other activities. The main service gaps are 1) temporal – bus service is not available late enough in the evening to accommodate people attending evening group meetings, doctors' appointments, or therapy sessions, and 2) spatial – individuals in the Ecker Center catchment area outside of Elgin do not have transportation options. Service between the Tri-city and Streamwood areas and Elgin is needed.

The Ecker Center also provided comments from clients regarding transportation needs, some of which concern existing fixed route and Dial-A-Ride services:

- Rules regarding eating and drinking on buses need to be enforced.
- Buses should not depart until passengers are seated.
- ◆ People using Pace Route 801 to travel to Public Aid, Ecker Meadow, and St. Charles have too few options buses do not run often enough.
- Bus service is not available in the evenings.
- Clients, who have mental illness, are confused by the lack of signs at bus stops.
- There are too few covered waiting areas in inclement weather.

The Ecker Center staff noted that the dozen clients surveyed had positive comments and Pace bus service in Elgin – for example, drivers are generally good, buses are comfortable and accessible, even for persons with disabilities. When asked to rate bus service, clients responded as follows:

Excellent 2

Good 7

Fair 2

Poor 1 (Dial-A-Ride service is too unpredictable)

Interest in Coordination

The Ecker Center for Mental Health is possibly interested in the following potential coordination strategies:

- ♦ Purchasing transportation service
- Consolidating the purchase of service with another agency or municipality
- ♦ Coordinating activities such as procurement, vehicle maintenance, training, and public information with other providers

• Participating in a county-wide marketing program

Elgin Township Dial-A-Ride

Information about the Elgin Dial-A-Ride service was provided by Pace.

Description of Transportation Services

Elgin Dial-A-Ride, which is operated by Pace's Fox River Division on behalf of Elgin Township, provides services to seniors age 65 and older and persons with disabilities in the City of Elgin. For customers making regular trips to the same destination (i.e. subscription trips), service is also available in South Elgin.

Service is in operation on weekdays only, from 9:00 AM until 2:30 for Dial-A-Ride customers, and from 7:30 AM until 9:00 AM, and from 2:30 PM until 4:00 PM for subscription riders. The one-way fare is \$.65.

Three 15-passenger vehicles are used in Dial-A-Ride service. In 2001, 28,546 trips were provided. Vehicle hours of service totaled 4,830 in 2001; vehicle miles of service, 80,925.

Elgin Mental Health Center

750 S. State Street Elgin, IL 60120 Rich Landwehr 847-742-1040, ext. 2023

Description of Transportation Services

Elgin Mental Health Center, an agency of the Illinois Department of Human Services, is a residential facility for 440 individuals with mental illness. With a fleet of vehicles and a staff of 10 drivers, the agency provides transportation for residents, and accompanying staff, to destinations such as: medical services in Chicago and the western suburbs, court services in locations throughout northern Illinois, diagnostic evaluation centers, preplacement and placement aftercare facilities for psychiatric patients, and miscellaneous recreational locations. Destinations are mostly located in northeastern Illinois -- often in Cook County -- but service is occasionally provided elsewhere in the state.

Service is generally provided on weekdays between 6:30 AM and 7:00 PM. Nine vehicles are in operation at that time. Weekend service consists of delivery of food and supplies to buildings on the EMHC campus (in addition to passenger vehicles, the agency operates several utility trucks).

Trip requests are taken by a central dispatch office and entered into a trip database which is used to develop daily driver schedules.

The vehicles used to patient transportation include 14 vans and one full-size bus that are not wheelchair-accessible, and one lift-equipped van. The agency's main sources of funding for capital purchases in the Illinois Capital Development Board, although no funding for vehicles has been requested from that source.

Unmet Transportation Needs

Elgin Mental Health Center staff noted that it is unable to accommodate about eight requested trips per month; these trips are then rescheduled. Staff also noted the need for transportation for employees who do not have access to a private vehicle.

Interest in Coordination

Due to its unique security and confidentiality requirements, and the fact that its service is oriented toward Cook County, Elgin Mental Health Center staff feels that its ability to provide service to other organizations or to coordinate with other transportation providers is extremely limited. However, the agency might consider the following coordination strategies:

- ♦ Coordinating schedules and vehicle operation with other providers to facilitate transfers
- Consolidating the operation of transportation services with another provider
- Consolidating the purchase of transportation services with other agencies
- Highlighting connections to other transportation services on information materials
- ♦ Adjusting hours or frequency of service
- ◆ Participating in a county-wide marketing program

In addition, since the agency typically has difficulty replacing vehicles due to budget constraints, it is interested in the potential for participating in state capital funding programs and/or acquiring used vehicles from Pace or other transportation operators.

Fox Valley Park District

150 W. Illinois Avenue Aurora, IL 60506

Jennifer DeKing, Senior Coordinator 630-859-8606, fax 630-264-7416

Description of Transportation Services

Fox Valley Park District operates its own vehicles to provide transportation to and from the community activity center for individuals participating in special activities and trips.

Any person who can get to the community center is able to participate in activities; depending on the program or activity, participants can include adults, seniors (over age 55), or children. Typical activities include trips to the casino, movies, restaurants, local sites of interest, and museums and other destinations in Chicago.

Service is provided on weekdays from 9:00 AM until 4:00 PM. Day trips are scheduled for Wednesdays and Fridays.

Participants pay a fee for programs and activities. Transportation costs \$10.00 for a day trip and \$5.00 for regular local activities.

The Park District operates six vehicles: 4 vans and a 25-passenger bus that are not wheelchair accessible, and a 14-passenger lift-equipped minibus. Up to five vehicles may be in service on weekdays between the hours of 9:00 and 4:00. No service is provided on weekends.

In addition to the Senior Coordinator, the Park District's transportation staff includes 10 part-time and 5 full-time drivers.

Annual budget information for the transportation service was not available. In a year, the Park District operates approximately 2,000 vehicle miles and 500 vehicle hours of service

Unmet Needs

The Fox Valley Park District Senior Coordinator noted the need for a wider range of transportation services for seniors in the county. More service during daytime hours is needed to enable seniors to do errands and personal business, get to and from medical appointments, and participate in recreational activities. An average of four individuals per month are unable to take part in Park District activities because they do not have a way to get home from the community center after 4:00 or 5:00 PM. The Senior Club meets every Thursday from 11:00 AM until 3:00 PM, and transportation to and from the center is not always available for those who need it.

Current problems include the unavailability of service, limited access, restricted time slots (i.e., 9:00 - 2:00), and boundary restrictions. Specific areas where transportation is needed include the Fox Valley area, Geneva, Batavia, and St. Charles.

The Park District is frequently asked to provide service to destinations outside its service area, such as: Naperville, Oswego, Chicago, Wisconsin, and Iowa.

Interest in Coordination

To support coordination efforts, the Fox Valley Park District is interested in adjusting its hours of service and modifying routes to serve employers or other activity centers. The Park District also expressed possible interest in the following coordination strategies:

• Providing transportation service for other organizations

- Purchasing transportation service from another organization
- Providing paratransit service to fixed route bus or train services
- ♦ Coordinating schedules and vehicle operation with nearby providers to facilitate transfers
- ◆ Consolidating the operation of transportation service with another municipality or agency
- ◆ Consolidating the purchase (or contracting) of service with another municipality or agency
- Highlighting connections to other services on schedules or information materials
- Participating in a county-wide marketing program

Geneva Park District

710 Western Avenue Geneva, IL 60134 Diane Rowe/Karen Guinta, Senior Coordinator 630-262-2215

Unmet Needs

The Geneva Park District indicated that current transportation services that are available on weekdays during the daytime are adequate. However, longer hours of transportation service are needed to accommodate Park District activities that take place seven days a week and during the evening hours.

The Holmstad

700 W. Fabian Parkway Batavia, IL 60150 John Currier, Associate Administrator 630-879-4005, 630-879-1153 fax

Description of Transportation Services

The Holmstad, a private, non-profit continuing care retirement community, operates a total of five vehicles to provide transportation service to residents for medical, education/training, recreational, and shopping trips. Service is available on weekdays between 8:00 AM and 5:00 PM. Trips usually remain within the Tri-cities area, unless residents need to travel farther for medical appointments. The organization's vehicle fleet includes a 24-passenger minibus that is not accessible to wheelchairs, a lift-equipped 11-passenger van, and three sedans. Transportation expenses are covered by resident fees.

Unmet Needs

The only transportation need identified by staff of the Holmstad was for one or two additional Pace stops at the facility daily.

Jennings Terrace, Inc.

275 S. LaSalle Street Aurora, IL 60505 David Scarpetta, Executive Director; admin@jenningsterrace.com 630-897-6947, fax 630-897-6949

Description of Transportation Services

Jennings Terrace purchases service from Aurora Township Dial-A-Ride and operates an agency vehicle to enable for residents to make medical, social, recreational, and education/training trips. Service is provided within a 20-mile radius of the facility on weekdays, as needed between the hours of 8:00 AM and 2:00 PM.

Program staff operate the agency's vehicle, a 12-passenger van that is not equipped with a wheelchair lift.

Major destinations for Jennings Terrace residents include:

- ◆ Dreyer Clinic, West
- ♦ Provena Mercy Hospital
- ♦ Bill's Restaurant (Montgomery)

Service is also provided using the agency's vehicle for outings of the Krug School.

A total of approximately 180 trips are provided annually. Jennings Terrace has no separate budget for transportation services at this time, and service is provided free of charge to residents.

Unmet Needs

Jennings Terrace receives requests for transportation service to Hines Hospital, which is outside of its service area. No other service needs were identified.

Interest in Coordination

Jennings Terrace indicated a possible interest in several potential coordination strategies:

- ◆ Consolidating the operation of transportation services with another agency or municipality
- Consolidating the purchase of service with another agency or municipality

- ♦ Adjusting hours or frequency of service
- ♦ Modifying routes to serve employers or activity centers
- ♦ Coordinating activities such as procurement, vehicle maintenance, training, and public information with other providers
- Participating in a county-wide marketing program

Northwest Kane Dial-A-Van

Information about the Northwest Kane Dial-A-Van program was provided by Pace.

Description of Transportation Services

Dial-A-Van offers limited service to the general public between Burlington, Hampshire, and Plato Townships and destinations in Elgin Township. One round trip is provided each weekday, with pick-ups between 7:00 and 9:00 AM, and return trips between 2:30 and 4:00 PM. The full fare for a one-way trip is \$2.00; a reduced fare of \$1.00 is also available.

One 11-passenger vehicle is used to provide the service. Operating statistics for 2001 were as follows:

One-way passenger trips	2,479
Vehicle hours	493
Vehicle miles	11,484

Pace Suburban Bus Division

550 W. Algonquin Street
Arlington Heights, IL 60005
Marj Groover, marj.groover@pacebus.com
Randy Comstock, randy.comstock@pacebus.com
Tom Groeninger
847-228-4223, 847-364-0240 fax

Description of Transportation Services: ADA Paratransit

Pace, the operator of fixed route bus service in a six-county area surrounding Chicago, including Kane County, is required by the ADA to provide "complementary" paratransit service for those individuals who are unable to use accessible fixed route service due to a disability. To be "complementary", paratransit service must be comparable to the fixed route service in a given area with respect to a number of characteristics: service area,

days and hours of service, allowable trip purposes, fares, response time, and capacity constraints.³

Consequently, ADA paratransit service in Kane County is available within ¾ of a mile around Pace bus routes, during the same days and hours in which each fixed route is in operation. The ADA service area, which stretches from Elgin to Aurora, is shown in Figure 10. In most areas, ADA service is available between 5:30 AM and 7:00 PM on weekdays; in some communities, service runs until 8:00 PM. In most of the service area, Saturday service is available from 6:00 AM until 7:00 PM. The fare for a one-way trip is \$2.50.

The Regional Transportation Authority (RTA) is responsible for ADA eligibility determinations, for all three regional transit providers. The eligibility currently in use was developed with guidance from the disability community, and includes an interview between the applicant and RTA eligibility staff at several locations throughout the six county area. In-person assessments are provided in downtown Chicago, Homewood, Libertyville, the O'Hare area and in Naperville.

Once registered to use the service, customers call Laidlaw/CAR between Trips may be reserved up to 14 days in advance. Vehicle schedules are developed manually; at present, there are no plans to automate scheduling in Kane County, as has been done in other parts of the Pace ADA service area. Only one call-taker/scheduler is on duty during the day. However, Laidlaw also operates Dial-A-Ride service for Schaumburg Township out of the same facility used for the Pace service, which gives the company staffing flexibility.

Eight lift-equipped vehicles are used to provide service in Kane County. During the peak hours of weekday morning and afternoon hours, 6-7 vehicles are typically in service. Only one vehicle is in operation on Saturdays, reflecting the lower demand for service at that time.

Laidlaw is responsible for vehicle maintenance, but Pace staff conducts regular vehicle inspections to check on vehicle condition and adherence to maintenance standards.

Pace also sets standards for driver training which Laidlaw must meet.

The cost of the contract with Laidlaw for operation of the Kane County ADA service totaled \$627,775 in 2001, and is budgeted at \$699,311 for 2002. This amount does not include the time spent by Pace staff to oversee contract performance. Funding for operations comes to Pace from the RTA; sources include RTA sales tax receipts and interest (which are allocated to each service board by statutory formula), Public

³ The characteristics that paratransit service must have to be considered comparable to fixed route service, which obviously operates in a very different manner, are established in the Federal Transit Administration regulations that implement the ADA's transportation requirements. For example, to be comparable in terms of service area, ADA paratransit must be provided in an area no less than ³/₄ of a mile around fixed bus routes. To be comparable with regard to fares, ADA paratransit fares can be no more than twice the fixed route fare for a similar trip.

Transportation Fund appropriations from the State of Illinois, and federal operating assistance grants. Pace's capital expenditures are financed by the following sources:

- ♦ Federal formula and discretionary funds from the Federal Transit Administration's Section 5307 and Section 5309 programs, and flexible highway/transit grant programs
- "B" bond proceeds and General Revenue Funds from the Illinois Department of Transportation
- General Obligation and SCIP bond revenues, and discretionary funds from RTA
- ♦ Pace funds

In 2001, 23,828 one-way passenger trips were provided in Kane County. Vehicle miles of service totaled 225,579, and revenue vehicle hours of service 15,003.

Description of Transportation Services: Dial-A-Ride

Pace also provides funding, support services, and technical assistance to the four municipal Dial-A-Ride programs that operate in Aurora/Batavia, St. Charles/Geneva, Elgin, and Dundee Township Park District. In addition, the Pace River Division operates the Elgin Dial-A-Ride under contract to Elgin Township.⁴

Pace subsidizes Dial-A-Ride services up to 75% of the cost of service, or \$2.25 per trip, whichever amount is lower. Pace provides lift-equipped vehicles for use in the Dial-A-Ride programs, and offers a week-long training session once a month which covers topics such as defensive driving, disability awareness and sensitivity, and accident reporting. Pace also oversees the drug and alcohol testing procedures administered by Dial-A-Ride managers for safety-sensitive employees.

Unmet Needs

Pace staff indicated that the current level of ADA service is meeting demand – no trip requests are denied. Most trips are within cities or villages, rather than between communities; there does not appear to be a demand for regional travel. The most frequent complaint regarding service availability is that customers are not aware of the boundaries of the ADA service area, and sometimes do not live close enough to the service area to make use of the transportation service.

Interest in Coordination

Pace is willing to consider consolidating the operation of its ADA paratransit with other services, such as municipal Dial-A-Ride programs.

⁴ Pace's River Division also provides ADA paratransit service for one individual.

Provena Pine View Care Center

611 Allen Lane St. Charles, IL 60174 Ann Dodge, Administrator 630-377-2211

Description of Transportation Services

Provena Pine View Care Center, a private not-for profit nursing home, purchases transportation service from several providers for residents with disabilities. Currently, the organization contracts with Integrity, First Care, and ACT.

Unmet Needs

The organization noted the need for a more cost-effective medical transportation system, particularly for non-emergency dialysis trips that take place outside of normal business hours.

St. Charles/Geneva Dial-A-Ride

City of St. Charles Department of Public Works
Public Works Field Programs
1415 S. 7th Avenue
St. Charles, IL 60174
Greg Rejnert, Public Services Superintendent, grejnert@ci.st-charles.il.us
630-377-4420, 630-513-7442 fax

Description of Transportation Services

St. Charles/Geneva Dial-A-Ride serves St. Charles and Geneva Townships and the Cities of St. Charles and Geneva. Residents with a disability or over age 62 are eligible to use the door-to-door service for medical, shopping, and personal business trips. Registering for the service involves showing proof of eligibility at the St. Charles Finance Department.

Service hours are from 8:00 AM until 4:30 PM on weekdays, although the first pick-up is at 8:15 and the last drop-off is at 4:00, to allow drivers to complete paperwork and other tasks at the beginning and end of each day. Advance notice of 24 hours is required to reserve a trip; 48 hours if a wheelchair-accessible vehicle is needed.

The one-way fare for a trip within either city is \$1.00; the fare for a trip outside the two cities is \$1.25. (Most trips are within either St. Charles or Geneva). An increase of \$.50 in each type of fare was planned to take effect at the beginning of either June or July 2002.

Two vehicles are operated in Dial-A-Ride service, both lift-equipped vehicles obtained from Pace. DPW staff takes trip reservations, handles dispatch, and performs vehicle maintenance. Driver schedules are prepared manually. Two full-time drivers are employed with the department.

Peak hours of service are generally between 10:00 AM and 12:00 daily. With only two vehicles in service, there is little (if any) excess capacity at any time.

Major destinations include Delnor Hospital on Randall Road in Geneva, and Charlestowne Mall in St. Charles Township.

In 2001, St. Charles/Geneva Dial-A-Ride provided 12,000 – 13,000 one-way passenger trips, and operated 52,824 vehicle miles and 3,251 vehicle hours of service.

The annual budget for the transportation program in 2001 was \$185,888. All four municipal participants contribute a share of the necessary funding, based on population.

Unmet Needs

Requests for Dial-A-Ride service are denied for lack of capacity about 10% of the time. Demand is high enough at present to fill a third vehicle.

Occasionally, service on Saturday or beyond the service area is requested. People arriving at the Geneva Metra station would like to be picked up for trips into St. Charles or Geneva. This is a service policy decision that Pace leaves up to the Dial-A-Ride program to make, and it has chosen to concentrate on the needs of residents rather than visitors.

Interest in Coordination

The City of Geneva is interested in exploring the possibility of contracting for the operation of the St. Charles/Geneva Dial-A-Ride system because of cost concerns. Alternatively, while Dial-A-Ride management is not actively seeking other municipalities or agencies for which to provide service, it would consider becoming a service contractor in order to generate more revenue for the system. It would also consider providing vehicle maintenance services for other organizations.

The Dial-A-Ride program currently uses several of the other potential coordination strategies –information about other transportation services is given to riders, and service provided to the Metra station to allow riders to connect with train service.

Dial-A-Ride program management expressed one concern about coordinating with other providers. Drivers and dispatchers provide customers, the majority of whom are seniors, with a very high level of assistance, and trusting relationships have been established. These aspects of service quality might be diminished if services were provided in a different manner or by another operator.

Sherman Health Systems

934 Center Street Elgin, IL 60120 Joann Sulejmani, Manager, Public Safety/EOC 847-429-2962, fax 847-429-2093

Description of Transportation Services

Sherman Health Systems provides transportation for employees and patients of the several facilities it operates in Kane County in several ways. For patients, the hospital purchases demand responsive service by the trip from Elgin Medi-Transport and taxi operators, or subsidizes the cost of Dial-A-Ride service.

In order to be eligible for subsidized transportation, patients must be traveling to a Sherman facility, and be unable to obtain or pay for transportation on their own. Once approved for transportation, the patient arranges for service directly with Elgin Medi-Transport or the taxi operator.

Service is available on weekdays between 6:00 AM and 6:00 PM. It is provided from Elgin, South Elgin, Carpentersville, Bartlette, Streamwood, Dundee, Sleepy Hollow, and part of Hoffman Estates to Sherman facilities in Elgin, Algonquin and Crystal Lake. Most trips are destined for Sherman Hospital at 934 Center Street and Sherman Resource Center at 1019 Chicago Street, both in Elgin.

There is no charge to the patient for transportation service. Approximately 3,600 one-way passenger trips are purchased for patients in a year, at a cost of \$20 per one-way trip.

For employees, it operates a shuttle service to its 934 Center Street location in Elgin from a remote parking lot at Chester and Hill Streets, using a Pace vanpool vehicle. Service is in operation from 6:00 until 8:30 AM, and from 3:00 until 6:00 PM on weekdays.

Sherman Health Systems budgets an estimated \$9,120 per month for transportation expenses, including the cost of the Pace vanpool van (\$800 per month) and the driver's salary and benefits (estimated at approximately \$1,700 per month), and trips purchased from Elgin Medi-Transport and taxi operators (\$6,000 per month for Elgin Medi trips and \$600 for taxi vouchers). This portion of the organization's annual transportation budget totals \$109,200 (valet parking expenses also make up part of the transportation budget, but are not included here). All expenses are considered part of the Security Department operating expense.

Unmet Needs

Sherman Health systems staff noted that there is not enough affordable transport available for seniors. Many patients that Sherman Health System transports are seniors or have short-term or permanent disabilities, and cannot afford the expense. Sherman Health Systems tries to use Dial-A-Ride for regular riders (hemodialysis patients), but finds that service to be at maximum usage already.

Seniors also need transportation to destinations other than Sherman facilities – doctors' offices, pharmacies, shopping, and so forth.

Sherman Health Systems is asked to provide transportation service from parts of St. Charles and Hoffman Estates to Sherman Hospital in Elgin, trips which are outside of its current transportation service area.

Interest in Coordination

Sherman Health Systems expressed possible interest in purchasing transportation services from another organization.

Village of Algonquin

2200 Harnish Drive Algonquin, IL 60102 Sarah Stefan, Events and Recreation Intern 847-658-2700, fax 847-658-4564

Description of Transportation Services

The Village of Algonquin recently introduced dial-a-ride service for residents over age 55. The Senior Bus is in operation from 8:30 AM until 4:30 PM on weekdays. Shopping, personal business social/recreational and other types of trips are provided within the Village only; service to medical appointments is available within a 5-mile radius. Advance notice of at least 24 hours is required in order to reserve a trip. For a resident of the incorporated area, the one-way fare is \$1.00; for residents of the unincorporated area, the fare is \$2.00.

In addition to demand responsive trips, the Senior Bus offers regularly scheduled shuttle services to:

- Grocery stores on Randall and Algonquin Roads (Thursday)
- Spring Hill Mall (first Tuesday of every month)
- ♦ Summer Concert Series in downtown Algonquin (Thursday nights in July and August)
- ♦ Founders' Days events

In its first six weeks or so of service (March 1 through April 19, 2002), the Senior Bus carried 151 one-way passengers. Approximately 70 residents had registered to use the service as of mid-April.

Service is provided with a lift-equipped minibus, operated by a staff of three drivers. The busiest hours for the service are Tuesdays, Thursdays, and Fridays between 10:00 AM and 3:00 PM. Excess capacity (more than 4 passengers could be added) is available even at those times, however.

Major destinations include:

- ♦ Sherman Ambutal, Crystal Lake
- ◆ Eastgate Manor, Algonquin
- ♦ Quality Renal Care, Carpentersville
- ♦ Old Village Hall, Algonquin
- ◆ Sherman Health System on Randall Road, Algonquin

The Village of Algonquin reported an annual budget for the Senior Bus of \$6,000.

Unmet Needs

Requests for Senior Bus trips that are outside of its service area include Crystal Lake Metra station and Woodfield Mall (Schaumburg).

Village staff also noted that service is not available to Algonquin residents after 5:00 PM and on weekends, and suggested that a map showing all of the bus services in the county and the areas they serve would be helpful.

Interest in Coordination

The Village of Algonquin expressed an interest in the following potential coordination strategies:

- Providing paratransit service to connect riders with fixed route bus or train services
- ♦ Coordinating schedules and vehicle operation with other providers to facilitate transfers
- Highlighting connections to other services on schedules or information materials
- ◆ Coordinating activities such as procurement, training, vehicle maintenance and public information with other providers
- Participating in a county-wide marketing program

The Village also indicated that it would consider these additional strategies:

- Providing transportation services to other organizations
- Consolidating the operation of transportation service with another municipality or agency
- Consolidating the purchase (or contracting) of service with another municipality or agency
- ♦ Adjusting hours or frequency of service
- Modifying routes to serve employers or activity centers