RIDE IN KANE PROGRAM ASSESSMENT

Final Report

September 2015

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1 INTRODUCTION

The Ride in Kane Program Assessment seeks to evaluate the program from operational and organizational perspectives, and to provide strategies for improving the Ride in Kane (RIK) program and attaining sustainable funding mechanisms. This assessment provides an in-depth review of program operations that informed the development of program improvement recommendations. As the study's primary goals focus on improving program efficiencies and identifying sustainable local funding sources, program evaluation details the following aspects of the program:

- Program organizational structure, and guiding policies and procedures
- Sponsor-specific policies and procedures, especially those related to rider eligibility and program outreach
- Service delivery framework and procedures governing the execution of customer-requested trips
- Local and federal funding sources
- Program cost accounting and cost sharing among program sponsors

Whereas the recent program review by the RTA focused on program compliance to grant requirements, this evaluation looks at the many interactions between RIK program partners with a focus on internal and external communications, quality of services provided, and the political and financial sustainability of the program. The program evaluation was conducted in 2014 and the program data and findings presented in this report reflect conditions at that time.

The remainder of this report is organized as follows:

- **Chapter 2 - Program Overview** An overview of the RIK program starting with its history, a functional overview of the systems involved, and an examination of partner characteristics, roles, and responsibilities
- **Chapter 3 - Program Performance** An analysis of RIK program operations with a focus on trip characteristics and performance to expectations
- **Chapter 4 - Financial Overview** A review of RIK program funding mechanisms and sponsor cost sharing approach
- **Chapter 5 – Findings** A set of conclusion drawn from the evaluation of existing conditions that will inform future considerations
- **Chapter 6 – Solution Strategies** A set of program improvement strategies available to address key weaknesses identified during the RIK program assessment.
- **Chapter 7 – Implementation Plan** A set of recommended action items to implement the preferred improvement strategies.

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2 PROGRAM OVERVIEW

For many residents of Kane County, Illinois, the main mode of transportation is private automobile. With limited transit service available in the county, and often beyond easy walking distance, modes other than driving are difficult. For older adults, persons with disabilities, and low-income individuals, transportation may present a challenge. Some of these individuals may be eligible for the Ride in Kane (RIK) paratransit service. Ride in Kane provides curb-to-curb, non-fixed route paratransit service to eligible residents of Kane County.

RIDE IN KANE HISTORY

Kane County Paratransit Coordination Study

In 2003, Kane County adopted the Kane County Paratransit Coordination Study. The Study assessed the County's demographic characteristics, provided an overview of existing specialized transportation services in Kane County, and made recommendations to better meet unmet transportation needs through coordinated transportation services. The Study found that even with the approximately 40 different paratransit programs within Kane County, there were unmet transportation needs for users of paratransit service, especially for travel outside of each programs limited service area. The Study found that the transportation needs for users of paratransit will increase significantly in Kane County in the next 20 years.

Kane County Paratransit Coordinating Council

Based on the finds of the Study, the Kane County Paratransit Coordinating Council (KCPCC) was established in October 2003. The purpose of the KCPCC was to "share information, expand awareness of transportation issues, and identify opportunities for better coordination and operation of paratransit service."[1]

KCPCC was established to resolve identified issues including provision of transportation across jurisdictional boundaries, lack of paratransit service in some communities within the county, and gaps between the available transit service and paratransit service. Awareness of paratransit programs for eligible individuals and the difficulty of smaller programs to advertise services were also identified as issues to be addressed by the KCPCC.

Ride in Kane Program Established

Through the coordinated efforts of the KCPCC project sponsors, the Ride in Kane (RIK) Program was established in February 2008. RIK is a transportation program that provides curb-to-curb,

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[1]Kane County 2040 Transportation Plan Overview: A Plan that Focuses on mobility and Connectivity. Accessed online: http://www.co.kane.il.us/dot/planning/2040%20Transportation%20Plan.pdf

dial-a-ride paratransit transportation. The program uses taxis, minivans, and small buses to provide access to daily needs, especially medical and human services. The program offers mobility at a lower price than many other available transportation options, coordinating the resources of partners consisting of Kane County, Pace Suburban Bus, and a set of sponsors comprised of townships, cities, villages, and a variety of non-profits and human service agencies. The centralized system's intent was to optimize resources, allowing for the expansion of service to more areas in the county and to provide additional service to underserved areas.

The program is currently entering Phase 11[2], funded by about $2.3 million in federal funding, with a full local match. Sponsors continue to contract with Pace, but the program grantee has shifted from Pace to the Association for Individual Development (AID). Ride in Kane has been funded in part by two awards from the grants the Regional Transportation Authority (RTA) receives from the Federal Transit Administration (FTA), Section 5317 New Freedom and Section 5316 Job Access Reverse Commute (JARC) programs. Kane County, the local sponsors, and Pace Suburban Bus offer local matching funds for the two federal grants.

RIDE IN KANE OVERVIEW

Generally, RIK service is available to seniors; individuals with disabilities; and some low-income Kane County residents traveling for work-related purposes. These constraints are based on the parameters of federal funding for RIK. Additionally, each sponsor may specify rider and trip requirement for trips they subsidize. Service is available 24-hours a day, 365 days a year including weekends and holidays. RIK permits one travel companion plus a registered personal care attendant at no additional cost. Customers must report the additional passengers they will be traveling with at the time of reservation. Discounts are available for group trips of three or more riders departing from and returning to the same location. These and other RIK parameters and rules are detailed in the Ride in Kane Riders Guide available at the RIK website (www.rideinkane.org) and available in Appendix A.

The RIK program combined the county's previously existing dial-a-ride programs through a partnership of Pace Suburban Bus, Kane County, and "sponsors," which include municipal governments and non-profits. Sponsorship has not been static. Former sponsors, such as the Village of Sugar Grove and Kaneville Township, have ceased sponsorship, most often for financial reasons.

Generally, RIK provides transportation service within Kane County, including outside the Pace ADA Paratransit service area, and to some destinations outside Kane County.

Figure 2-1 illustrates the relationship of key program components. The figure highlights the major functional areas of the RIK program and denotes where individual program partners have specific responsibilities.

- **Program Information**. A central phone number for general information is included in online and published program information and calls are answered by AID staff/volunteers. Customers are directed to the appropriate sponsor based on their residence location within Kane County. Sponsors confirm an individual's eligibility for the program.

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[2] The RIK phases refer to the individual grant cycles used to fund the non-local share of the program.

- **Customer Intake/Registration**. Beyond the basic eligibility rules set by the federal funding grants for RIK, each sponsor (city, township, or non-profit) determines basic eligibility criteria. Eligible individuals include sponsor community residents age 60 and over, persons with a disability, and some low-income persons. Eligibility requirements vary with some sponsors restricting access to the program to control costs. Sponsors submit customer registration forms to Pace, which enters them into the scheduling system and enables them to schedule trips using the service.

- **Trip Scheduling.** Registered program users call a centralized phone number to schedule RIK trips. The RIK Call Center is operated by SCR under contract to Pace. Trips are scheduled on one of the Pace-contracted RIK service providers. (For ADA-eligible customers, the Call Center is also able to schedule trips within the Pace ADA service area on ADA Paratransit service).

- **Trip Provision.** The Call Center schedules each trip on a Pace-contracted service provider. Trips may be served by minivans, lift-equipped buses, or taxis. Program fees (fares) are $4.00 per ride for the first 10 miles and $1.50 per mile thereafter.

- **Reporting and Billing.** Pace and AID share reporting and billing responsibilities. Pace provides sponsors with monthly trip detail reports and invoices sponsors for their share of program costs, after reconciling any discrepancies. Pace and AID are primarily responsible for various aspects of billing. The RTA is the recipient of the federal share of program grant funding from the FTA, and passes these funds through to AID or Pace (depending on the grant).

Additional information on each of these functional areas is provided in subsequent diagrams in this section and discussed in more detail in subsequent chapters.

Figure 2-1   Program Overview

Functional Program Overview
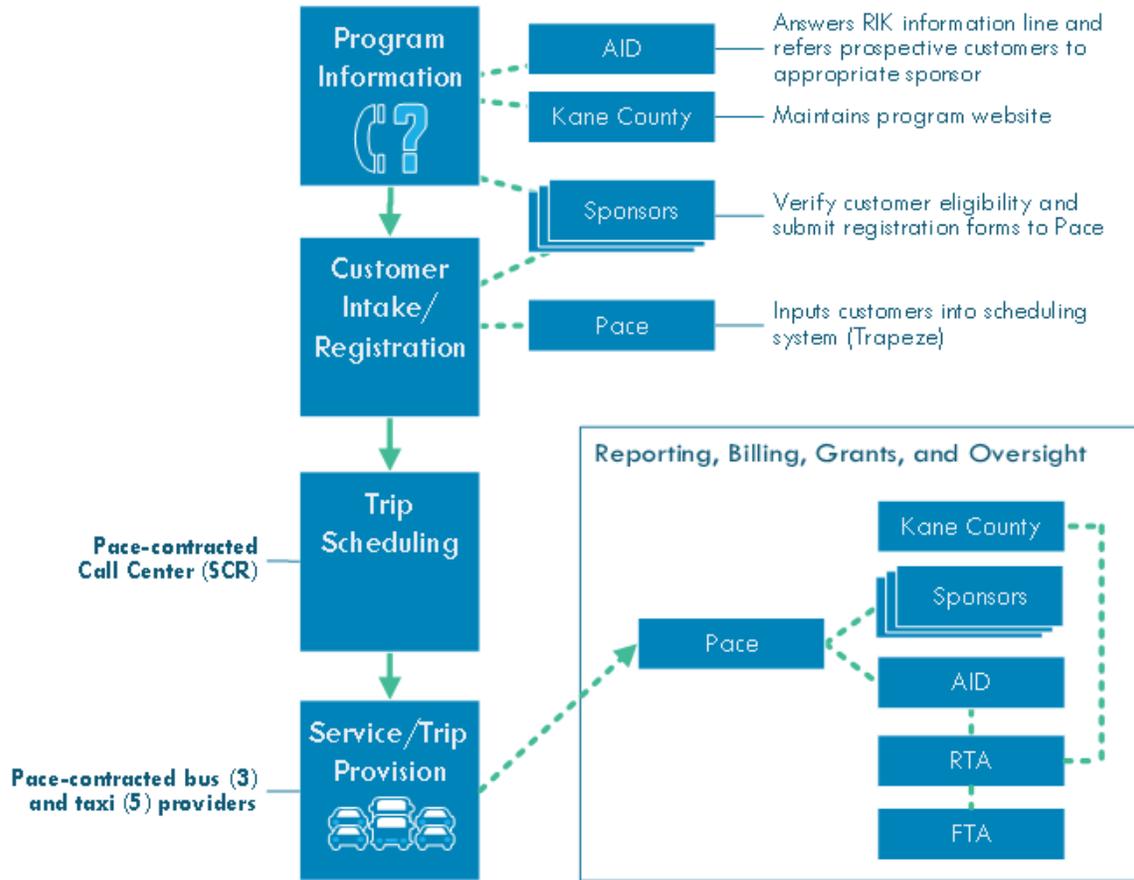
Figure 2-2 illustrates the customer intake aspect of the program. Each sponsor verifies customer eligibility, e.g., residence in a township or city. Non-profit sponsors would register their clients directly. In addition to registering its own clients, AID performs the registration process on behalf of some smaller sponsors, e.g., Blackberry and Campton Townships. A matrix of sponsor eligibility criteria is provided in Appendix B (Figure B-1).

Each sponsor completes a registration form, which includes information such as customer name and address, mobility device requirements, funding source eligibility, etc. A sample form is provided in Appendix B (Figure B-2).

Sponsors e-mail registration forms to Pace, which enters them into the trip scheduling/dispatch system utilized by the Call Center (Trapeze).

Figure 2-2   Customer Intake/Registration
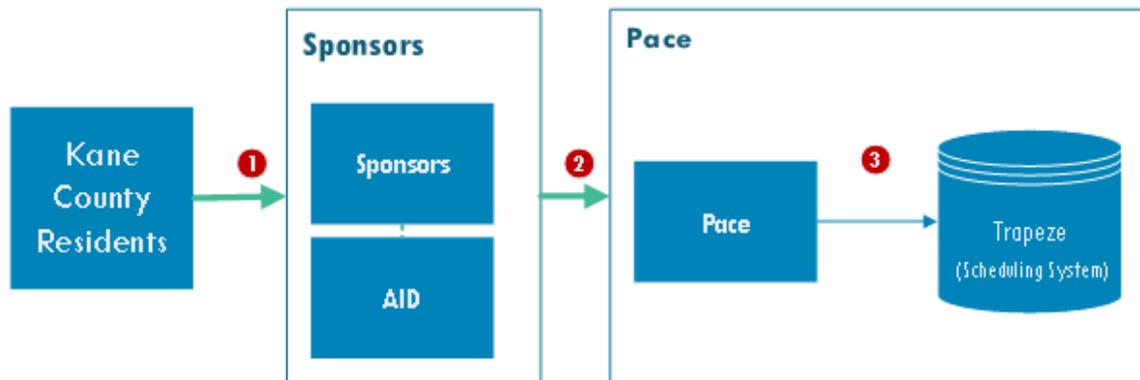
① Customer contacts sponsor requesting to use program; AID performs this function on behalf of some smaller sponsors

② Sponsor emails registration form to Pace

③ Pace inputs customer into Trapeze; customer able to schedule rides

Figure 2-3 illustrates the process for scheduling and delivering trips. The centralized dispatch function provided by the contracted by Pace contracted[3] call center offers riders a single-call access to demand response transit services, including RIK and ADA Paratransit service for eligible riders. Generally, this model offers a more cost effective service designed to increase economy for riders and sponsors.

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[3] The call center agreement stipulates: Trip Brokering - The Contractor is responsible for the distribution of trips to the appropriate and cost effective service provider for service delivery in compliance with all Pace guidelines and FTA ADA regulations. The Contractor shall develop and implement procedures to achieve efficient and equitable distribution of trips to service providers. This includes the re-distribution of declined trips. Pace designated staff shall provide information to the Contractor regarding service provider requirements and declining allowances. The Contractor shall be responsible for assessing trip patterns and optimizing service capacity to broker trips in the most cost effective and efficient manner

Figure 2-3   Trip Scheduling and Service Delivery

Trip Scheduling and Service Delivery
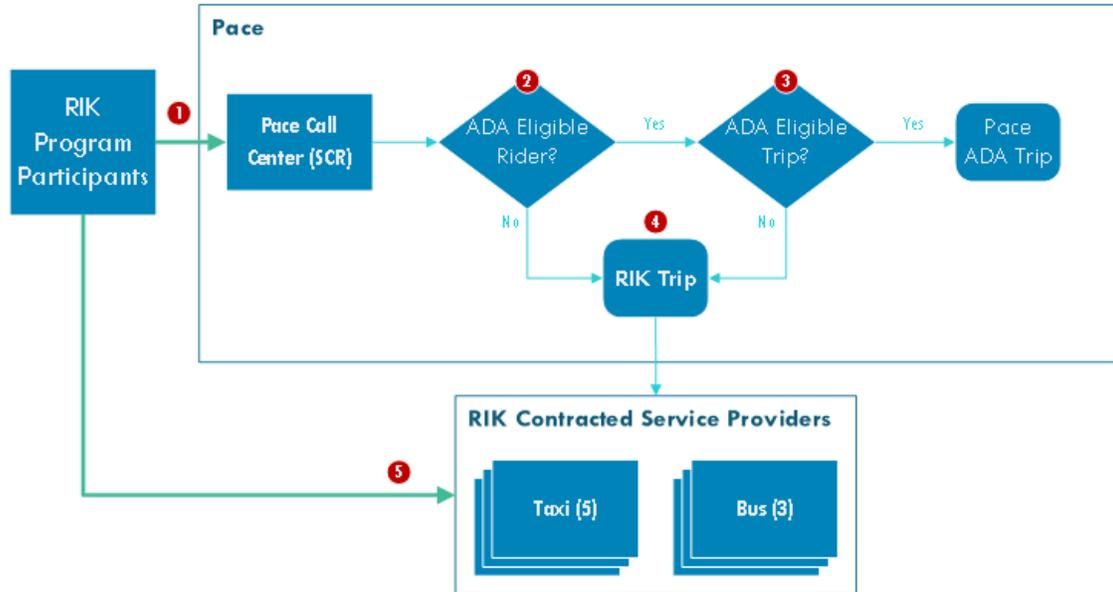
1. Customer contacts Pace call center at program 800 number. Call center is contracted to SCR and serves Ride in Kane, Ride DuPage and ADA Paratransit services. Customer profile in dispatch system screen shows eligible funding sources for rides.

2. & 3. Trips eligible to both RIK and ADA (i.e. during ADA service hours and trip ends within ADA service boundary), are assigned based on the cheapest cost for the rider ($3 ADA and $4 RIK). ADA trips can be scheduled 1 day in advance. Both ends of an ADA trip must be within ¾ mile of fixed-route service. ADA service hours are Monday to Friday, 5:30 am to 8:45 pm and Saturday 6:00 am to 6:30 pm. ADA subscription trips are limited (2-3 year waiting list).

4. Call center representatives assign a RIK funding source (sponsor + JARC or New Freedom) and can see the restrictions associated with each funding source. Trips are scheduled on bus and taxi providers based on cost and availability. Bus operating hours are 5 am to 8 pm (one bus provider served trips as late as 11 pm). It is not procedurally possible to limit the number of trips per customer or the hours of service, system can enforce type of provider or allow only specific out-of-county destinations.

5. Trip is fulfilled by one of the RIK taxi or bus providers.

Figure 2-4 illustrates the components of program costs and revenues (including local subsidies) and the high-level process for allocating net costs to sponsors. Figure 2-5 provides a more detailed illustration of the multi-step reporting process between Pace and sponsors.

Figure 2-4   Program Costs, Revenues, and Billing Process

Program Operating Costs, Revenues, and Billing
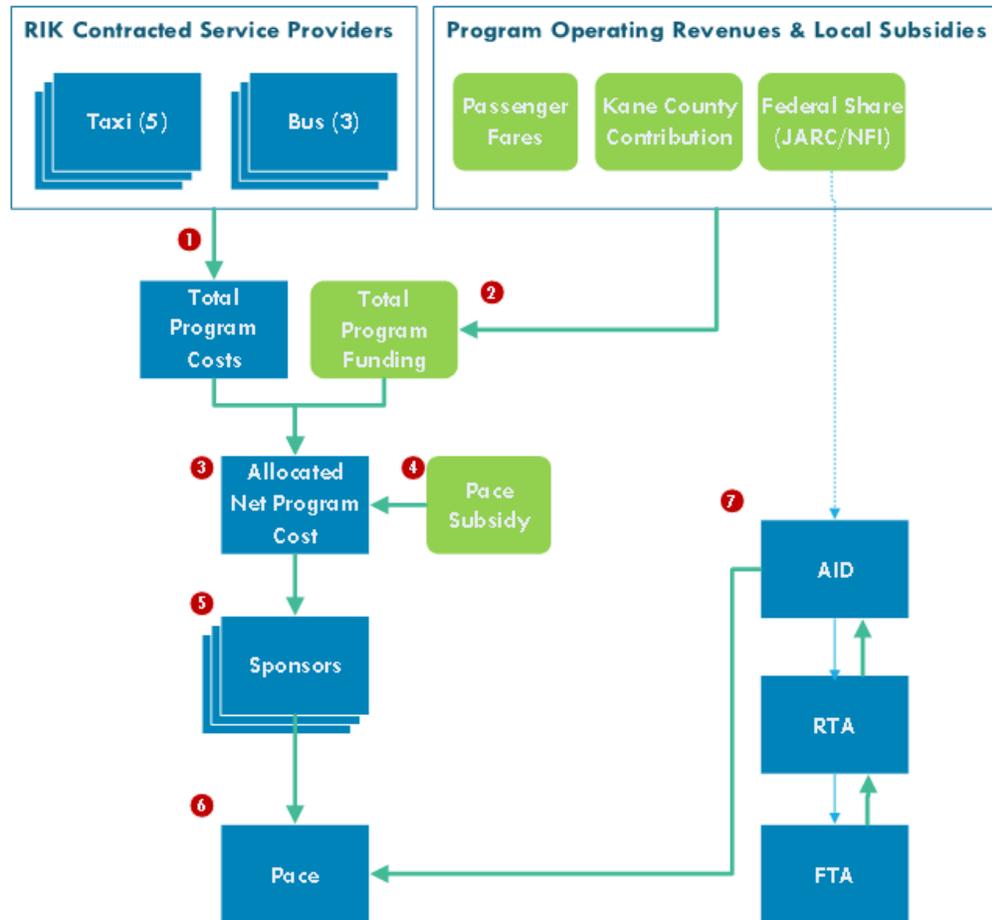
1. Providers bill Pace monthly for previous month program costs, less fares received, on a per-revenue hour basis. These invoices are due to Pace 15 days after the end of the month.

2. Pace applies fare revenue, Kane County's contribution (applied to overall ride costs), and the federal share (for JARC and New Freedom rides).

3. Pace allocates net program costs to each sponsor based on the sponsor's share of total program trips and miles.

4. Pace applies a subsidy to the program costs of some sponsors (based on historical bus service costs).

5. Pace invoices sponsors. This should occur within 105 days after the end of the month. (Note: AID is invoiced for rides its clients take and also on behalf of smaller sponsors (e.g., Blackberry Township, Campton Township, Gilberts. AID invoices these sponsors and pays Pace upon receipt of funds from these sponsors.)

6. Sponsors pay Pace.

7. AID submits reimbursement request for 50% of the net operating cost for JARC and New Freedom Initiative (NFI) rides from FTA (through RTA).

Note: Does not include Call Center contract costs

Figure 2-5   Trip Reconciliation Billing and Reporting Timeline
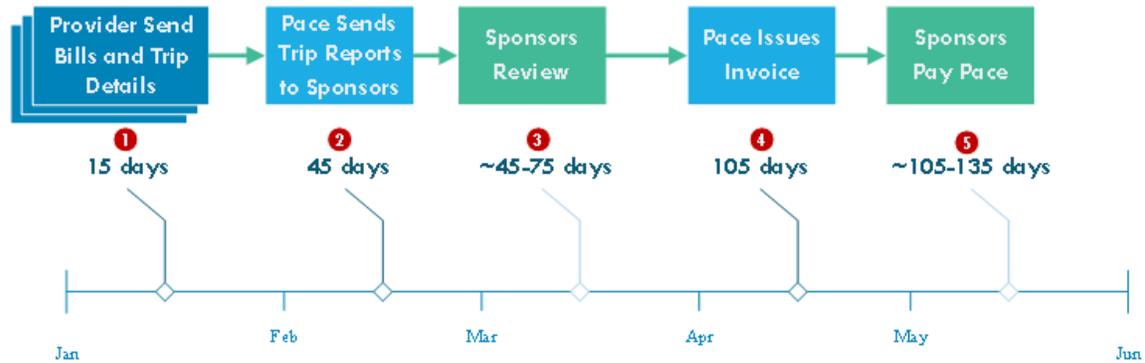
① Within 15 days of the close of the previous month, provider bills and trip details are due to Pace (e.g., January 15 for December)

② Within 45 days of the close of the previous month, Pace provides spsonors with a detailed trip report

③ Sponsors review the trip reports and contact Pace to resolve any discrepancies

④ With 105 days (60 days from end of the 45 day period), Pace sends an invoice to each sponsor, reflecting any corrections needed. Pace invoices AID on behalf of smaller sponsors (e.g., Blackberry Township, Campton Township, Gilberts) and AID in turn invoices the smaller sponsors.

⑤ Sponsors pay Pace. AID pays Pace upon receipt of funds from the smaller sponsors.

PARTICIPANT ROLES AND RESPONSIBILITIES

Figure 2-6 illustrates the relationship between the various entities involved in the RIK program. The roles and responsibilities of the RIK participants are coordinated through the KCPCC (described above). As described in more detail below, the RIK Sponsor Committee is a subcommittee of the KCPCC.

Figure 2-6   RIK Organizational Hierarchy
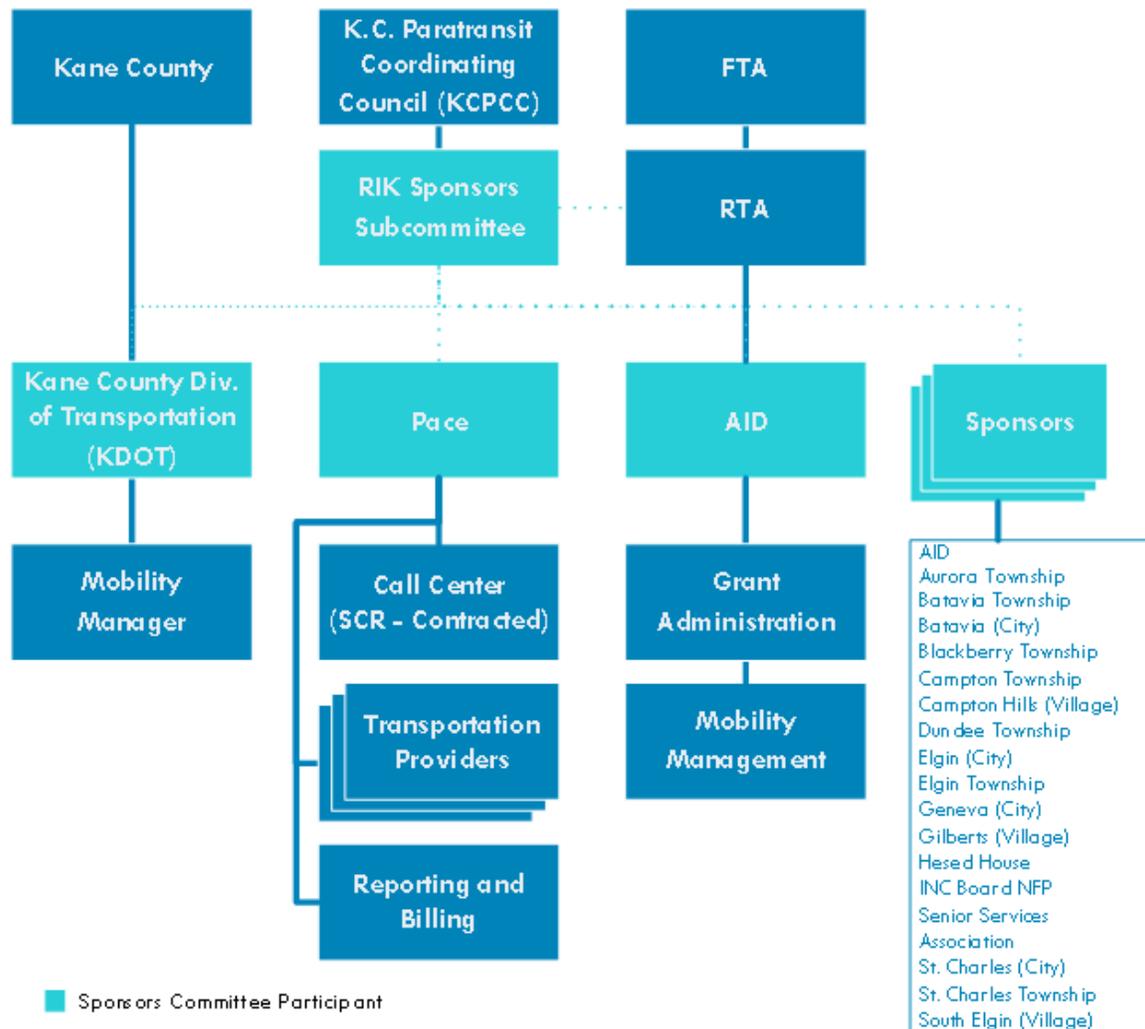
Governance

The KCPCC helps to develop policy, establish guidelines for paratransit services, implement the strategies and recommendations of the Kane County Paratransit Coordination Study, examine further strategies, and ensure that there is consumer participation in the planning activities. The KCPCC includes a standing Ride in Kane Sponsor Committee. The Sponsor Committee is comprised of the non-profits, units of government, and others sponsoring the program. The Sponsor Committee establishes the policies, fare structures, and operating procedures for RIK.

The Sponsor Committee is composed of a Chair; staff from Pace, RTA, and the Kane County Department of Transportation; and representatives from the sponsor organizations and governments.

Policies and Procedures

Ride in Kane policies are determined by the KCPCC and Ride in Kane Sponsor Committee. Policy discussions can be raised at Committee meetings, discussed or added to subsequent meetings. Most policy topics appear in the Committee Meeting Minutes online and all discussions are available to the public.

KCPCC membership is open to representatives from organizations, agencies, and governments that provide, or are interested in providing, paratransit service in Kane County for their clients/residents. A limited number of citizen representatives can also join the KPCC in accordance with limitations set forth in the by-laws (see Appendix C). There must be at least two citizen representatives and the total cannot be more than 10%of the total membership. To become a voting member, a participant must sign onto the MOU (see Appendix C). The MOU establishes a commitment to help enhance and improve the existing paratransit system in order to better accommodate the unmet travel needs among seniors, persons with disabilities, and low-income populations of Kane County.

For each funding cycle sponsors enter into a formal agreement with AID to commit financial resources and to acknowledge agreement with the RIK program administrative procedures. Appendix C contains a template for the sponsor agreement. As described in the next section, each sponsor sets policies with respect to trip restrictions and rider eligibility.

There are a few program-wide operational policies that are set by the KCPCC in conjunction with the Sponsors Committee. These include the fare structure and the fine for excessive no-shows.

Administrative Partners

Kane County

Kane County is a key program sponsor. The KCPCC and the Kane County Division of Transportation administers the RIK program. It is the County's role to bring the sponsors together through the KCPCC to determine the coordination strategies and attributes of the program. While the sponsor communities provide the financial match funding for the program based on ridership estimate costs, the County retains a leadership role in the coordination of the program and offers matching funds for the federal grants as well as staff time to facilitate the program.

Association for Individual Development

In May 2011, the Association for Individual Development (AID) became the FTA grantee for the program. As a non-profit, AID can provide in-kind local matches to RIK and associated programs, and its role as grantee helps the region receive a larger share of federal funds. AID also serves as a program sponsor and as the customer information clearinghouse for RIK. AID also administers the billing process ("flow through") for a number of small sponsors including Blackberry and Campton Townships, and the Village of Gilberts (when it has funding).

Pace

Pace Suburban Bus provides fixed route and dial-a-ride service to much of suburban Chicago including portions of Cook, DuPage, Lake, McHenry, Kane, and Will counties. Some Pace-provided dial-a-ride services, such as service in the Village of Crestwood, are open to the general public; most have eligibility requirements and require users to be registered riders, similar to RIK.

For RIK Pace is responsible for contracting the services of the centralized call center and the bus and taxi transportation providers. The agency also provides administrative support for billing the sponsors for rides provided and reporting on program performance.

Pace also operates other dial-a-ride type services in Kane County, including:

- **St. Charles-Geneva Call-n-Ride (Route 592).** Provides service within a designated area, with up to one hour advance reservation.
- **Hampshire Township.** Service for seniors only.

Sponsors

As partners, sponsors pledge staff time and financial sponsorship. The governments or boards of each sponsor determine the budget for financial contributions. Pace provides some sponsors with a budgetary estimate at the beginning of the financial year for planning purposes. This is based on past ridership trends and forecasted transportation service provider costs.

This section provides an overview of each local sponsor. Figure 2-7 shows the cities, villages, and townships participating as RIK sponsors. Figure 2-8 at the end of this section highlights sponsor-specific trip restrictions, rider eligibility criteria, and marketing efforts.

Figure 2-7   Cities, Villages, and Townships Participating as Sponsors
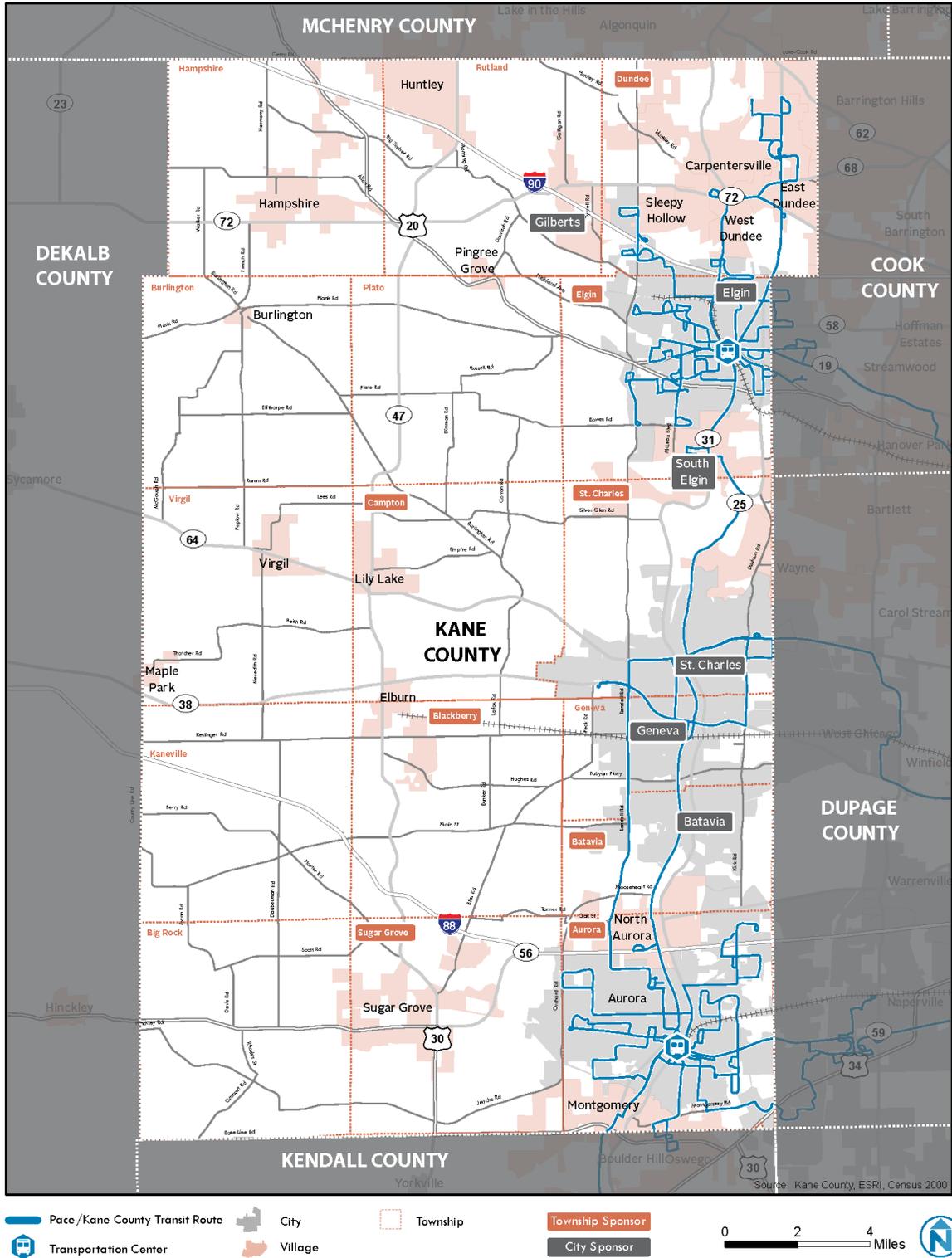
Community Sponsors

Aurora Township

Users eligible for RIK are older adults over the age of 60 and disabled individuals residing in Aurora Township. In response to financial constraints, in early 2014, the Township trimmed the service boundaries to limit trip lengths and restricted riders from making social trips.

Batavia Township/ City of Batavia

Batavia Township provides RIK sponsorship for older adults and disabled individuals that reside within Batavia City/Batavia Township boundaries.

Blackberry Township

Blackberry Township provides RIK sponsorship for older adults and disabled individuals that reside within Blackberry Township boundaries. Due to funding limitations, the only eligible trips through RIK are for medical purposes.

Campton Township

Campton Township provides RIK funding for older adults and disabled individuals who reside in the township if funds are available.

City of Elgin

The City of Elgin sponsors RIK users that are at least 65 years of age and individuals that are disabled. The City has experienced high demand in recent years and is currently reconsidering the amount of funding it contributes to the program. If funds are limited, there will be a cap on the number and length of trips provided to eligible individuals. Currently, Senior Services administers the registration process of the program for the City of Elgin. The City has fiscal and program monitoring responsibilities.

City of Geneva

The City of Geneva provides rides for adults age 65 or older and disabled persons who reside within the corporate limits of the City of Geneva.

City of St. Charles

The City of St. Charles provides rides for residents living within the corporate limits of St. Charles. To be eligible, they must be age 65 or older or have a permanent disability.

St. Charles Township

St. Charles Township offers a more restrictive model that other sponsors are considering. Eligible riders are older adults age 65 or older, disabled individuals, and lower-income residents residing in unincorporated St. Charles Township. These users are limited to two rides (round trip) per week for medical trips, a job, or to the Elderday Center in Batavia. This model allows St. Charles to minimize costs and provide more rides, at shorter distances.

Elgin Township

Elgin Township sponsors rides for older adults and disabled residents. The Township sets a funding limit and only funds the program if budget is available.

Dundee Township

Dundee Township serves senior citizens and disabled residents of Dundee Township. Currently there is a waiting list for new riders due to limited funding.

Village of Gilberts

The Village of Gilberts determines eligible users as those age 65 or older and individuals with a documented disability. Eligible destinations are limited to medical appointments, grocery/ pharmacy visits, or non-listed pre-approved trips. Trips are limited to one round-trip ride per client per week until funding is depleted and the Village has minimal funding to support RIK.

Village of South Elgin

South Elgin provides RIK sponsorship for residents that are age 65 or older or individuals with a disability. Residents may only use the service for medical appointments or for transportation to work or job training destinations. South Elgin, like other smaller communities, offers a fixed sponsorship, meaning rides are offered until the funding runs out.

Non-Profit and Other Sponsors

Association for Individual Development

In its role as a trip sponsor, AID provides transportation through RIK for individuals who have a developmental or behavioral health disability and are currently receiving services from AID.

Hesed House

Hesed House provides rides for residents and guests currently staying at PADS at Hesed House in Aurora.

INC Board

INC Board, NFP is a Community Mental Health Funding Alliance, the local mental health authority and are better known as 'INC' in the south Kane County area. The organization supplements rides not covered by the townships in their service area and go through AID to register clients and pay their sponsorship costs.

Senior Services Association

Senior Services Association offers a variety of transportation options for older adults in Kane County. These services include a volunteer transportation program offering rides to older adults throughout Kane, Kendall, and McHenry counties, assistance with the CTA, Metra, and PACE Seniors Ride Free fixed-route service program, and sponsorship and administrative management of Elgin's Ride in Kane program.

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Figure 2-8   **Sponsor Specific Rules and Actions**

Sponsor	Trip Restrictions	Eligibility	Proof of Eligibility	Marketing
Aurora Township	No social trips; don't go out of county except for Route 59 just outside of Aurora.	Senior citizens (60+) and individuals with a disability residing in Aurora Township.	Require doctor's note for proof of disability	
Batavia Township		Senior citizens and disabled residents		Website and links.
Blackberry Township	Medical purposes only			
Campton Township	Medical purposes only; 10 mile maximum due to budget		Phone interview then proof of age and/or disability is requested for registration	Campton Township website and RIK website
Elgin Township		Senior citizens and disabled residents of Elgin Township if funds are available		
City of Geneva	In last year set limit of 30 one-way trips per rider per month; only in Kane Co.; no taxi rides.	65+ and City of Geneva individuals with a disability	Proof of residency and age are state ID, driver's license, or passport showing photo, date of birth and local address; proof of residency can also be Geneva utility payment documentation if government-issued ID does not show local address. Proof of disability are doctor's note on office letterhead, RTA Reduced Fare card, disability payment receipt, or appropriate written verification	Ride in Kane Rider's Guide; City e-newsletter, City website, Kane County website RIK link.

Sponsor	Trip Restrictions	Eligibility	Proof of Eligibility	Marketing
City of St. Charles	All trips are to be within Kane County; others that may go into a bordering county, such as DuPage, have to be pre-approved by the management and need to be within a 10 mile limit	Permanent resident living within the city limits of St. Charles, need to be at least 65 years of age or if under 65 have a permanent disability	.A document proving their age (a driver's license or state ID) and a RTA Reduced Fare card (for residents that have a permanent disability) need to be presented at the time of registration	City's website and have on occasion placed articles on the City's monthly publication "The Den"
Dundee Township	10 miles maximum trip	65 or older; with permanent or temporary (< 6 mo.) disabilities; low Income for JARC work trips	Check their age, income, address and disability status using the application form; disability verified with ADA cards, or with a doctors letter, disability certification from SS or Medicaid); verbal verification for those with temporary disabilities	No printed material; don't advertise the program as have a waiting list of approximately 140 people; did an initial sign-up/outreach through the Senior Center and the Villages; program is on web site and receive referrals from various organizations daily
Hesed House	Trips are based on time of day and location; person must have no other way to get to destination		It is specific per person by case manager referral	
St. Charles Township	Trips within Kane County for 2 round trip rides per week or 4 one ways; the purpose of these rides may be for Medical, Dental, Therapy or Chiropractic appointments, a Job, to the Elderday Center or to School	Residents of Unincorporated St. Charles Township who are disabled or over the age of 65	Valid ID to determine age and verification of residence; require proof of disability from doctor, or Social Security	Township newsletter and information on website; contact our enrolled members by mail to inform them of any changes.
Senior Services Association		Elgin resident over the age of 65 or with a disability	Drivers license for seniors; be receiving Social Security Disability Income for disability status	A pamphlet

Sponsor	Trip Restrictions	Eligibility	Proof of Eligibility	Marketing
Village of South Elgin	Limited to work, job training (including school), or medical appointments.	Seniors (65+) and residents with disabilities	For age qualification, need to provide a Driver's License or State ID; or disability, something from Social Security or a Doctor office.	Rider's Guide and provide a general program description on our Village website and in newsletters
AID	Must be related to receiving AID services	65 or over, with a disability, or low income and either be in an AID program or live in one of the townships that flow through AID (currently Blackberry or Campton)		Rider's Guide, Rider card, and registration form. Occasionally the trifold brochure.

RIK ROLE RELATIVE TO ADA PARATRANSIT SERVICE

Pace provides ADA Complementary Paratransit Service as required by law. Pace provides ADA Paratransit service within three-quarters of a mile of fixed route service in Kane County. All day and time schedules mirror Pace fixed route service. In Kane County, Pace's Kane County ADA Paratransit provides service Monday through Friday, 5:30 a.m. – 8:45 p.m. and Saturday from 6:00 a.m. – 6:30 p.m. Reservations must be scheduled one day in advance. Current fares for Pace's ADA paratransit service is $3.00 per trip – one dollar less than RIK trips of 10 miles or less.

Pace's ADA paratransit is a shared-ride program where multiple individuals' trips are grouped together to improve efficiency and to meet demand for all trips. While Pace does not guarantee the requested pick-up time, it does guarantee a reservation with one "useful hour" of the requested pick-up time, i.e., that enables the customer to meet appointment times. Pace guarantees a ride home to all passengers transported by Pace ADA Paratransit service on the same day of service.

Late cancellations and no-shows result in 7-, 14-, and 30-day suspension based on third, fourth, and subsequent violations within a 30-day period beyond the customer's control.

COMMUNICATIONS

Meetings

The Sponsor Committee meets quarterly to discuss the operations and funding of the program. It offers a networking opportunity for the sponsors to share best practices and concerns on a regular basis. KDOT and AID representatives lead the meeting and representatives from various agencies provide RIK program status reports, including a Registration and Ridership Report and Customer Complaint Records, NFI and JARC Budget Report, and general reporting on funding. Policy and other topics are discussed as needed.

Reporting

Exhibit B of the RIK Sponsor Service Agreement (see Appendix C) details a set of reports that "have been designed and are being produced to generate data for the Ride in Kane project." Pace is responsible for generating these reports on a monthly basis. Pace staff also report on program performance, via a set of basic tables and charts, at the quarterly Sponsor meetings.

Figure 2-9As the grant administrator, AID provides quarterly progress reports detailing trips provided by funding source along with status updates on program operation and initiatives.

Figure 2-9 summarizes current program reporting. In addition, sponsors are responsible for maintaining their rosters and tracking registrations and expenditures.

Figure 2-9   Existing Report Summary

Report Name	Report # *	Report Description	Time Period Covered	Distribution	Appendix Fig. Ref.	Notes
Pace Reports						
Distinct Riders Summary	N/A	Number of distinct riders using the program by sponsor	Annual (Calendar Year) by Quarter	Quarterly Sponsors Meeting	D-1	Management tool used to present changes in program enrollment
Trip Count Summary		Trip Count: Number of trips completed for each sponsor by funding source	Annual (Calendar Year) by Month			Management tool used to present changes in program use
Trip Mileage Summary		Trip Mileage: Total trip mileage completed for each sponsor by funding source	Annual (Calendar Year) by Month			Management tool used to present changes in trip lengths
Detailed Funding Source (Sponsor) Report	1	Detailed listing of one-way trips delivered for each Ride in Kane funding source (sponsor) for a user specified period of time. The normal report period would be monthly, but could be for shorter or longer periods. Intended to match the design and content of the Detailed Provider Report. Data to include associated trip data such as rider name, scheduled pick-up time, actual pick-up time, point of origin address, destination address, funding sources (sponsors), total cost of the trip, fare for the trip, distance of the trip, revenue hours (if applicable). Report to be sorted by provider, funding source, rider, and fare type.	Monthly	Preliminary monthly report to each sponsor	D-2	Itemized list of trips completed by sponsor clients; used to validate trips prior to generation of sponsor invoice using the cost allocation formula (based on trip activity)

Report Name	Report # *	Report Description	Time Period Covered	Distribution	Appendix Fig. Ref.	Notes
Monthly Source (Sponsor) Invoice Report	2	One or more summary reports of trips delivered for each funding sources (sponsor) for the purposes of generating an invoice type report which may be used to bill funding sources for transportation provided. The normal report period would be monthly, but could be for shorter or longer periods. Data provided for each trip will include associated trip data necessary to provide an accounting of the amount owed by each funding source for the specified period, such as the number of one-way trips by Fare Type, total cost of the trips, total expected fare, liquidated damages deducted, the total net reimbursement. Report to be sorted by provider, funding source, fare type, and rider."		Preliminary monthly report to each sponsor	N/A	Report may not be currently used. Sponsors indicate that they do not get feedback on the final set trips allocated to them in their invoices
Missed Trips Report	3	The Missed Trip Report is intended to produce a list of all trips picked up 61 or more minutes after the scheduled time; the Ride in Kane service guideline defining a missed trip. Sufficient detail will be provided to identify the trip within Trapeze and to give the report user the necessary information for review.	Monthly	Quarterly Sponsors Meeting	D-4	Sponsor specific report used to follow up on repeat no-shows
On-Time Performance Report	4	Bus and taxi on-time performance (OTP) The On-Time Performance Report (late pickups) is intended to produce a list of all trips picked up 16 or more minutes late, the Ride in Kane service guideline defining a late trip. Sufficient detail will be provided to identify the trip within Trapeze and to give the report user the necessary information for review.	Monthly with Quarterly Trend	Quarterly Sponsors Meeting	D-5	Management tool used to progress to OTP standard (noting that standard is not identified in report).
Ridership by Category Report	5a	A summary report by funding source indicating trips by fare type, late trips, missed trips, revenue hours, denials, and miles.			N/A	Report may not be currently used.
Client Trip List Report	5b	A detailed listing alphabetically by rider last name of all trips provided during the specified period. Data included for each trip is rider name, pick-up address, drop-off address, fare type, and funding sources.			N/A	Report may not be currently used.
Customer Feedback Report	5c	Missed Trip Report. Number of Complaints received with resolution status (open vs. closed). A summary of issues reported by consumers including sponsor, provider, issue, status. Note: sponsors expressed a desire for more detail on resolution of issues.	Monthly	Quarterly Sponsors Meeting	D-8	Management tool used to track status of customer complaints
Ride in Kane Comparison	5d	A summary comparing prior two years data including trip count, registrations, gross cost per trip average, sponsor cost per trip average, trip mileage, and ADA trips.			N/A	Report may not be currently used.
Sponsor Invoice	N/A	Summary statement detailing costs allocated to Sponsor and final amount due.	Monthly	Mailed to Sponsors	D-10	

Report Name	Report # *	Report Description	Time Period Covered	Distribution	Appendix Fig. Ref.	Notes
AID Reports						
Grant Total Budget Report	N/A	Summary report detailing spending down of grant funds and program cost per ride information	Annual (Calendar Year) by Month	Quarterly Sponsors Meeting	D-11	Management tool used to track status of available grant monies
Cost per Sponsor Summary Report	N/A	Summary report of program-wide costs	Annual (Calendar Year) by Month	Quarterly Sponsors Meeting	D-12	Management tool used to track cost trends
Cost per Ride Summary Report	N/A	Summary report of sponsor-specific trips completed and allocated costs	Annual (Calendar Year) by Month		D-13	Management tool used to track completed trips and allocated costs

Notes: * As defined in the RIK 2014-2016 Agreement

Rider Communications

The KCPCC administers a RIK website (www.rideinkane.org) which acts as a general information clearinghouse for the program. It describes each sponsor and links to their agency/organization website where appropriate. The site also lists a schedule of Sponsor Committee meetings and houses past meeting minutes. Some of the sponsor and meeting information is currently out of date. The website also provides a copy of the RIK *Riders Guide* (see Appendix A). This document provides a quick introduction to the service and detailed procedures for registering with the program, scheduling a ride, and completing their trip. The 800-number staffed by AID also provides basic information about the program and directs callers to their appropriate sponsor additional information or to enroll. In some cases riders also contact the County regarding issues including lack of funding or waiting lists.

As discussed earlier, each sponsor is responsible for promoting the Ride in Kane Program to their clients/constituents. There is an inconsistent level of marketing across the sponsors. This is likely a result of capacity constraints—time, funding, and familiarity with promotional tools. Sponsors have also expressed a concern that their programs are at or near trip capacity limits with their current client base and increased marketing may overload them.

Most sponsors rely on the program-wide Riders Guide to explain and promote RIK. St. Charles Township has modified the riders guide to reflect their trip restrictions and the City of Geneva has created an FAQ for use with the Riders Guide. Most sponsors also highlight RIK on their agency/organization website and in newsletters.

Internal Communications

In addition to the information shared at the quarterly Sponsor Committee meetings, KDOT and AID staff have prepared program information for sponsor councils, policy boards, and staff. Printed material and presentations have been prepared to introduce RIK to prospective and new sponsor staff, and to update policy makers on RIK performance.

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3   PROGRAM PERFORMANCE

PROGRAM UTILIZATION

At the end of 2011 almost 6,000 customers were registered in the RIK program. Roughly 1,000, or 16%, of these were taking trips during any given month. After peaking in August 2012 the number of distinct riders using the program each month has remained fairly steady until this spring. The number of distinct riders dropped by over 25% between January and July of this year (see Figure 3-1).

Figure 3-1   Distinct Riders Using RIK, 2012 – 2014
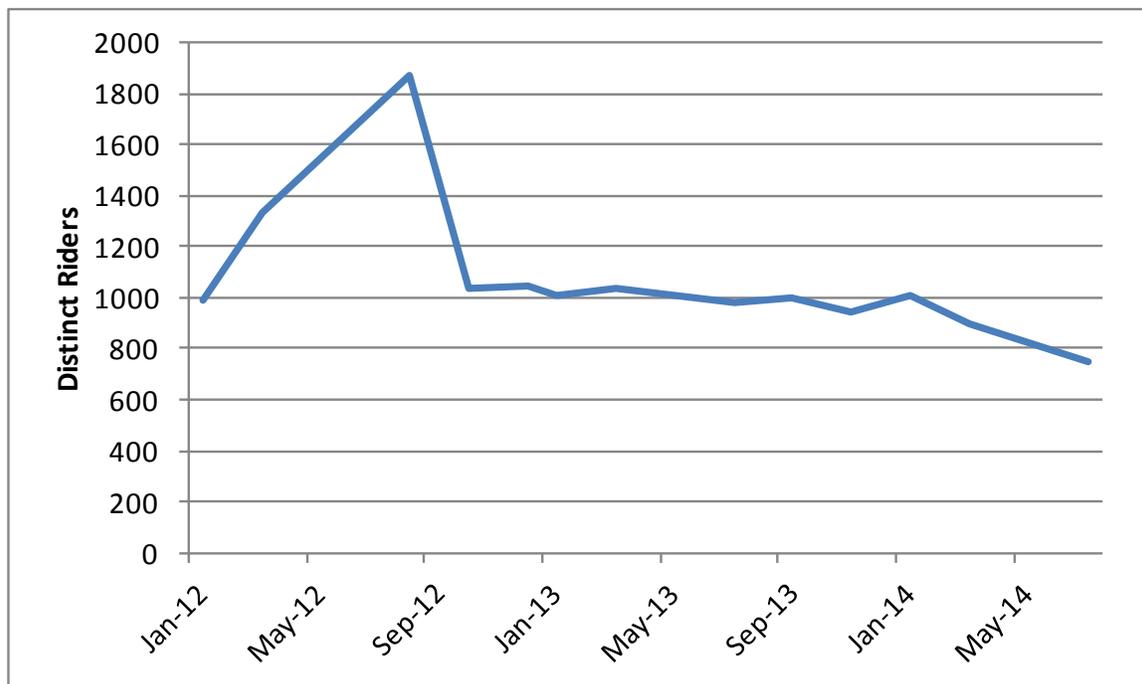
Most of the riders are registered with Aurora Township and the City of Elgin as these two sponsors account for over 60% of the distinct riders using the RIK program in March 2014 (see Figure 3-2). The largest two sponsors also accounted for over half of the trips completed between January and June 2014 with AID sponsoring about 10% of the trips in this timeframe. Figure 3-3 illustrates the number of trips completed by each sponsor, and JARC vs. New Freedom funding source where applicable, over time. The funding source breakdowns and trends over time are unique to each sponsor. Aurora Township has experienced large drops in both JARC and New Freedom trips this year, largely due to tightened restrictions on trip purposes. As the largest

sponsor in the program, these drops along with decreasing job related trips by AID and City of Elgin clients, have contributed to an overall drop in RIK program ridership as illustrated in Figure 3-4. Other factors that may contribute to the reduced ridership this year may include the inclement weather experienced in the first half of the year and the increase in RIK fares. Typically riders respond to increase fares by traveling less, but sponsors have mentioned that publicity around the fare increase[4] actually increased ridership by exposing more of the public to the RIK program. The RIK fare increase also has the potential to lower ridership as trips costs are now higher than ADA paratransit trips and some applicable trips are being shifted to the ADA paratransit program.

Figure 3-2   Riders by Sponsor

Distinct Riders by Sponsor (896 Total as of March 2014)

- South Elgin 1%
- St. Charles Twp 1%
- St. Charles City 10%
- Hesed House 0%
- Geneva City 4%
- Elgin Twp 0%
- Elgin City 30%
- Dundee Partners 5%
- AID 6%
- Aurora Twp 33%
- Batavia City 9%
- Batavia Twp 1%

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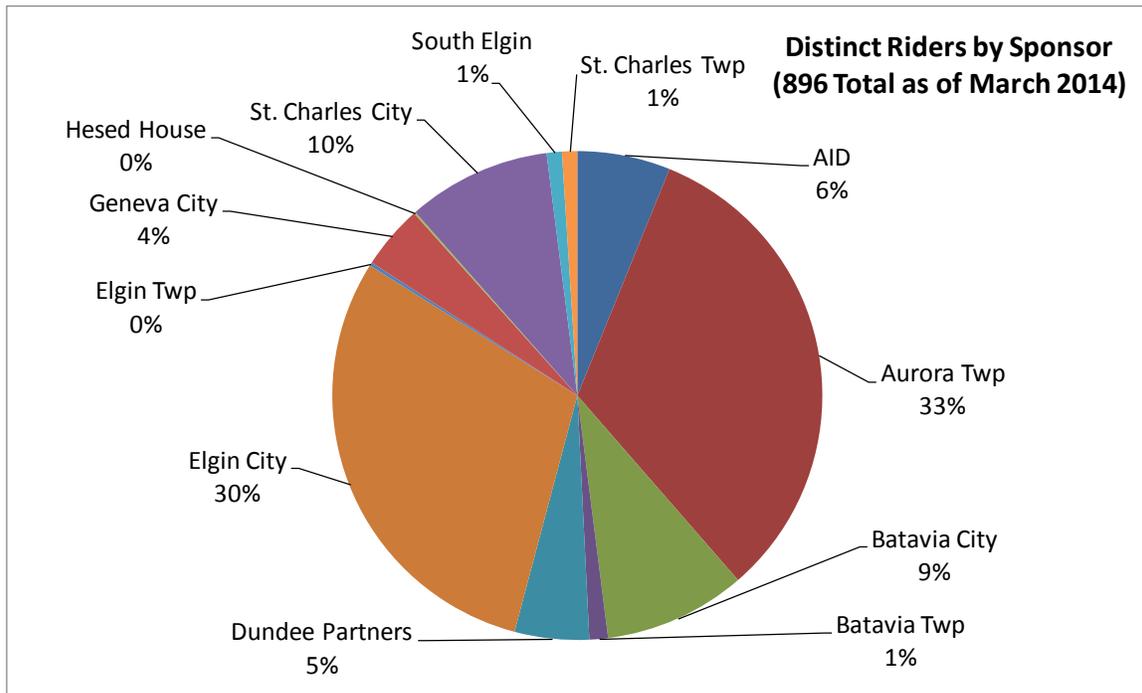
[4] RIK fares increased from $3 per ride (for the first ten miles) to $4 per ride as of January 1, 2014.

Figure 3-3   Trips Completed by Sponsor and Funding Source
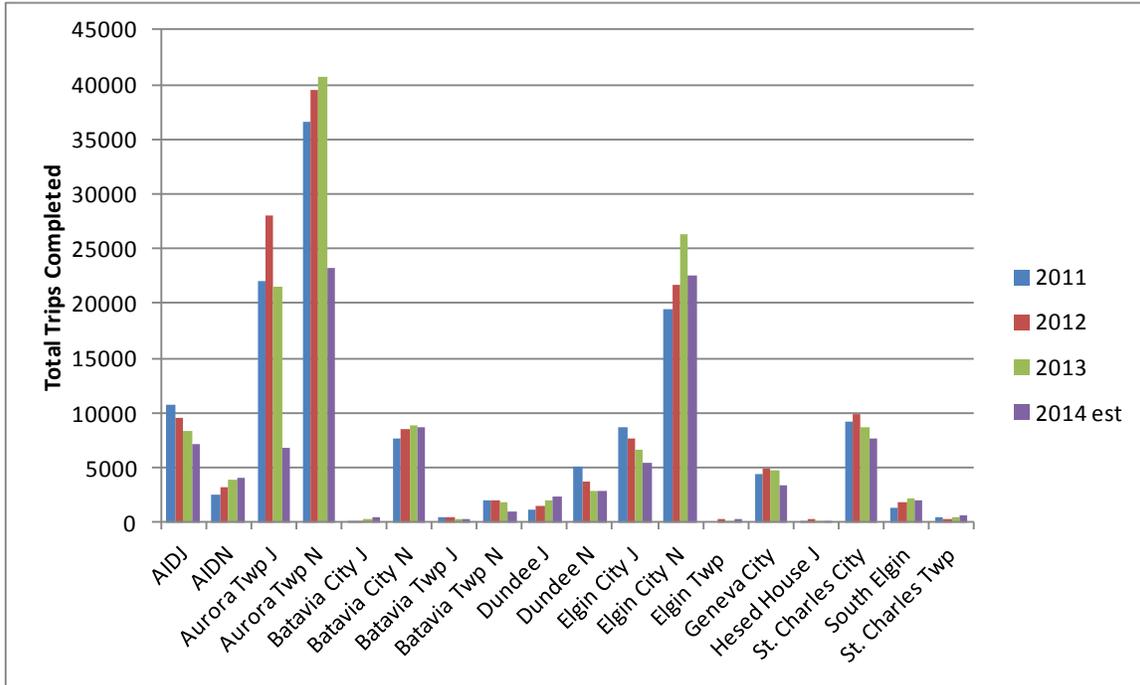
Figure 3-4   Historical RIK Program Ridership
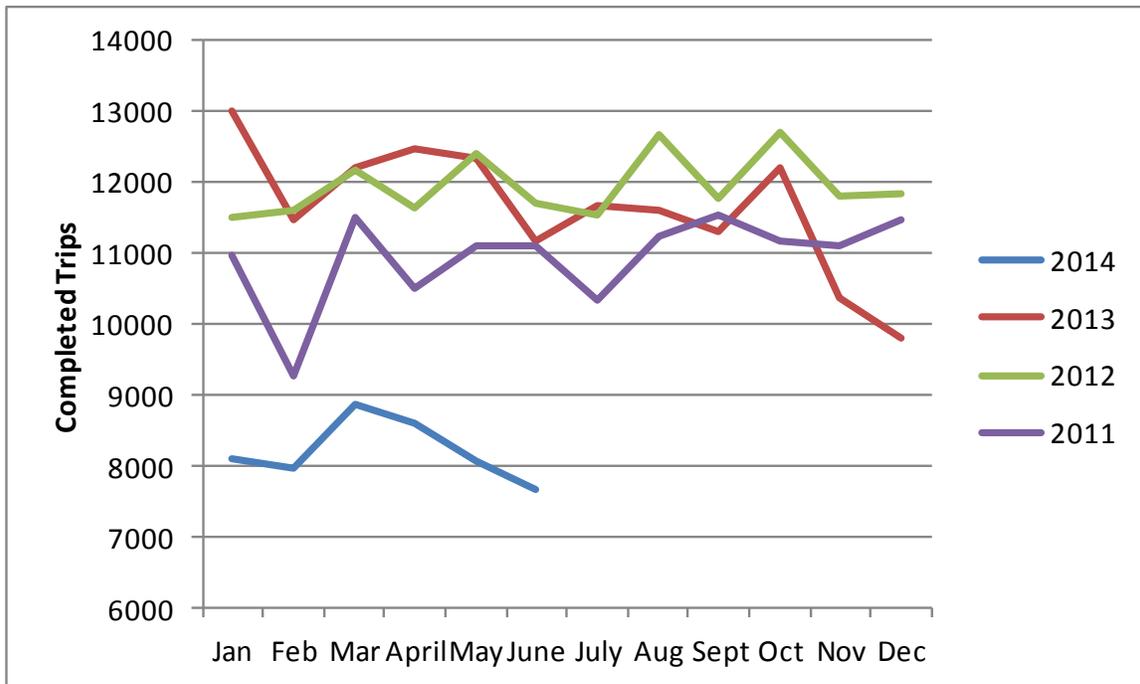
The trip lengths for RIK rides have averaged around five miles per trip over the last four years, peaking at 5.13 miles per trip in 2012 and dropping to 4.79 miles per trip for the first half of 2014. Figure 3-5 shows the variation in trip length by sponsor and funding source. The large number of short non-work trips by Aurora Township riders tends to lower the overall program trip distance by trip. Work trips are marginally longer across all sponsors. The large swings in the City of Batavia work trips are larger due to the limited number of these trips provided. The large drop in JARC funded trips by Aurora Township is associated with a significant drop in trip length for the first half of this year.

Figure 3-5   Average Trip Length by Sponsor, Jan – Jun 2014
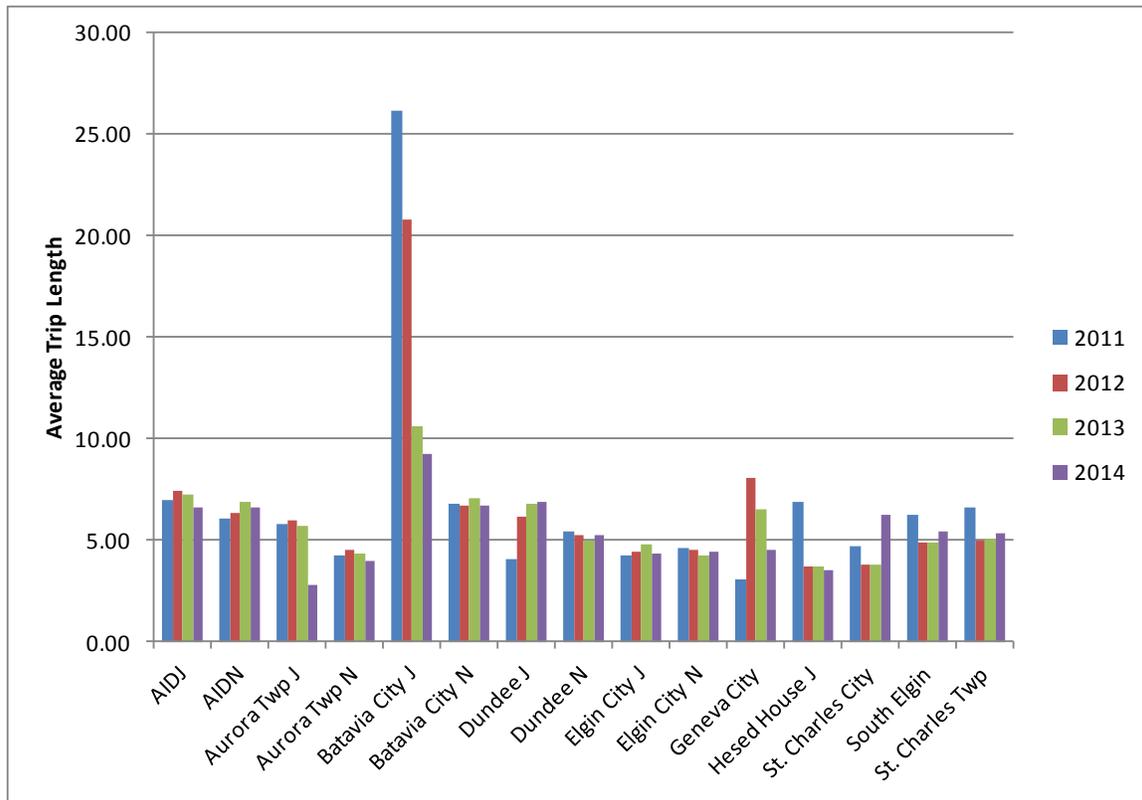
TRIP-LEVEL ANALYSIS

The following analyses are based on RIK trips completed during April 2014. This sample set of data provides insights into who is using RIK, why they are making trips, and how efficiently the systems in place are meeting client needs. In April 2014, 787 unique riders made 8,610 trips, or an average of nearly 11 trips per person.

Mobility Devices

About 84% of passenger trips are for ambulatory passengers and about 16% are for passengers using wheelchairs or other mobility devices, based on trip-level data from April 2014. There was no significant difference in the share of wheelchair passengers carried on bus or taxi providers.

Trip Purpose

Figure 3-6 provides trip purpose data for RIK trips by sponsor and Figure 3-8 illustrates trip purpose on a map.

- Work trips comprise nearly half of RIK rides and are relatively short on average (4.7 miles). Work trips comprise 83% of AID trips; AID work trips represent slightly less than 20% of all RIK work trips.
- "Medical" and "Dialysis" trips make up a combined 27% of RIK trips.
- "Social" and "Senior Center" trips represent a combined 14% of trips
- "Shopping" and "Personal Care" trips make up 6% of trips and have the shortest average trip length.
- The primary out-of-county trip destinations are work and dialysis/medical trips; social trips represent a smaller share of out-of-county trips.

Time of Day

Figure 3-7 provides trips by time of day and trip purpose. The morning and afternoon peaks for the service are 14% (8 – 9 AM) and 16% (2 – 3 PM), respectively.

The program is lightly utilized during the late evening/night hours (between 11:00 PM and 4 AM)—fewer than 20 over the sample month. These trips are roughly split between work trips and other purposes (primarily social). Trips during these hours are all served by taxi providers.

Program utilization increases between 4 AM and 6 AM, primarily for work, dialysis, or medical purposes.

Figure 3-6   Trip Purpose by Sponsor, April 2014

	Library	School	Personal Care*	Shopping	Senior Center	Social	Human Services?	Dialysis?	Medical	Work	Total
Overall											
# Trips	14	283	101	425	135	1,055	19	784	1,536	4,258	**8,610**
# Miles	57	1,765	349	1,572	777	5,624	103	4,318	7,600	20,072	**42,236**
Avg Trip Length (Miles)	4.1	6.2	3.5	3.7	5.8	5.3	5.4	5.5	4.9	4.7	**4.9**
% of Trips	**0.2%**	**3%**	**1%**	**5%**	**2%**	**12%**	**0.2%**	**9%**	**18%**	**49%**	**100%**
% of Trips By Sponsor											**# Trips**
AID	0%	0%	0%	0%	2%	10%	0%	1%	5%	83%	972
Aurora Township	0%	3%	0%	5%	2%	11%	1%	15%	17%	45%	2,564
Blackberry Township	0%	1%	0%	14%	5%	8%	0%	3%	24%	45%	118
Dundee Township	0%	0%	3%	1%	0%	1%	0%	0%	20%	75%	476
Elgin Township	0%	0%	6%	6%	0%	6%	0%	0%	61%	21%	33
Hesed House	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	6
St. Charles Township	0%	0%	0%	0%	4%	1%	0%	34%	25%	35%	71
Batavia (City)	0%	7%	1%	6%	1%	18%	0%	2%	15%	49%	898
Elgin (City)	0%	2%	2%	7%	1%	15%	0%	8%	20%	44%	2,321
Geneva (City)	1%	9%	2%	4%	0%	12%	0%	18%	29%	25%	292
St. Charles (City)	0%	6%	0%	5%	1%	16%	0%	10%	26%	34%	673
South Elgin (City)	0%	27%	0%	0%	0%	0%	0%	20%	11%	41%	186

Note: There did not appear to be significant differences between miles and the number of trips. * Coded as "HAI."

Figure 3-7   Trip Purpose by Time of Day, April 2014

	Library	School	Personal Care	Shopping	Senior Center	Social	Human Services	Dialysis	Medical	Work	Total	% of Total
12:00 AM	-	-	-	1	-	2	-	-	-	2	**5**	0.1%
1:00 AM	-	-	-	-	-	-	-	-	-	2	**2**	0.02%
2:00 AM	-	-	-	-	-	4	-	-	-	1	**5**	0.1%
3:00 AM	-	-	-	-	-	4	-	-	-	1	**5**	0.1%
4:00 AM	-	-	-	-	-	2	-	26	-	26	**54**	1%
5:00 AM	-	-	-	-	-	18	-	63	14	43	**138**	2%
6:00 AM	-	9	-	-	-	5	-	20	26	106	**166**	2%
7:00 AM	-	28	1	7	4	58	3	14	64	593	**772**	9%
8:00 AM	-	54	19	30	33	181	4	27	146	732	**1,226**	14%
9:00 AM	1	20	16	62	22	63	-	120	185	190	**679**	8%
10:00 AM	3	29	17	50	15	93	3	144	223	208	**785**	9%
11:00 AM	3	30	13	65	6	55	1	30	182	176	**561**	7%
12:00 PM	1	29	7	56	5	82	-	13	197	123	**513**	6%
1:00 PM	1	19	11	67	1	82	2	35	144	241	**603**	7%
2:00 PM	4	7	8	28	20	167	2	52	142	939	**1,369**	16%
3:00 PM	-	10	4	18	12	79	1	131	114	396	**765**	9%
4:00 PM	-	10	3	18	16	49	1	59	55	152	**363**	4%
5:00 PM	-	8	1	9	-	33	1	-	23	71	**146**	2%
6:00 PM	-	13	-	11	1	25	-	19	12	82	**163**	2%
7:00 PM	-	4	-	2	-	16	-	3	5	42	**72**	1%
8:00 PM	1	1	1	1	-	14	1	26	2	38	**85**	1%
9:00 PM	-	8	-	-	-	15	-	2	1	53	**79**	1%
10:00 PM	-	4	-	-	-	7	-	-	1	40	**52**	1%
11:00 PM	-	-	-	-	-	1	-	-	-	1	**2**	0.02%
Total	**14**	**283**	**101**	**425**	**135**	**1,055**	**19**	**784**	**1,536**	**4,258**	**8,610**	**100%**
% of Total	**0%**	**3%**	**1%**	**5%**	**2%**	**12%**	**0%**	**9%**	**18%**	**49%**	**100%**	

Figure 3-8   Trip Purpose for RIK Destinations, April 2014
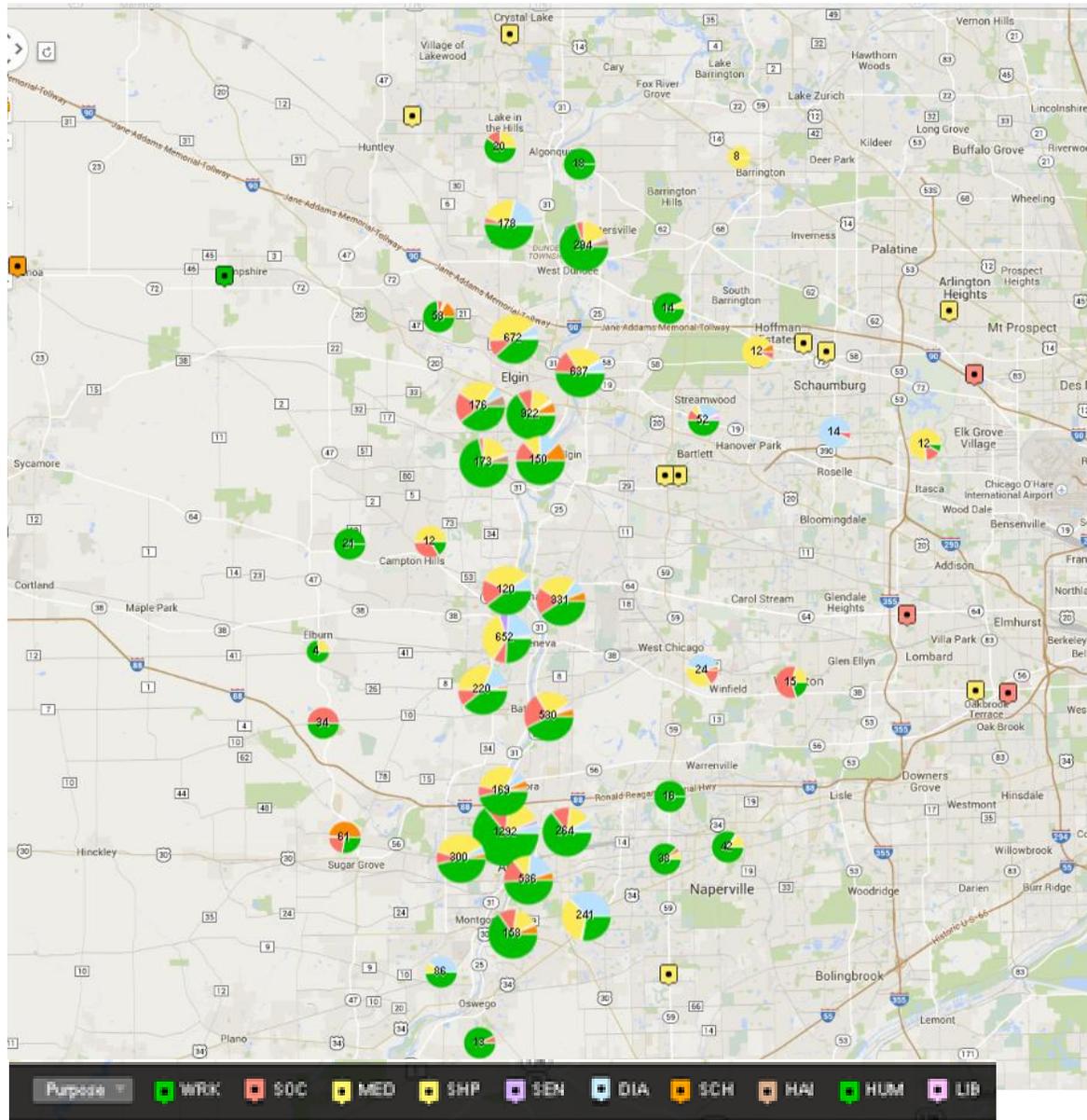
Note: HAI is assumed to represent personal care appointments, such as hair salon or barbershop.

Trips by Sponsor

Figure 3-9 illustrates the geographic distribution of trips by sponsor. Most trips are within the Fox Valley and are generally clustered around the geographic area of the sponsor. The distribution pattern of trips for many sponsors appears to be east-west, including into outer Cook and DuPage Counties

Figure 3-9   Trips by Sponsor, April 2014
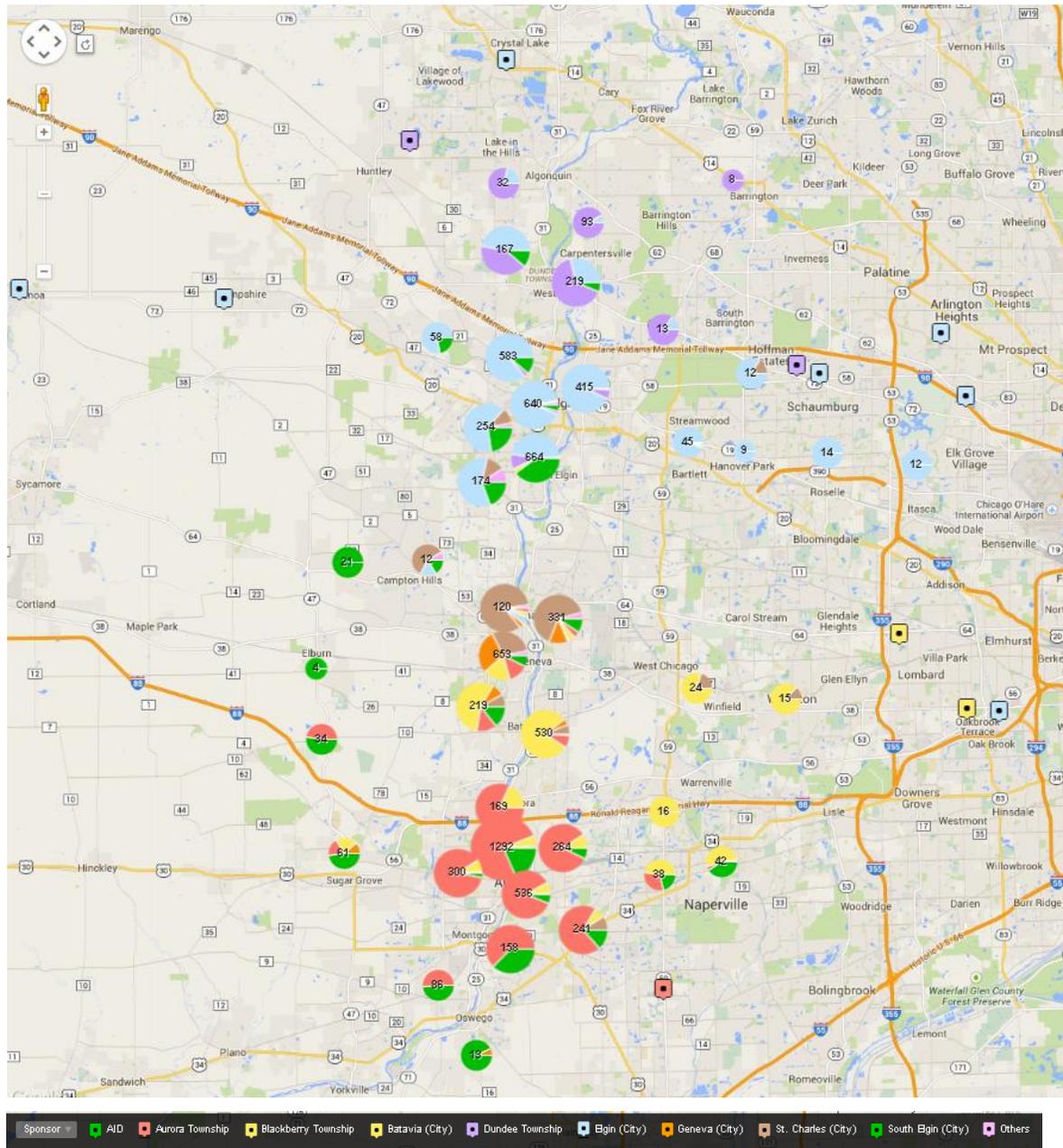
Trips by Grant Funding Category

Figure 3-10 illustrates the geographic distribution of trips by grant funding category, i.e., JARC (work trips) or New Freedom. Work trips are all in central or eastern Kane County. Out-of-County trips appear to all be New Freedom trips. Very few trips in the Geneva, St. Charles, and Batavia areas are work-related (JARC) trips.

Figure 3-10   Trips by Grant Funding Source
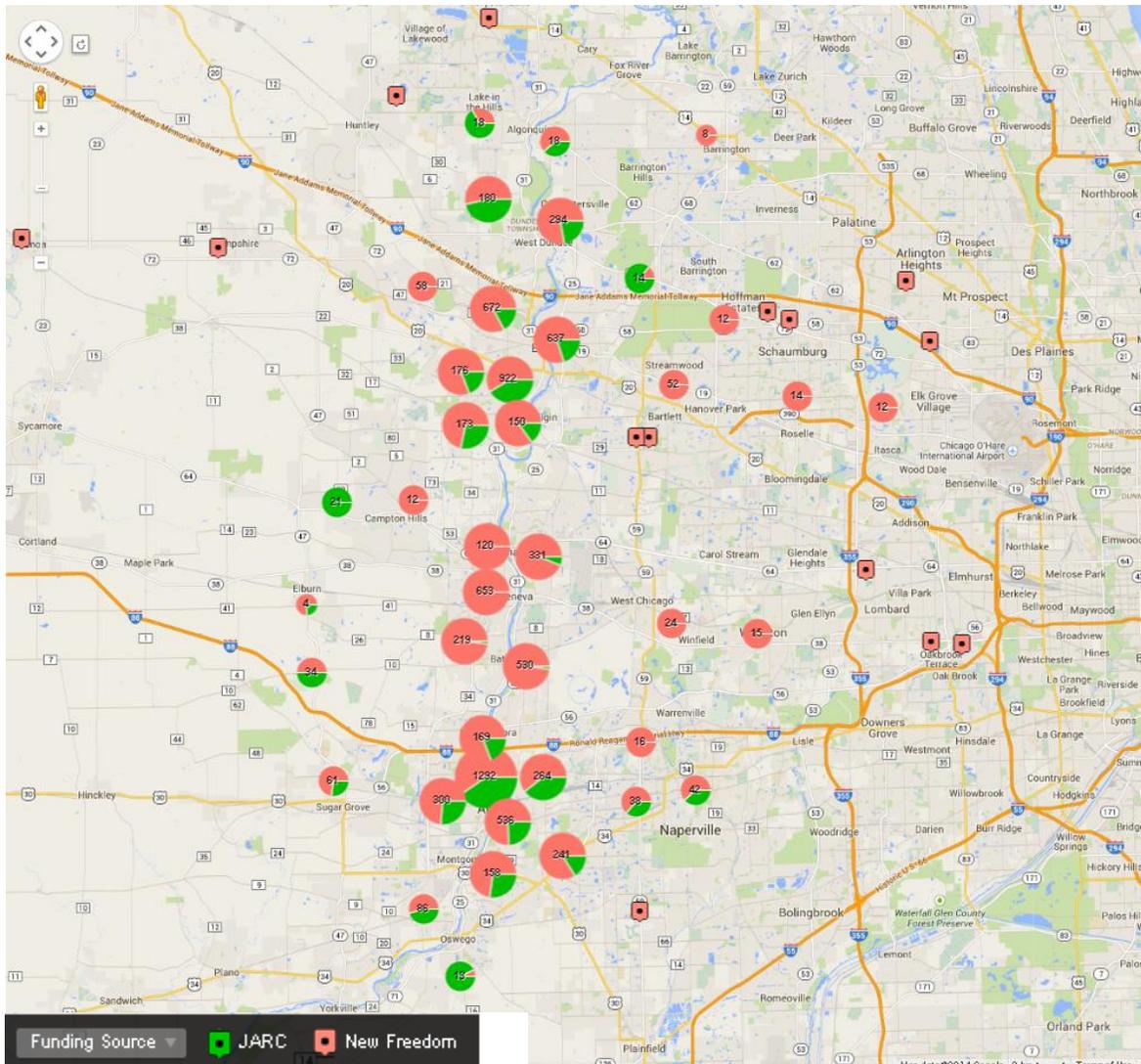
RIK Trip Providers

Figure 3-11 provides a breakdown of RIK trips by provider and time of day. Figure 3-12 and Figure 3-13 illustrate the spatial distribution of trips served by each provider.

- Bus providers carry 83% of trips and taxi providers carry 17% of trips.
- The Aurora Township and Pace River bus providers operate between about 7:00 AM and 5:00 PM while the "Kane" provider (MV Transportation) serves trips between about 4:00 AM and 11:00 PM. The Kane/MV provider serves more than half of all trips and also serves the largest share of the midday bus trips.
- Spatially, Figure 3-12 illustrates that Aurora Township serves most destinations in the southern Fox Valley/Aurora area, the River (Pace) provider serves trips in the North Fox Valley/Elgin area, and the Kane/MV provider serves trips throughout Kane County and also most of the out-of-county trips.
- Figure 3-13 illustrates the spatial distribution of taxi trips. Generally, taxi trips serve a higher proportion of trips outside of the Fox Valley.

Figure 3-11   RIK Rides by Provider and Hour of Trip Departure, April 2014

	Bus Providers				Taxi Providers						Total	% of Total
	Aurora	Kane	River	BUS TOTAL	DLK	1st Choice	303 Taxi	Bolingbrook	Freedom 1st	TAXI TOTAL		
12:00 AM	-	-	-	-	-	-	4	-	1	5	5	0%
1:00 AM	-	-	-	-	-	-	2	-	-	2	2	0%
2:00 AM	-	-	-	-	-	-	5	-	-	5	5	0%
3:00 AM	-	-	-	-	-	2	3	-	-	5	5	0%
4:00 AM	-	1	-	1	-	8	44	-	1	53	54	1%
5:00 AM	-	82	-	82	-	3	37	-	16	56	138	2%
6:00 AM	-	128	-	128	1	-	12	-	25	38	166	2%
7:00 AM	145	239	208	592	5	1	33	-	141	180	772	9%
8:00 AM	339	519	185	1,043	51	6	56	-	70	183	1,226	14%
9:00 AM	115	435	61	611	8	1	34	1	24	68	679	8%
10:00 AM	134	481	95	710	16	-	23	-	36	75	785	9%
11:00 AM	78	335	80	493	13	-	20	1	34	68	561	7%
12:00 PM	53	336	59	448	8	2	29	-	26	65	513	6%
1:00 PM	78	359	109	546	3	4	15	2	33	57	603	7%
2:00 PM	374	512	254	1,140	44	3	35	-	147	229	1,369	16%
3:00 PM	111	461	97	669	6	4	21	-	65	96	765	9%
4:00 PM	4	265	28	297	3	-	26	-	37	66	363	4%
5:00 PM	-	133	-	133	1	-	10	-	2	13	146	2%
6:00 PM	-	123	-	123	5	2	18	-	15	40	163	2%
7:00 PM	-	61	-	61	-	1	8	-	2	11	72	1%
8:00 PM	-	65	-	65	2	1	16	-	1	20	85	1%
9:00 PM	-	16	-	16	10	1	48	-	4	63	79	1%
10:00 PM	-	2	-	2	1	3	42	-	4	50	52	1%
11:00 PM	-	-	-	-	-	-	2	-	-	2	2	0%
Total	1,431	4,553	1,176	7,160	177	42	543	4	684	1,450	8,610	100%
% of Total	17%	53%	14%	83%	2%	0%	6%	0%	8%	17%	100%	

Figure 3-12   RIK Trips, Bus Providers, April 2014

Note: Bus providers are Aurora (Aurora Township), Kane (MV Transportation), and River (Pace).

Figure 3-13   RIK Trips, Bus vs. Taxi Providers, April 2014

ADA-Eligible Trips

As described earlier, Pace is required to provide ADA paratransit service to qualified riders who have a disability that prevents them from riding fixed-route bus service, during the days and times when fixed-route service operates. Data from April 2014 was analyzed to assess the extent to which RIK trips could have been made on the ADA paratransit services (i.e., trip origin and destination within a three-quarter mile of a fixed route, during fixed route hours of operation, and by clients certified as ADA eligible). Figure 3-15 illustrates RIK origins and destinations in relation to a three-quarter mile distance around Pace fixed-route bus services intersecting RIK trip end points. As identified in Figure 3-14, of the 8,610 total RIK trips taken in April 2014, about 80% of origins and about 81% of destinations were within a three-quarter mile distance of fixed-route bus service. Of the 1,124 unique origins and 1,170 unique destinations, about 78% were within a three-quarter mile distance. About 65% of trips (both origin and destination) were within the three-quarter mile distance of fixed-route bus service where ADA service could be provided.

Figure 3-14   RIK Trips within ¾ Mile of Pace Fixed-Route Bus Service, April 2014

	Origins Only	Destination Only	Origins and Destinations	Unique Origins	Unique Destinations
Trips	8,610	8,610	8,610	1124	1,170
Number within ¾ Mile	6,907	6,961	5,630	873	910
% within ¾ Mile	80%	81%	65%	78%	78%

Figure 3-15   RIK Trip Origins/Destinations and ¾ Mile ADA Boundary, April 2014
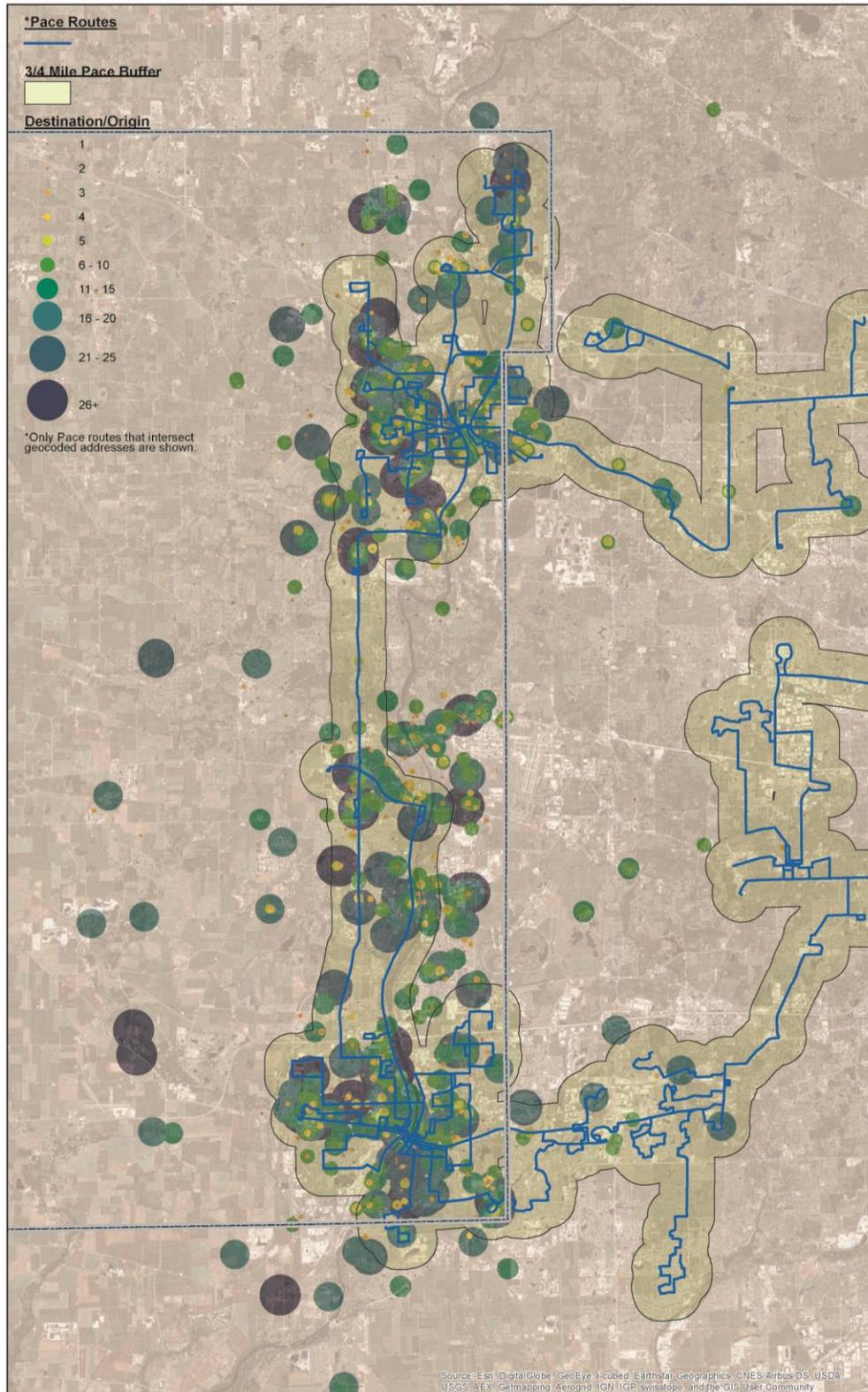
Trip data from April 2014 was cross-referenced with a list of ADA-qualified RIK customers and additional analysis was conducted to determine the share of RIK trips that could potentially be served by ADA Paratransit service, i.e., made by ADA-eligible individuals both within the ADA service area and hours of ADA operation (5:30 am to 8:45 pm weekdays and 6:00 am to 6:00 pm Saturday). Figure 3-16 shows trips that 624 trips fell into this category in April 2014, comprising a relatively small share (7%) of all RIK trips.

An additional 7% of RIK trips were made by ADA-eligible customer but did not meet ADA criteria. One or both ends of these trips was outside the ADA service area or the trip was made outside of Pace ADA Paratransit service hours. A vast majority of the trips were completed by riders who have not been certified as ADA eligible.

Figure 3-16   RIK Trips by ADA Status of Customer and Trip Characteristics, April 2014

	Total Trips	% of Total	Certified Rider	Meets ADA Criteria		Does Not Meet ADA Criteria	
				3/4 Mile Distance	Service Hours	3/4 Mile Distance	Service Hours
ADA-Eligible Rider, Trip Meets ADA Criteria	624	7%	Yes	624	624	-	-
ADA-Eligible Rider, Non-Qualified Trip	603 [a]	7%	Yes	82	479	521	124
Non-ADA Rider	7,383 [b]	86%	No	4,924	6,864	2,459	519
Total	8,610			5,630	7,967	2,980	643
% of Total				65%	93%	35%	7%

Note: (a) 603 trips is the sum of either 82+521 (3/4 mile distance) or 479+124 (service hours); either or both criteria may apply. (b) 7,383 trips is the sum of either 4,924+2,459 (3/4 mile distance) or 6,864+519 (service hours); either or both criteria may apply.

Figure 3-17 provides a map of the data presented in the above table. RIK trips made by ADA-eligible customers are based on whether the trip could be made on Pace ADA service, based on both an origin and destination within the three-quarter mile distance of fixed-route service and trip time within ADA operating hours.

Figure 3-17   RIK Trips by ADA Criteria based on Geography and Time/Day, April 2014

PERFORMANCE STANDARDS

The contracted transportation providers are expected to meet the following performance standards:

- **Travel Time** In general travel time shall be comparable to regular fixed route and may include transfers.
- **One-time Performance** 95% (within a 15 minute pick up window)
- **Missed Trips** 0% (trips over 60 minutes late are considered missed trips)
- **Productivity** 1.5 trips per hour
- **Response to Complaints** Response from the contractor is due with 3 business days from the date of submission.
- **Vehicle Maintenance** The bus contractor is required to meet Pace guidelines and schedules for all vehicle maintenance as outlined in the contract

And the contracted call center is expected to meet the following standards when processing trip requests:

- **Response Time** Calls are required to be answered within three (3) rings
- **Call waiting standards**
  - At least 75% of calls are answered in 30 seconds or less; as peak time calling times
  - At least 95% of calls answered in 90 seconds or less; at peak calling times
  - 120 seconds is the longest wait time allowed
- **Maximum allowable blocked call rate** (i.e., busy signal received) shall be five percent (5%) or less on an average daily basis.
- **Maximum allowable abandonment rate**. (i.e., calls that are received, but placed on hold and the caller hangs up prior to reaching a live operator) shall be no more than five percent (5%) on an average daily basis.
- **Processing Trip Requests and Trip Status standards.**
  - Trip reservations are to be processed within sixty (60) to one hundred fifty (150) seconds per call. Processing time goal for trip request is an average of one hundred twenty (120) seconds or less per call daily.
  - Each call taker is required to process at minimum 20 trip requests per hour. Please note this is minimum requirement.
  - Dispatch customer trip status calls are to be processed within sixty (60) to one hundred twenty (120) seconds. Process time goal for customer trip status calls is an average of ninety (90) seconds per call daily
  - Each dispatcher providing customer trip status is required to process at minimum 24 trip status inquires.
- **Errors** Call Center trip booking errors shall not exceed 5% of total daily booked trips.

The performance measures and associated standards are typical of ADA paratransit systems in the transit industry, and are common to Pace's ADA paratransit program. The productivity measure is a key metric when monitoring demand response service efficiency as it indicates the level resource utilization. The 1.5 passengers per hour standard is at the low end of the range seen

in the industry. A number of factors associated with RIK and its service area tend to lower productivity results including low-density land uses, long trip lengths, and expanded hours of operation. Inputs from Pace staff and sampling of performance data suggests that the contractors are performing to all the standards. Sporadic one-time performance issues have been documented, mostly attributable to inclement weather conditions.

Organizational Issues

STAKEHOLDER FEEDBACK

To initiate the RIK program assessment, the project team conducted outreach to the program partners to fully understand program operation and to ascertain feedback on how well it is performing. An online survey solicited sponsor feedback on their unique customer and trip eligibility parameters, marketing efforts, and opinions about the overall program performance. Appendix E presents the survey questions and a summary of responses. Figure 3-18 summarizes key inputs from partners and sponsors.:

Figure 3-18   Summary of Stakeholder Feedback

General Input
▪ Sponsor staff spend from 2 to 10 hours per week on RIK support
▪ Sponsor staff reporting to councils / boards vary; those that do range from monthly to quarterly

What's working well?
▪ There is strong support for RIK, especially from riders with limited travel options
▪ There is a high level of partnership in Kane County which has not really happened in Will, Lake, McHenry – people don't want to give up old DAR because of parochial reasons
▪ Late night and weekend service is well utilized
▪ Ability to make reservations only one day in advance is well received
▪ Rider registration and trip scheduling process with call center are working well

Challenges / What's not working?
▪ Funding (cost sharing) formula is overly complex and not readily available to sponsors
▪ Sponsor boundaries not always recognized by call centers
▪ Need to better promote/market RIK to policy makers that are funding it
▪ Limited funding limits availability of service
▪ There is a perception that ADA eligible riders are put on RIK
▪ There are concerns that costs are increasing at the same time demand is increasing
▪ Sponors need more details on complaint resolution
▪ Need for some system-wide policies (e.g., no-shows)

What trips are hard to serve?
▪ Need better ways to serve dialysis patients (return trips are a particular challenge) ▪ Long-distance, often single-rider trips between west and east parts of the County ▪ Senior living developments that generate ridership but don't directly contribute to cost; includes senior population outside of RIK service areas
Potential Solutions?

▪ There is interest in a centralized registration database
▪ There is interest in various approaches to manage program costs, including:
  – Limiting trip distances to something less than 10 miles and/or higher cost for additional mileage
  – Income restrictions
  – Implementing trip count restrictions via the trip scheduling process
  – Opportunities to pool trips
▪ Timelier reporting from Pace to sponsors is required to manage trip restrictions and budgets

Appendix E provides additional input from stakeholders.

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4 FINANCIAL OVERVIEW

PROGRAM FUNDING

The Ride in Kane program is funded via federal grants and local contributions. Figure 4-1 show the growth in RIK funding since the program's inception. For the first six years of the program JARC (Job Access and Reverse Commute) and New Freedom[5] funding was successfully sought from the RTA. These have been matched with financial and in-kind contributions from the individual sponsors and Kane County. With the establishment MAP-21 transportation funding legislation, JARC and New Freedom grant programs have been discontinued other FTA grant programs can be used to provide work access services and transportation for individuals with a disability. MAP-21 specifically consolidated the New Freedom Program into the Enhanced Mobility of Seniors and Individuals with Disabilities grant program - Section 5310.

Figure 4-1   Ride in Kane Program Funding History

YEAR	PROGRAM	LOCAL	FEDERAL	TOTAL
2007	JARC/NF	$1,771,134	$2,399,934	$4,171,068
2009	JARC/NF	$1,753,365	$1,753,365	$3,506,730
2010	JARC/NF	$1,632,327	$1,690,726	$3,323,053
2011	JARC/NF	$1,268,016	$1,313,107	$2,581,123
2012	JARC/NF	$2,761,713	$2,851,898	$5,613,611
2013	JARC/NF	$2,189,496	$2,234,095	$4,423,591
2014	5310	$2,300,000	$2,300,000	$4,600,000

Source: RTA rtams RIK Project Funding History

Previous RIK funding is associated with the grant funds obtained and is identified with the program phase it was secured for. Past grants have varying funds left and were summarized in March 2014 as:

- JARC Phase 7 & 8 – est. availability through May 2017 ($1,530,000 remaining)
- JARC Phase 9&10 – est. availability through Oct 2017 ($2,883,000 remaining)
- New Freedom Phase 9&10 – est. availability through Dec 2014 ($975,000 remaining)

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[5] The Job Access and Reverse Commute program was developed to address transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The New Freedom program was initiated to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and society. Both were Federal Transit Administration (FTA) grant programs.

Funding from additional phases has been awarded to RIK but not available to the program as of this spring. RIK is currently seeking $3.5 million two years of federal operating assistance (RIK Phase 11 & 12) from the 5310 grant program as part of the FY 2014 grant cycle. Figure 4-2 shows the local matches identified for the 5310 grant.

Figure 4-2   RIK Phase 11 & 12 Local Matches

Sponsor	Local Match Contribution
Association for Individual Development	$560,000
Aurora Township	$262,000
Batavia Township	$50,000
Batavia, City of	$47,500
Blackberry Township	$10,000
Campton Township	$2,000
Dundee Township, Park Dist. Partners	$60,000
Elgin, City of	$117,946
Elgin Township	$10,000
Geneva, City of	$35,000
Gilberts, Village of	$500
Hesed House/PADS Aurora	$5,000
INC Board	$1,500
Kane County	$115,000
Northwest Housing	$15,000
Senior Services Association	In-Kind
South Elgin, Village of	$20,000
St. Charles, City of	$82,750
St. Charles, Township	$10,000
Total Local Match	$1,403,196

COST ALLOCATION

Pace uses a common cost allocation formula for both Ride in Kane and Ride DuPage. The cost allocation framework was selected after reviewing nine options when implementing Ride DuPage. The selected method takes into consideration the utilization of resources in terms of the number of trips made (fixed cost component per trip) and mileage covered (variable cost based on trip length). The costs associated with these variables reflect service consumption by the respective sponsors. Given the various fare structures the gross cost is adjusted by the respective Sponsors fare revenue for a net cost result that is equitable for all participating sponsors.

The allocation formula is based on the following elements for each sponsor on a monthly basis using trip-level costs from the contracted bus and taxi providers (See Appendix F for sample allocation from April 2014):

- **Operating Costs** Total bus and taxi costs assigned to each sponsor. This includes a variable component based on trip mileage based on provider and level of shared rides. The distance-based component averaged $4.22 per mile during April 2014.

- **Flag Pull Cost** Fixed cost component of trip cost – currently at $7.48 per trip

- **Balance of Gross Cost Distributed by Percent of Program Mileage** Total distance based component of program (equals total operating cost minus total flag pull cost) allocated to each sponsor based on the percent of program mileage incurred.

- **Total Gross Cost** Total cost allocated to each sponsor equaling flag pull costs and share of distance-based costs. This represents the total, unsubsidized cost to complete sponsor's trips.

- **Net Cost** Total cost allocated to each sponsor net the revenues collected for their trips.

- **Cost to JARC/NF** Each sponsor is subsidized by the federal grants providing assistance. One half of the net costs are covered by the grants with the sponsor responsible for the other half.

- **Kane County Subsidy** Each sponsor is further subsidized by Kane County based on their percent of program mileage for the month. The County's $115,000 contribution is used to reduce sponsor costs by $9,600 each month.

- **Net Cost to Sponsor** Final subsidized cost assigned to each sponsor.

Figure 4-3 presents the RIK cost per trip. For 2013 the program averaged $25.43 per trip. With the grant and county subsidies, the RIK sponsor costs were $11.21 per trip. The JARC work-related trips cost slightly more due to some of the longer commuter trips involved. Overall costs were slightly lower in April 2014, largely due to the drop in trip distance for Aurora Township. The table highlights the variation in sponsor cost based on their average trip distance. Figure 4-4 illustrates the linear relationship between unsubsidized costs and trip length. The curve for final sponsor costs is lower in response to the subsidies and somewhat flatter due to the fares having a large fixed, non-distance based, component. Overall RIK costs per ride are in line with those seen elsewhere in the industry[6], and the bus trips are on the low side. For shorter trips the combination of the flag pull cost and the allocated mileage costs results in a slightly higher cost per mile when compared to the national figures.

Figure 4-3   Cost per Trip

	Trips	(Net) Sponsor Cost per Trip	Total (Gross) Cost per Trip	Avg Miles per Trip
2013 System wide				
2013 Total	138,810	$11.21	$25.43	
2013 JARC	39,228	$11.80	$26.61	
2013 NF	99,582	$10.97	$24.96	
April 2014 by Sponsor				
AID J	614	$14.03	$34.82	6.47

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[6] Nationally (National Transit Database) demand response trips averaged $33 per trip ($4.6 per mile) and taxi provided demand response trips averaged $22.6 per trip ($3.8 per mile) in the 2012 report.

	Trips	(Net) Sponsor Cost per Trip	Total (Gross) Cost per Trip	Avg Miles per Trip
AID N	335	$14.80	$35.72	6.69
Aurora Twp J	692	$8.14	$19.27	2.79
Aurora Twp N	1,872	$9.63	$24.58	4.05
Batavia City J	74	$12.99	$32.77	5.99
Balaria City N	942	$12.96	$33.04	6.05
Dundee Partners J	227	$15.11	$37.45	7.1
Dundee Partners N	254	$11.78	$30.11	5.36
Elgin City J	443	$10.25	$26.56	4.52
Elgin City N	1,892	$9.93	$26.46	4.5
Elgin Twp.	33	$12.14	$31.15	5.61
Geneva City	292	$8.61	$23.30	3.75
Hesed House	6	$14.92	$32.54	5.93
St. Charles City	673	$12.80	$33.12	6.07
South Elgin N	190	$11.00	$28.51	4.98
St. Charles Twp N	71	$15.52	$39.23	7.52
Total	8,610	$11.03	$28.20	4.91

Figure 4-4   Trip Cost vs. Trip Length
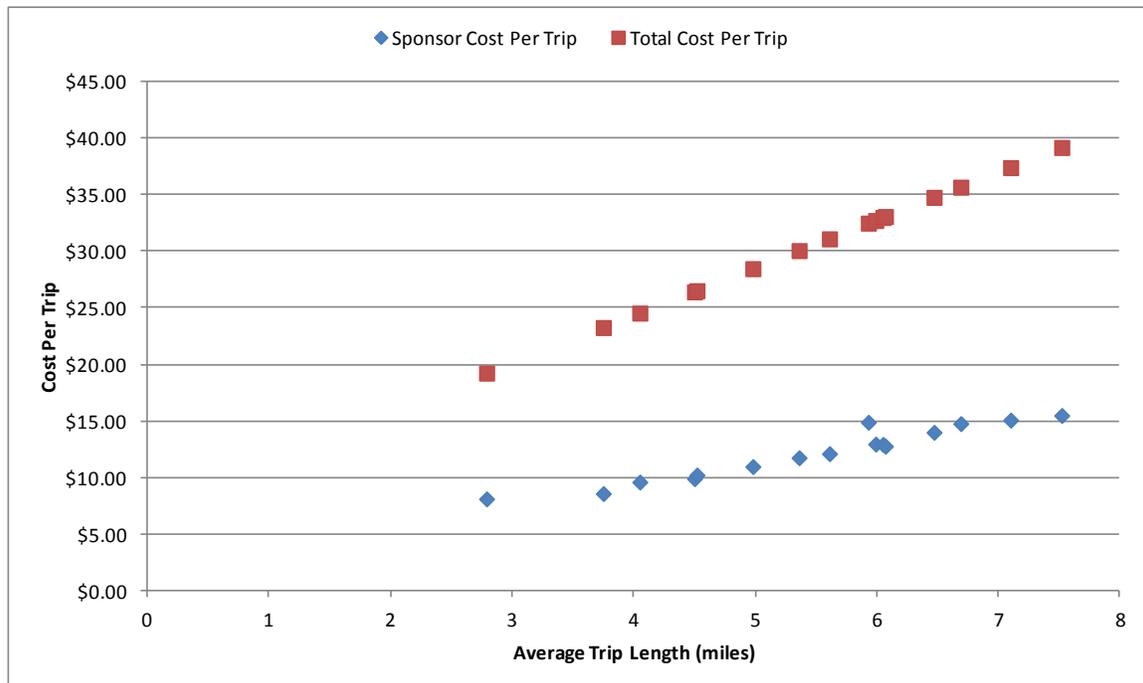
Pace Subsidies

Jurisdictions[7] that provided bus service prior to the formation of Pace currently receive a subsidy from Pace. Annual subsidies recently ranged from $13,000 for the City of Geneva to $114,000 for Aurora Township. These subsidies are currently used to offset sponsor RIK costs, deducted when Pace invoices them for transportation service costs.

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[7] Pace subsidies are provided to Aurora Township, City of Batavia, Dundee Township, City of Elgin, City of Geneva, and City of St. Charles.

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5 FINDINGS

General

- The Ride in Kane (RIK) program has been successful in expanding service beyond the limited service areas previously covered by individual dial-a-ride systems and has increased mobility across the County.

- There is strong support for RIK, especially from riders with limited travel options.

- The coordination framework used by RIK has resulted in a number of benefits to the transportation providers turned sponsors including:

  o Shared mobility management and administrative functions

  o Increased networking and information sharing between sponsors

  o Cost savings resulting from an economy of scale between providers and with ADA paratransit operations.

- There is a high level of partnership in Kane County which has not really happened in Will, Lake, or McHenry Counties.

- Given the large number of rides provided, the program is performing quite well relative to expectations.

Operations

- Bus providers carry the vast majority of RIK trips (83%). The Kane/MV Transportation provider carries the majority of trips ranging from northern, central, and southern Kane County while the other two providers are assigned trips primarily in southern and northern Kane County respectively. Taxis serve trips throughout the County and appear to serve a higher share of trips outside the Fox Valley, which is likely appropriate and cost-effective for longer-haul trips where it may be impractical to consolidate multiple passengers on a single vehicle. Taxis also serve all trips between 11 PM and 4 AM, when program demand is the lightest, which is also likely a cost-effective means of serving these trips.

- Work trips comprise nearly half of RIK trips and medical trips (including dialysis) make up over a quarter of trips. Medical and dialysis trip purposes are also the primary reasons for out-of-county travel, and therefore restricting out-of-county trips may not be the most desirable mechanism for controlling costs.

- Based on data from April 2014 (which includes the fare increase effective January 2014), ambulatory passengers take the vast majority of RIK trips (84%) and customers that are not ADA eligible take a strong majority of RIK trips (86%). Of the 14% of trips made by ADA-eligible riders, about half meet ADA criteria (within ¾ mile of fixed-route service

during ADA operating hours and days) while the remaining half could not be made on Pace ADA Paratransit. While there may be some opportunity to shift passengers to Pace ADA service (further investigation of these trips would be needed), it is relatively small.

- Sponsor staff spend most of their time registering new clients and processing invoices. Staff typically spend between 2 and 10 hours per week on RIK support.

Finance

- Overall RIK costs per ride are in line with those seen elsewhere in the industry, and the cost of bus trips is on the low side. For shorter trips the combination of the flag pull cost and the allocated mileage costs results in a slightly higher cost per mile when compared to the national figures.

- Sponsor budgets for transportation are limited and are competing with other agency/organizational needs resulting in ongoing efforts to control demand. These constraints continue to be met with trip restrictions. Trip purpose and trip length are the most popular restrictions, with some smaller sponsors also invoking trip count limitations; it is impractical to limit trip counts in Pace's dispatch system. Other sponsors have imposed limitations based on provider type (e.g., no taxi service) or geographic (no/limited out-of-county service). A number of sponsors have expressed interest in income-based restrictions.

- As of the end of 2014, program funding for non-work (JARC) trips was limited pending utilization of 5310 grant funds

Reporting

- Monthly reporting to sponsors regarding completed trips and allocated costs (with (invoices) is not timely. This can present problems particularly for smaller sponsors approaching their budget limits for RIK transportation.

- The program performance reports are not in a format that supports archiving and access by sponsors and program partners.

- The program performance reports lack a connection between performance standards and the performance data. For instance, on-time performance is reported each month, but the threshold for acceptable performance is not stated and may not be universally understood when reviewing this parameter.

- Complaint status reports lack information on complaint resolution, and invoices do not provide a feedback mechanism for sponsors on complaint or issue resolution.

External Communications

- There is a varying level of information on sponsor websites. Some only provide background information while others provide specific rider information.

- The Ride in Kane website provides some general RIK information but there is no one place where residents currently go for information. Some approach sponsors, the County, the AID toll-free number, and AID staff – making it difficult for some to ascertain quick, consistent and reliable information. This finding also applies to sharing information among sponsors.

6 SOLUTION STRATEGIES

This chapter explores some potential strategies to address key weaknesses identified during the RIK programs assessment. Implementation strategies address opportunities for improvement in the following areas:

- Trip Scheduling
- Cost Allocation
- Reporting Procedures
- Sponsor Best Practices
- Information Management
- Demand Management
- Funding Opportunities

TRIP SCHEDULING

The efficient scheduling of trips is essential for a cost-effective demand response program. This element of the program determines to what degree program resources (i.e., vehicles) are utilized when delivering transit service. The resulting program costs directly tie back to the level of productivity (in terms of passengers carried per hour of service) achieved by the scheduling process.

RIK is part of a larger system, providing efficiencies between regional demand response programs (e.g., RIK and Ride DuPage) and the regional ADA paratransit program. And multiple transportation service providers are used to efficiently cover a large geographic area. But this structure also complicates the scheduling process, necessitating that clear communications and well-defined procedures are employed to provide consistent results.

To supplement the findings from the existing conditions evaluation, the project team conducted additional interviews with key partners involved with the scheduling process to further document the procedures used. The following observations and recommendations highlight areas for improvement.

Roles and Responsibilities

- **Finding:** While the contract for the Regional Call Center (RCC) states that the RCC is responsible for reservations and scheduling, scheduling functions are actually shared between the RCC and the contracted transportation service providers. The contract further stipulates that the service provider may not change a passenger's scheduled pick-up time without notifying the RCC. The responsibilities of both parties and the communications between them are not formally defined, leading to the potential for inefficiencies, especially if new staff is brought into either operation.

- **Recommendation - Written Clarification of Scheduling Responsibilities**: Pace should clarify in a RCC Procedural Manual – and in future RCC and Service Provider RFPs and contracts – that the scheduling function under the RCC model is shared between the RCC and the service provider. Specifically, that the RCC call-takers use Trapeze to schedule incoming trip requests onto provider runs – or onto a holding run of unscheduled trips if there are no scheduling suggestions from Trapeze – immediately after the trip request is booked and while the customer is still on the phone. Further, it is the responsibility of the service provider to finalize the schedule on the day before the trip date, using Trapeze to schedule unscheduled trips from the holding run, and otherwise re-scheduling trip to improve the efficiency of the schedule, as long as the original, scheduled pick-up time is not altered. And, if the service provider wishes to alter the scheduled pick-up time, it must first seek prior approval from the RCC (a current contractual requirement).

- **Recommendation - Altering Standing Order Pick-Up Schedules:** Establishing pickup times for standing orders should be consistent, as that ultimately has a significant impact on service productivity and on-time performance, and is appreciated by the customer. And having service provider staff contact Pace/RCC if it finds itself re-scheduling the pick-up time of a standing order on a daily basis to accommodate the customer is a sound policy. In response to concerns that some attempts to contact the RCC about re-scheduling needs have gone unanswered, it is suggested that written documentation of these attempts be forwarded to Pace, with a request for a meeting to discuss. Scheduling solutions can include anchoring both the pick-up and drop-off, but only if this is part of productive set of standing orders; otherwise, standing orders must be treated like any other trip request, with scheduling based on either a requested pick-up or a requested drop-off. The project team assumes that the out-going trip of most standing orders is based on the drop-off and that is why the pick-up times can shift within the Pace-prescribed allowances in Trapeze. At the same time, if no other trips are ultimately affected by shifting the pick-up trip back to its original time, consideration could be given to anchoring the pick-up time. Such an action should thus only be considered jointly by the service provider and by Pace/RCC on a case by case basis.

- **Recommendation - Communicating Recurring Operational Problems/ Requests for Help**: Pace is obligated to provide a NexTel phone to Aurora for more direct communication with the RCC; however, the phone hasn't worked correctly for over a year. This has been communicated to Pace but to no avail. The back-up is to call the regular number via a landline or cell phone, but then the service provider staff get in the queue and experiences long holds. Aurora claims to have notified Pace and the RCC multiple times about the non-working NexTel phone. Pace claims not to have known about this issue. All service provider requests for "cures of problems" should be put in writing" to both the RCC and to Pace, so that Pace can determine whether the RCC has been non-responsive.

- **Recommendation - Customer Communications:** Sometimes customers call the service provider regarding trip status, even for trips assigned to other providers. The project team agrees with Pace that all customers should be directed to call the RCC and rider guides should clarify the process.

Trip Assignments to Service Providers

- **Finding:** Pace has stated that the tie-breaker criteria for trips that could be scheduled/assigned by RCC call-takers to more than one service provider is the cost to Pace; that is, the tie-breaker is the service providers' rates. The project team saw no documentation of this.

- **Recommendation - Clarification of RCC Scheduling Procedures**: The project team recommends that this tie-breaker policy should be included in future RCC RFPs and contracts. It is also recommended to include in the stated policy that non-payment for scheduling holes is not a factor in such a decision.

Contractual Performance Measures

- **Finding**: One set of performance standards is applied to RIK, Ride DuPage, and the regional ADA paratransit service via the RFPs for service and associated contract agreements. The sharing of scheduling responsibilities can have an impact on a contracted transportation provider's ability to meet or exceed some standards, especially the one for the productivity measure. Liquated Damages may be waived if they are considered beyond the control of the contractor.

- **Recommendation - Written Clarification of Productivity Standards and Triggers for Related Liquidated Damages**: In future RFPs and RCC /service provider contracts, the productivity standard should be tailored to the particular service area and times in view of actual performance. Moreover, if there are ever productivity-related penalties introduced in the future, they should be shared between the two entities that contribute to the scheduling, and not just the service provider.

- **Recommendation - Non-Payment for 90-plus Minute Holes in the Schedule:.** The project team agrees with Pace that this is a reasonable contractual provision since it is Aurora that stipulates the run structure and not Pace or the RCC; and that Aurora could either (a) revise its run structure to better mirror the demand via split or partial shifts; and/or (b) could expand its service area to allow for longer trips.

COST ALLOCATION

Chapter 4 highlighted that the RIK cost allocation methodology is a reasonable one. The fixed, or per-trip, cost is based on regional taxi flag-pull costs[8] which can be argued as representing the cost to make a single trip in Kane County. Similarly, the variable or mileage-based costs are based on total costs charged to all service providers for all sponsored trips and may not accurately reflect each sponsor's share of the mileage-based costs. For instance, the mileage element that is assessed to Aurora (as a sponsor) is probably a bit disproportionately high because it is based on county-wide non-ADA operational costs vs. the non-ADA operational costs of the providers that actually serve the Aurora-sponsored customers. The reason that the latter is lower than the average is probably because (1) most of Aurora's sponsored trips are taken on the Aurora service; and (2) the Aurora service has a lower contractual rate. However, without knowing what the other dedicated service contractor costs are, it is difficult to know for sure what that difference might be.

While the current allocation methodology is reasonable, one possible way to further fine-tune this allocation formula to correct this shortcoming might be to further weight the mileage element based on (1) the % of non-ADA miles taken on each provider and (2) the relative difference in unit costs of those providers. While this would be more administratively cumbersome, it might result in truer allocation of costs. To be able to identify "winners and losers" among the sponsors, the project team would need to know the pay rates of the other providers and based on one month of actual data, see how such a change would impact the allocation.

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[8] Flag-pull or Flag-drop charges are the minimum costs for making a taxi trip – the cost reflected on the meter when the driver pulls the flag and starts the trip even before any mileage-based costs are incurred.

REPORTING PROCEDURES

Key findings from the existing conditions evaluation highlight the need to make program performance reports more accessible and informative. Figure 2-9 summarizes existing reports – both actually provided or defined in the Program Agreement. Appendix D provides samples of each existing report.

- **Recommendation. - Improve reporting mechanisms to program sponsors and other partners.** The recommended strategy includes structuring reports to better identify trends and provide contextual performance standards relative to objectives in order to aid in interpretation of program data.

- **Recommendation - Summary and Detail of Monthly Allocation for All Sponsors:** The details of each monthly allocation for all sponsors should be provided to all sponsors, so that each sponsor understands the "big picture."

- **Recommendation - Improve timeliness of information.** This recommendation recognizes limited time to produce existing program reporting. Therefore, the final versions of program reporting charts/graphics included in a restructured RIK Performance Report would be designed to largely integrate with existing data (Excel spreadsheets) compiled by Pace and AID, with minimal additional effort required. Implementation of this strategy could also include providing assistance with automating current reporting functions, to reduce the ongoing administrative workload on the part of Pace and AID staff

Figure 6-1 summarizes the recommended reporting elements, organized into three categories:

- **System-Wide Reporting Elements.** These elements would be part of the quarterly system performance report provided at sponsors' meetings. They are intended to provide an overall understanding of program performance and trends, increasing transparency for program sponsors and making the program less of a "black box." They provide monthly trends during the current year and historical trends from the previous year. Performance objectives are included where appropriate to provide context as to expected performance levels. Figure 6-2 and Figure 6-3 illustrate graphics from an example report, which is provided in Appendix G. These graphics, and the sample report, are based on a combination of actual program and conceptual data (to fill in data points or populate data that is not currently tracked).

- **Sponsor-Level Details.** Many of the existing program reports are provided in tabular form. The content is still important and relevant both to individual sponsors and to all partners (to promote overall system understanding), a number of these could be replaced by charts similar to the system-wide elements.

- **Sponsor Detailed Reporting.** Other reports are primarily utilized by individual sponsors, e.g., to review trip details and complaints.

Figure 6-1   Proposed Performance Report Elements

Category	Name/Description	Data Period	Status
Systemwide			
Ridership / Service Delivery	Total Program Trips; Including Bus and Taxi breakdown	Current and Previous Year	Proposed
	Distinct Riders	Current and Previous Year	Proposed
	Total Trip Miles; Including Avg Trip Length	Current and Previous Year	Proposed
Financial	Program Cost	Current and Previous Year	Proposed
	Program Funding Balance - Federal	Cumulative	Proposed
	Program Funding Balance - Sponsors	Cumulative / Year-to-Date	Proposed
Efficiency	Total and Sponsor Cost per Trip and Previous Year Average Cost per Trip with Objective	Current and Previous Year	Proposed
	Productivity (Riders per Hour) with Objective	Current and Previous Year	Proposed
	On-Time Performance with Objective	Current Year	Proposed
	No Shows and Missed Trips	Current Year	Proposed
Sponsor Summary			
	Registered Riders and Waiting List Count	Current	Proposed
	Distinct Riders	Quarterly	Existing / Proposed Chart
	Trip Count	Quarterly	Existing / Proposed Chart
	Trip Mileage	Quarterly	Existing / Proposed Chart
	Rides, Total Cost, Cost per Ride by Sponsor	Current Year / Month	Existing Table
	Cost per Trip by Sponsor	Current Year or Month	Proposed Chart
Individual Sponsor Detail			
	Detailed Funding Source Report	Individual trips	Existing
	Missed Trip Report	Each complaint	Existing
	No Show Report	No shows by client	Proposed

Figure 6-2   Total and Bus/Taxi Rides from Sample Performance Report
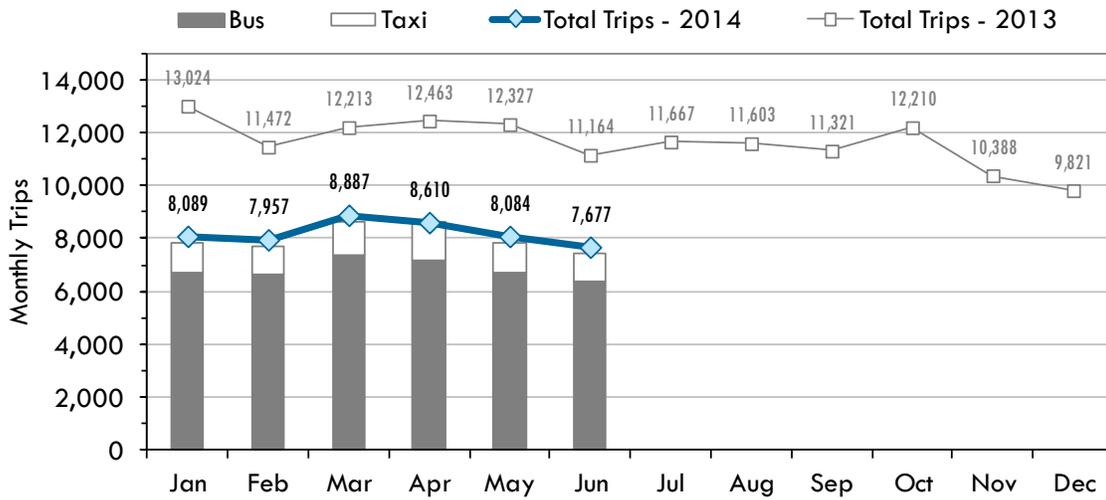
Figure 6-3   Funding Balance by Sponsor from Sample Performance Report
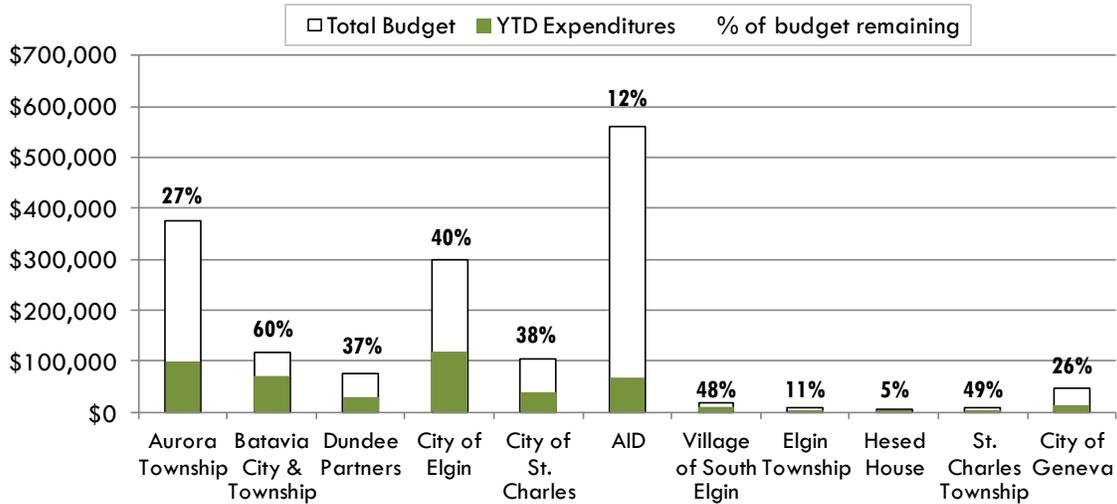
See Appendix G for a full sample performance report, including the above charts and others identified in Figure 6-1.

NO-SHOWS

Overview

Industry definitions denote that a "no-show" occurs when a client fails to show up for a trip. Commonly, a no-show has occurred when the vehicle has arrived within the estimated time of arrival, a valid cancellation of a trip request has not been made, and the rider has not boarded the vehicle within the wait time specified in the Rider's Guide. No-shows are problematic because they block out vehicle and driver time that could have otherwise been more efficiently scheduled for another trip, thereby lowering productivity and increasing costs. As a result, no-shows waste limited funds available to the RIK service and interfere with others' ability to schedule trips on the service.[9]

Further, a pattern of no-shows by an individual reveals a disregard for the service and other riders. Frequent no-shows may indicate a rider who is "trip hoarding." Trip hoarding is when someone books a trip "just in case" and doesn't use it because they have access to another mode.[10] While limited occurrences of no-shows and trip hoarding may be seen in current operations, clear reporting and policies should be adopted to help identify and effectively control abuse.

Ride in Kane's No-Show Policies

- **Recommendation:** Ride in Kane should adopt policies to encourage sponsors to work with riders in a positive way to reduce no-shows and avoid trip hoarding. This may include coaching, targeted phone calls for the most common offenders, and application of technology to remind customers of upcoming trips.

Other strategies include using a percentage of trips rather than an absolute number of trips to trigger warnings and penalties. If a rider uses the service on a daily basis, they are more likely to miss a ride for various reasons than someone who seldom uses the service. The current protocol penalizes frequent users. An alternative would be to issue a warning on the first offense to reinforce the policy and then issue discretionary fines based on late cancellations and no-shows of 3% to 5% of a user's total trips.

The existing Ride in Kane Riders' Guide includes the following no-show response protocol, found in the Pick-Up instructions section.

> *11.   Pick-up*
>
> *The driver has a 15-minute pick-up window. For example, if your scheduled time is 8:30 a.m., the driver has until 8:45 a.m. to pick you up. At 8:46 a.m., the driver is considered "late." At that point, check the trip status by contacting 866-727-6842.*
>
> *The driver is required to wait 5 minutes past the scheduled pick-up time. If you do not show within 5 minutes, the trip is considered a "no show" and you may be required to pay a $10.00 fine. The first violation will receive a warning; subsequent violations will be required to pay a $10.00 fine for*

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[9] Transportation Research Board. 2005. TCRP Synthesis 60, Practices in No-Show and Late Cancellation Policies for ADA Paratransit. Accessed online on February 10, 2015: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_syn_60.pdf

[10] TCRP Synthesis 60

*each occurrence; after three violations the rider may be suspended for a
period of no less than 14 days and as many as 30 days.*

To clarify the difference between a no-show and a cancelation, a line should be added to the
Rider's Guide that defines the difference. Additionally, this policy should include notice about trip
hoarding; even when a user gives proper cancellation, a pattern of cancellations presents an
opportunity cost to other users of the service.

*No-shows are different from cancellations and service can be suspended for
a pattern or practice of missing scheduled trips, or no-shows. Allowances
will be made for missed trips that are beyond the control of the passenger.*

The Rider's Guide policies should include explicit notice that the return trip will not be cancelled,
even if there is a no-show or late cancellation of the first trip, unless cancelled by the customer or
their representative. Policy should not assume that the rider does not need the return trip, but an
automated phone system could call to confirm the return trip, only cancelling if explicitly
requested by the customer.

Adjusted No-show Policy

Adapted from TCRP Synthesis 60, and in line with current requirements in the Pace – Service
Provider agreements, the following draft no-show policy may be added as an explicit stand-alone
policy, rather than tying the policy into the pick-up protocol.[11]

*Ride in Kane defines a no-show as occurring when all five of the following
circumstances have occurred:*

*1. The customer (or the customer's representative) has scheduled a
Ride in Kane trip.*

*2. There has been no call by the customer or his/her representative to
cancel the scheduled trip two or more hours before the start of the pick-up
window.*

*3. The vehicle has arrived at the scheduled pickup point within the
specified 15-minute pick-up window.*

*4. The driver has waited at least five full minutes beyond the
beginning of the 15-min pick-up window, but the customer has failed to
board the vehicle.*

*5. The driver (while sitting in the driver's seat) cannot reasonably see
the customer approaching the vehicle.*

*Ride in Kane defines a cancellation as occurring when the customer (or the
customer's representative) calls and speaks to a reservation or dispatch staff
member two or more hours before the beginning of the pick-up window and
specifies that a scheduled trip is to be canceled. The agency computer system
keeps track of each trip a customer has requested, scheduled, taken,
cancelled, and no-showed. When a no-show occurs, the computer will*

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[11] TCRP Synthesis 60

calculate the percentage of no-shows that have occurred in that customer's scheduled trips for the preceding 6 months.

After the first no-show, the customer will be contacted by the agency and verbally advised of the no-show policy, at this time a Rider's Guide may be resent to the customer. A letter will be sent to the customer's residence with the Rider's Guide. After three violations, the rider may be suspended for a period of no less than 14 days and as many as 30 days, subject to an appeals hearing process.

The agency will provide rides for a medical service appointment that occurs during any suspension period, but no additional ride(s) will be allowed.

Strategies for Reducing No-Shows

Currently no-shows are not a large issue, but if program monitoring points to a growing problem, strategies exist to reduce their levels. Strategies for reducing no-shows, late cancellations, and trip hoarding include applying automated technology, using targeted conversations, and internally listing riders with the most no-shows to uncover patterns of abuse.

Automated Technology

Using an automated phone service to call customers the night before an appointment and when the vehicle is on its way help riders to avoid no-shows. Applying this technology can save money and allow the system to run more efficiently. Automated technology can use Interactive Voice Responses to call the most common no-shows/ cancellers and may be used to reinforce the service's policies. This strategy would likely be a regional strategy applicable to RIK, Ride DuPage and the ADA paratransit program.

Targeted Conversations

While the automated phone service is useful for all riders, a better intervention for consistent no-shows/cancellers may be to call or visit the top no-shows/cancellers to better understand their needs. It is possible that a customer is unaware of their no-show or that they need new strategies to help them more consistently access the service.

Internally Listing No-Shows

Maintaining a monthly or weekly list of no-shows helps recognize patterns and more proactively identify interventions other than suspensions and fines for consistent no-shows/ cancellers.

Incentive Exemplary Records

Using the carrot rather than the stick is also an effective strategy to limit no-shows and late cancellations. Developing incentives such as free ride coupons or a discounted fare for riders with exemplary records (e.g., passengers who have zero no-shows during a six month or 12-month period) encourages all users to schedule and cancel their rides appropriately.

SPONSOR BEST PRACTICES TOOLKIT

The ability for sponsors to tailor services to their individual communities is a major benefit of the Ride in Kane program. This flexibility in setting local program policy, funding levels, and program management helps match community resources to needs. But a number of findings in the existing conditions evaluation point to concerns about the inconsistent application of program policies and practices.

- ▪ **Recommendation:** Create a toolkit to provide sponsors with background information and a set of best practices they can apply when developing their local policies and practices.

The remainder of this section details potential elements for a recommended toolkit.

Trip Restrictions

Overview

One means of controlling costs is by utilizing trip purpose restrictions. While an ADA complementary paratransit service cannot restrict trips based on their purpose, services such as Ride in Kane can employ this strategy to reduce the number of trips provided and a number of RIK sponsors use it to limit demand when facing financial constraints.. Employing this method will reduce the number of trips provided overall by the service but will also reduce the mobility of many customers. A more consistent implementation of trip restriction strategies by different sponsors would make the program easier to understand and reduce calls to program staff.

Medical Trips/Essential Travel

Certain types of trips are vital to riders' health and well being such as visits to medical appointments, social services appointments, and trips to the grocery store. In general, there should be limited infringements on these trips. A mileage-based fare (as is currently in place for trips over 10 miles) helps discourage long-distance trips of any purpose.

Work Trips

Riders utilizing a demand responsive service for work trips often require a daily or near-daily subscription, allowing predictable scheduling. An important cost control for work trips is to ensure the correct billing code is employed to draw from the appropriate funding source, limiting the cost of the trip on the sponsors.

Social Trips

Social trips include visits to friends and family and using the service for other non-essential purposes. These trips are very important for people's mental and physical health, but can be considered voluntary or discretionary. Restrictions on trip length and reductions in subsidy based on trip purpose are possible means of cost control.

Administratively, any restrictions must be clearly defined and readily accessible in the Rider's Guide. The Rider's Guide should include a table that notes the types of trips allowed and list restricted trips. If there are a limited number of non-essential trips allowed, a table should clearly define applicable trips.

Trip Purpose Priority (Not Recommended)

Trip purpose priority is a type of cost control that is not a recommended practice. The Call Center's responsibility is to make all eligible rides happen; cost controls should be made through eligibility and applicable trip restrictions, not through purpose prioritization. Prioritizing essential trips such as medical trips and work trips inconveniences riders and does not allow them to predictably use the service. For this reason, it is not recommended practice.

Trip Length Restrictions

Passenger trip length is the distance from pick-up to drop-off. Limiting the length of trips is a method of cost control available to sponsors. It is recommended that RIK sponsors periodically analyze trip detail reports to identify significantly long trips and to assess trends. If a pattern of long trips is present, the sponsor should consider limiting trip length as is done by some sponsors. If considering a trip length limitation, the trip purposes of those impacted by the change should be considered to ensure the limits are not unjustly affecting users accessing needed services.

Trip Count Restriction (Not Recommended)

Trip count restrictions limit users' access to the service, controlling the total number of trips made, either by the day, by the week, or by the month. This is not a recommended practice because the Call Center cannot keep a running total of trips made and sponsors will likely encounter difficulties in counting trips made by each customer, especially the larger sponsors.

Restricted Use of Taxi Service

The Regional Call Center strives to provide the lowest cost service for each ride. While some sponsors restrict taxi rides, for some trips taxis may provide the lowest cost trip. Taxis also supplement the number of vehicles in operation, allowing timely service when no vans are available or vans are located far from the pick-up location. Taxis also provide service in the evening when vans may not be in operation, or fewer are available. It is recommended that sponsors allow the use of taxis, allowing the Call Center to determine the lowest cost trip.

Ride in Kane Rider's Guide Content

As Ride in Kane adjusts policies, the Rider's Guide must reflect these changes. In addition to updating the generic Rider's Guide and posting the most up-to-date version online, each registered rider should receive an updated hard copy for review.

In addition to reflecting policy changes throughout the Rider's Guide, each sponsor should update a customized Rider's Guide to detail eligibility requirements, trip restrictions for their riders, and include contact information. This can be done through a supplemental cover page or edits based on the program-wide template. Clearly stating local requirements should avoid confusion when incorrectly relying on information from other sponsors and reduce the number of calls to the RIK program staff. The sponsor-specific content should include:

- A sponsor-specific table of information that includes:
  - Eligibility based on age, disability, income, geography, or other criteria
  - Sponsor-specific trip restrictions such as distance, number of trips, mode (taxi or other), and others
- A phone, email, and physical address of the sponsor

> **Ride in Kane Eligibility and Restrictions in <NAME OF SPONSOR>**
>
> Eligibility
>
> - Residents of <NAME OF MUNICIPALITY> ages <XX> and older, and all residents with a disability
> - Proof of residency and age are <INSERT PREFERRED PROOF OF ELIGIBILITY>
> - Proof of disability are <INSERT PREFERRED PROOF OF DISABILITY>
>
> Trip Restrictions
>
> - Trips are restricted to <XX> miles
> - Trips are restricted for <INSERT TRIP PURPOSES> only.

Ride in Kane Website Content

Overview

Increasingly, municipal websites are the primary locations where residents search and access information. As the population grows older in Kane County, more people will seek information through Ride in Kane's internet presence, both on the main page and on sponsors' local websites. For this presence to be useful, it must be regularly maintained and informative, offer easy navigation, and have scalable and audible options for people with vision impairments.

Currently, the main Ride in Kane website does not fully meet the criteria above. The following section recommends updates to the main Ride in Kane website: www.rideinkane.org.

Main Ride in Kane Website Content

The current Ride in Kane website offers basic but useful information. This includes a basic overview of the service, a "news" section on the main page, the Rider's Guide, a link to Pace's ADA Paratransit service website, and a list of the sponsors with each of their eligibility criteria. The meetings and notices page and the contacts page are incomplete or have not been updated recently.

To be more useful to customers the website should include three distinct domains, easily navigable, for current registered users, potential users, and for sponsors. The main page should include two large icons for registered and unregistered customers. For unregistered users there should be something in simple large text such as "Am I eligible" or "Register today." By selecting the eligibility page, the unregistered rider should have a concise list of eligibility criteria and a phone number for quick access and registration via their associated sponsor. If possible, this page should help a potential customer identify which sponsor (if any) can serve them – using either a static map or a search based on address information.

For registered users, the website should provide a separate page that connects the users to reservation phone number and makes scheduling and cancelling rides as easy as possible. This page can be individualized for each customer, including information about their sponsor and even providing them information about their use of the service.

Other needed elements include:

- An FAQ for registered and unregistered users

- A single point of contact by phone or email to help potential users register and for registered users to quickly access the contact information. Currently, the only number on main page of the website is the 630-5842-1170 Kane County Division of Transportation number
- Updated meeting minutes
- Updated news and useful information
- Service area map
- Pace ADA Paratransit map
- Information or a link for alternative modes such as walking, biking, carpooling, fixed route service, and community ride sharing opportunities
- Website should allow users to easily adjust the size of the text and offer an audio interface
- Comment form for registered riders

Overall, the look and feel of the website should be easy to navigate while offering more content and useful information to registered and unregistered riders.

Sponsor Website Content for Ride in Kane Program

Each sponsor's website should include basic up-to-date information about the program as well as a functioning link to the main RIK website. The link should be tested routinely. The link to the main website is important to allow riders to access more information about the program, while the local information allows people to quickly understand the services offered while they are on the sponsor's website.

Below is an example page for a sponsor's website. This template should be customized with local information and links.

About Ride in Kane in <NAME OF MUNICIPALITY>

Ride in Kane is a handicapped accessible transportation service available 24 hours-a-day, 7 days-a-week for eligible <NAME OF MUNICIPALITY> residents. <INSERT SPONSOR'S CRITERIA HERE (e.g., Residents 65 years and older may use this service for medical appointments only. Disabled residents may use the service for medical appointments or for transportation to work or job training destinations.)>

Am I eligible for Ride in Kane?

To receive rides through the Ride in Kane program, you must register in person at <NAME OF DEPARTMENT and ADDRESS> <EMBED LINK OF OFFICE LOCATION> or call <CONTACT PHONE NUMBER> A State ID, driver's license, or birth certificate must be presented at the time of registration. If you are disabled, the source of the diagnosis must be presented at the time of registration <DEFINE ELIGIBILITY DOCUMENTION (e.g., a doctor's note or social service agency document).>

Once registered, residents receive the Pace phone number for scheduling a ride, accessible through the Ride in Kane website. To learn more about the requirements and using the service, please see the Ride In Kane Rider's Guide <EMBED LINK TO SPONSOR'S RIDER'S GUIDE>.

You may schedule a subscription service for rides that you need on a regular basis, such as regularly scheduled doctor's visits.

The rider's fee per ride is <INSERT FARE STRUCTURE HERE> for each additional mile. The specific costs associated with each ride will be calculated by Pace at the time appointments are scheduled.

Transportation through the Ride in Kane program will be available for as long as funding allows. If you have any questions, please contact <NAME, PHONE NUMBER, and EMAIL>.

This program is partially funded through a Federal grant. "No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Title VI of the Civil Rights Act of 1965 (42 U.S.C. 2000d)

INFORMATION MANAGEMENT

The large number of partners involved with the Ride in Kane program necessitates consistent and ongoing access to program documents by program partner staff. During evaluation of existing conditions it was often difficult to find the best source of information, and/or the latest version of program documentation.

- **Recommendation:** Develop an on-line information clearinghouse to provide partner staff with current communications and archived documentation.

Content

The following items should be made available via the on-line information clearinghouse:

- Quarterly meeting packets
- Quarterly reports (see reporting section for further details)
- Ride in Kane program policies and procedures
- Current news/alert for partners (meeting notices, action item deadlines etc.)
- Links to additional resources

Access

Security for content on the clearinghouse is not critical but it is not intended as a public site. The use of logins and passwords among the partner staff creates some logistical hurdles. The County IT department can assist with the development of a web-based clearing house, but they cannot set up a system requiring the validation of user credentials for non-county employees. Additionally, the maintenance of user ID's for partner staff creates an additional administrative duty for program administrative staff.

Therefore it is suggested to use a non-secure web address for the clearinghouse but not to publicize the URL outside of partner staff. A non-advertised page under www.rideinkane.org is a logical welcome/launch page for the clearinghouse.

Document Storage

To minimize the support needed from RIK administrative staff or the County IT department, third-part cloud storage services should be considered for the uploading and downloading of program documentation. These services include box.net, dropbox.com, Microsoft OneDrive and Google Drive. Many of these have free accounts with varying storage capacities and/or levels of ad placement. The initial demands for data storage are minimal and many of the free offerings may suffice. It is envisioned that RIK administrative staff would sign up for a cloud storage account, set up the preliminary file structure (i.e. folders for policies & procedures, quarterly reports etc.), and share the site via a link from the clearinghouse welcome/launch page. Partner staff would then follow the link and have access to documents stored on the cloud, as well as the ability to upload to the shared folders for any documents they source.

Clearinghouse Administration

Administration of the site should be minimal. RIK program administrative staff would be required to:

- Create account with cloud-storage service provider
- Coordinate with County IT staff to set up page under www.rideinkane.org
- Manage any current news/alert content on new page
- Link to cloud storage from new page
- Link to any additional resources as they are identified
- Assure that required program documentation is archived in cloud-storage.

DEMAND MANAGEMENT

Income Testing as Means of Cost Control

Overview

One method of cost control for demand responsive service is to use income eligibility and income testing to define users that are eligible to receive subsidized fares. This may be used to limit program eligibility, change the level of subsidy, adjust prices, or define a tiered pricing scheme. This approach has been suggested by some RIK partners as an equitable way to manage demand when funding is limited. This section explores the potential benefits to income testing and some of the administrative functions that will likely be required.

Income disparities exist in Kane County, and many older adults and people with disabilities face financial challenges. In Kane County, nearly 6% of residents ages 65 and older live below the federal poverty level and 22% live at or below 200% of the federal poverty level (a level closely matching the county's self-sufficiency standard[12]).

Higher poverty levels exist in certain townships, villages, and neighborhoods:

- In Aurora Township, 8.8% of the 65 years old and older population lives at or below the federal poverty level and nearly 32% lives at or below 200% of the federal poverty level.
- In Elgin Township, 8.5% of the senior population lives at or below the poverty level and nearly 24% lives at or below 200% of the federal poverty level.[13]

In all of Kane County, 7.6% of the total non-institutionalized population have a disability, while 30.9% of the non-institutionalized population 65 years and older have one or more disabilities.[14]

Figure 6-4 identifies the total county population that is eligible for Ride in Kane, i.e., age under 65 with a disability or 65 and older with or without a disability, and that lives below the federal poverty level and/or below 200% of the federal poverty level. Data available through the US Census Bureau's American Community Survey does not provide a detailed breakdown of

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[12] http://socialimpactresearchcenter.issuelab.org/resource/self_sufficiency_in_kane_county_illinois

[13] US Census Bureau, 2009-2013 American Community Survey 5-year Estimates, C18130: Age by Disability Status by Poverty Status. Accessed online on February 19, 2015:
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_5YR_B17024&prodType=table

[14] US Census Bureau, 2009-2013 American Community Survey 5-year Estimates, C18130: Age by Disability Status by Poverty Status. Accessed online on February 10, 2015:
http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_5YR_C18130&prodType=table

disability status by the ratio of income to the federal poverty level, therefore no estimate is provided for the population under age 65 earning up to 200% of the federal poverty level. The nearly 300% increase in population size for those living up to 200% of Federal Poverty Level indicates that a similar increase in eligible population may exist for those under the age of 65 living with a disability. If the same ratio is applied to those under 65 living with a disability and those over 65, the eligible population may change from 6,825 to over 19,000 people.[15]

Figure 6-4   Income Status of Kane County Residents with a Disability and/or Age 65 and Older

Age by Disability Status	Kane County Residents	Income Below Federal Poverty Level	Income up to 200% of Federal Poverty Level
Under 18 years with a disability	3,690	778	N/A*
18-64 years with a disability	19,163	3,091	N/A*
Total 65 years and over, with and without a disability	51,607	2,956	11,376
Total	74,460	6,825	N/A*

Notes: * ACS data does not provide a detailed breakdown of disability status by the ratio of income to the federal poverty level, therefore no estimate is provided for the population under age 65 earning up to 200% of the federal poverty level.

Source: 2009-2013 American Community Survey 5-year Estimates

Community goals, as expressed through Comprehensive Plans include goals to focus on housing needs of seniors and low-income households. Geneva, Batavia, North Aurora, and South Elgin all include language to improve housing options, especially for low-income seniors. Transportation for these seniors is also important. Throughout Kane County, there are more than 650 subsidized housing units available only to older adults and more than 400 subsidized units for elderly and disabled people. All of the seniors living in these communities require transportation that is accessible and affordable.

Income Testing

Most agencies that employ economic means testing require both proof of fulltime residency and proof of economic need. Economic need is often proven using forms received from federal housing, Supplemental Security Income, food assistance programs, and energy assistance programs. Tax returns or W2s may also be used. Transportation providers often use a third party human service organization to verify the validity of the documents, though this adds an additional step to the process and may serve as a barrier to applicants. Other agencies simply require that an application be accompanied by proof of eligibility.

Integrating Income Testing into Fare Structure

Income testing may be employed as a cost saving measure or as a way to decrease cost burdens on lower-income riders. As a further subsidy, income testing often reduces or eliminates the out-of-pocket cost for low-income riders without changing the cost of the service for other riders.

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[15] From 100% Federal Poverty Level to 200% Federal Poverty Level, the eligible 65 years and over population increases from 2,956 to 11,376, a 284% increase. Applied to the total 100% Federal Poverty Level population of those under 65 years old with a disability and those 65 years and older, the 200% Federal Poverty Level eligible population may be about 19,383 people.

Income testing, and a resultant fare program, can also be used to create a tiered fare structure that reduces the existing subsidy for non-low-income riders, raising the cost of trips. Using this method, the transportation provider can either keep the current fare for lower-income riders or also provide a commensurate reduction in cost for low-income riders.

Income Testing as a Means for Demand Management

As sponsors face funding constraints more and more of them are placing restrictions on eligibility and/or trip purpose. Some of these limitations raise equity issues, especially when low-income individuals are restricted from making necessary trips. Tying income testing into the eligibility process can provide a means for reducing demand from the segment of the population that can afford other transportation options. As an example, based on current demographics in Kane County, 91%of those over 65 or with a disability have income above $11,490 for one-person households, the threshold for the federal poverty level in 2013. If the total pool of eligible RIK riders is reduced by this 91%, or 67,550 eligible riders, the total demand for service will be reduced by 84,700 trips (based on the projected 2014 ridership – see Appendix I for demand estimations). This results in a savings of $949,700 in local sponsor costs or $3,225,000 in total program costs.

These demand estimates based on economic means testing are conservative as ridership predictions are based on countywide experiences across all income levels. It should be noted that the modeled economic means testing demand curve assumes the current percentage of registered riders using the service (about 16%). In reality the use by low-income individuals is likely higher. In addition, analysis is based on the 100% of the Federal Poverty Level, a very conservative number. The US Census Bureau's data do not provide a detailed breakdown of disability status by the ratio of income to the federal poverty level; therefore an estimate of the population under age 65 earning up to 200% of the federal poverty level is not available. County residents 65 and over living at 200% of the Federal Poverty Level is a nearly 300% above the number at the 100% of the Federal Poverty Level. Therefore it is likely that applying the 200% Federal Poverty Level threshold will greatly expand the number of eligible riders and therefore reduce the potential savings.

Administrative Issues

Economic means testing requires verification and management of sensitive personal information.

Agencies address these issues in two principal ways:

- Large agencies such as San Francisco MUNI require eligibility determination through a third party social services administration. This format works well because the social services administration, the Human Services Agency in MUNI's case, provides documentation of authentication and is also a familiar location where low-income individuals currently access benefits.
- Smaller agencies, like Cascades East Transit (Central Oregon), require one form of proof of eligibility to be sent directly to the agency. This requires the agency to determine economic means, to manage the verification, and to properly handle the sensitive information.

There are benefits and disadvantages to both methods of means testing. The former reduces the administrative burden of the transportation agency and is conceivably more objective as a third party performs it. Negatively, it also requires an additional bureaucratic layer and is more

onerous for the rider. The latter option's benefit is that it is a streamlined process for the transportation agency and the rider, but may require new protocols and additional internal paperwork.

Examples of Income Testing

Ride DuPage

Ride DuPage, DuPage County's demand responsive transportation service (See Appendix H for an overview of the similar program) for older adults and people with disabilities, offers low-income riders programs to subsidize the existing fare. The County sponsors a program through the Agency on Aging's Senior Transportation Grant Program that offers free rides for seniors at or below 200% the poverty level for non-Medicaid trips to and from medical appointments.

In terms of verifying low-income status, the County administers numerous social services programs, unlike in Kane County where non-profits take on that role. Therefore DuPage County has a central office that can verify disability, age, and income – serving as a clearinghouse. To verify eligibility, low-income riders must bring proof of eligibility to the Department of Community Services. For low-income, the county requires pay stubs. For disability, they do not accept doctor's notes, but require SSDI.

Sun City Community Assistance Network

The Sun City Community Assistance Network (Sun City CAN) of Sun City, AZ offers low-income, older adults or disabled residents free Dial-a-Ride tickets. To qualify for this benefit, residents must be full-time residents of Sun City, cannot own a car, must be at least 65 years old, and have a monthly income of less than $1,459 for a single-person household or $1,966 for a two-person household. The benefit offers $50 of free Dial-a-Ride tickets, four times each year.[16]

Valley Metro's Sun City and Youngtown Dial-a-Ride offers ADA and Non-ADA Dial-a-Ride service in Sun City. ADA and Non-ADA fares for all trips is a flat fare of $4.

Cascades East Transit's Bend Dial-a-Ride

Cascades East Transit's Bend (Central Oregon) Dial-a-Ride service provides rides to older adults and people with disabilities. The service is exclusively for disabled people, low-income disabled people, and for low-income seniors, not living near a Bend Transit route. Service is provided on a space available basis, with priority given to ADA paratransit eligible riders.

Eligibility for subsidized rides requires completing a low-income eligibility application. The primary criteria for eligibility is defined through qualification and participation in the Oregon Health Plan/ Medicaid, Supplemental Security Income, supplemental nutrition assistance program (SNAP), Federal Public Housing Assistance through Housing Works or other federal organizations, or the federal Low Income Home Energy Assistance Program.

Full-fare for the Dial-a-Ride service is $2.50 for a one-way ride, low-income eligible users ride for $1.25 per ride.

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[16] Sun City Community Assistance Network Senior Fact Sheet. Accessed online, February 9, 2015: http://www.suncitycan.org/senior-fact-sheet/

King County Seniors Ride Free Program

King County Metro, operating in King County, WA will soon offer a low-income ORCA card, beginning March 1, 2015. The ORCA card is an automated fare medium that works on all regional public transportation services in the Puget Sound. The new Seniors Ride Free Program will only work with the ORCA card and will be offered to seniors age 65 or older, living at 200% of the Federal Poverty Level, or below. In 2015, this is defined as an annual income of $23,340 for an individual. Eligibility must be verified every other year.

For older adults, ages 55 and older, Senior Services Transportation offers the Hyde Shuttle, supported by King County Metro. This service is free, utilizing volunteer and paid drivers. No forms are needed, with all sign-ups performed over the phone. Additionally, King County Metro offers Taxi Scrip (voucher for service) for low-income older adults, 65 years old and older, allowing purchase of scrip at a 50% discount.

Similar Rider Relief Programs for Fixed-Route Service

Similar to King County Metro's senior rider relief programs, Los Angles County's Metro and San Francisco's MUNI offer discount fares for income eligible older adults and people with disabilities.

Los Angeles Metro

Metro's Rider Relief Program offers fare subsidy coupons redeemable when purchasing monthly transit passes. The program is offered to all riders with annual incomes of $28,550 or below. Household incomes are scaled, with two-person household incomes of $32,600 or below through six-person households with annual incomes of $47,300 or below. The program is run through local non-profits, who file the eligibility applications and direct the subsidies to their clients.

San Francisco MUNI

MUNI's Discount Fare program, the Lifeline Pass, is a monthly pass for qualified low-income riders. The Pass is provided at 50% off the price of the standards adult pass. Proof of eligibility is required, provided by signed tax returns, W2s, SNAP benefits, SSI eligibility, and participation in a number of California assistance programs. To apply for the program, a rider is required to bring an application and required documentation to the Human Service Agency for in-person income and residency certification. After certification, riders must bring the certified application to the SFMTA Customer Service Center to obtain a Lifeline ID card.

FUNDING OPPORTUNITIES

Funding Partners

Ride in Kane program partners have highlighted funding constraints as a major concern for the viability and sustainability of the program. Sponsors are often faced with capacity constraints in response to limited local funds. And the long-term sustainability of federal grants is not guaranteed.

- **Recommendation:** Identify potential funding partners to increase the level of local contributions, focusing on non-jurisdictional sponsors whose clients, customers, or residents rely on RIK services.[17]

Transportation services like Ride in Kane prove extremely popular due to their convenience and low fares. Most customers have no other option for transportation, and rely upon demand-response services to maintain independent living. In a fully coordinated transportation network, demand-response programs serve a mix of general public clients and subscription services. Subscribing agencies such as departments of aging or social services pay a lump sum to the provider to transport clients. These agencies must provide trips to their clients anyway, thus by subscribing to the public transportation provider are able to reduce costs.

Yet this ideal situation does not always exist. The practice of "client dumping" from both the public and private sides poses a continual challenge to the transportation provider. For example, assisted living centers typically state that they will provide clients with transportation in promotional materials, but in reality that service is limited to group trips for social outings. For all other trips, residents end up booking through the public provider. Similarly, social service programs that are required to fund transportation for clients simply buy bus tickets in some cases, rather than paying the full cost of the trip – even though had the public option not been available, the agency would have had to pay for an ambulance or taxi trip.

Although the practice is (unfortunately) not common, examples of public agencies, non profits, and the private market helping to subsidize demand-response or rural fixed-route public transportation do exist. This most often occurs in cases when the funding entity promotes the public provider to clients, or when the organization is required to provide transportation and the public provider is the lowest-cost option. In the case of Ride in Kane, garnering support from local organizations that heavily use the service eases the burden on township and city governments and increases the local match amount, which allows the county to draw down more federal funding.

Examples of different types of funding partners are listed below.

- Assisted living centers
  - Ride Connection in Portland, OR provides a menu of demand-response services. Several years ago, an assisted living center was under construction in Gresham, OR. Like many such centers, it promoted transportation for residents on its brochures. Ride Connection approached the center and proposed a partnership in which Ride Connection would provide transportation to residents if the center would provide the

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[17] Additional recommendations are expected as a result of the *Stable Funding for Coordinated Paratransit Systems Study* which is just being initiated by the RTA..

match for a 5310 vehicle. The center agreed, and the arrangement "worked great."[18] The center put is logo on the vehicle, but Ride Connection controlled the scheduling. Whenever the vehicle was not needed at the center, Ride Connection used it to serve other trips.

▪ Major retailers

– Malls, Walmarts, and grocery stores are often the most popular destination for transit riders. Recognizing that the bus brings customers, some help support transit service, primarily by maintaining infrastructure. For example, the Walmart in LeRay, NY is served by the St. Lawrence County bus. The Walmart provides $50 per week to the transit provider. The Walmart Foundation has also provided grants to support transit service. Neighborhood Transportation Service Inc. was awarded a $40,667 Iowa State Giving grant to support its mission of providing affordable curb-to-curb transportation for those attending school, work, or life skills classes at night or on the weekend, when bus transportation is unavailable. With the Walmart Foundation and its Iowa State Giving Grant, National Transportation Service (NTS) was able to continue funding for its 2:00 a.m.- 6:00 a.m. service.

▪ Hospitals

– The North County Transit District partnered with the Palomar Medical Center to increase frequencies on Route 353 that serves the hospital. The center supports this service increase with $90,000 per year.

▪ County or township departments

– In Ottawa County in northern Ohio, the Ottawa County Transportation Authority's trips are split 50/50 between subscription and public trips. OCTA contracts to the area jobs and family services department, local non-profits that transport clients with developmental disabilities to work sites, and senior services. Agencies who contract with OCTA pay the fully allocated cost per trip for operations and also pay into a capital replacement fund.

▪ Non-Profits

– Opportunity Link seeks to reduce poverty and increase quality of life in Northcentral Montana. In 2007 the organization undertook a planning effort to expand existing transit and create new systems as well. Opportunity Link created a network of transit routes, obtained a local match, and launched a coordinated network administered by OL.

▪ Public health organizations

– The Foundation for Community Health provides health programs (not including transportation) in the rural Sharon, CT region, including to neighboring Dutchess County, NY. After Dutchess County cut funding for fixed route service, the FCH undertook a transit feasibility study and found a great need for service between Dutchess County and the hospital in Sharon. Although the FCH did not count transportation among its mission, it does focus on healthy outcomes – including being able to access medical treatment. In 2009 the FCH committed $10,000 of its own funding to provide part of the local match for a 5317 grant, which funded a mobility manager and, in 2012, a county-owned vehicle, which remains in operation

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[18] Interview with Elaine Wells, Ride Connection, 2/13/15.

today. The FCH continues to provide funding for this program. Even though it does not provide transportation, its management recognizes and supports the link between transportation and public health.

Tiered Fares

As opposed to just reducing demand by restricting trip purposes, or client characteristics, fare differentials may be used to increase fare revenues while providing some trips that would not have otherwise been made. This method of cost control encourages use of the service for essential trips while continuing to offer the service for all trips. When tied to economic means testing that subsidizes trips for low-income riders, this format can help the service recover more revenue.

An example of tiered costs would be for Ride in Kane to maintain a $4.00 fare plus the mileage fee for medical, work, and essential trips while increasing the fare for non-essential and social trips to $6.00 plus the mileage fee. If applicable, distinctions can be made to limit the number of subsidized non-essential trips, for example, a rider may be allowed two trips per week to a location like the Elks Lodge at the $6.00 fare, but then be charged the true cost of the trip. Similarly, the base fare for all trips could be increased, but a low-income fare could be offered for those who cannot afford the higher fare.

To implement such a strategy RIK must first assess the number of non-essential trips provided to determine if the additional pain incurred by some users is worth the effort. If the vast majority of trips are determined as essential, adding these restrictions may not be advised as the limited cost recovery may be offset by additional administrative effort and dissatisfaction with the service.

Allowing Customers to Pay Local Subsidy

Some RIK program partners have discussed an option where end customers can pay the local subsidy (the difference between the fare amount and the full cost of the trip net federal and county contributions) for trips that they would not normally be able to make. This approach was initially raised in response to sponsors who have exhausted their local funds or have wait lists to manage demand. It could also be employed to provide otherwise restricted trips. This approach is similar to a tiered fare approach but assures that the fare differential covers the local subsidy.

Allowing customers to pay the local subsidy raised a few equity concerns. From the customer perspective, higher income individuals will have access to services that others may not. And from a sponsor perspective there may be concerns that the federal grant funds may not be distributed based on the level of local subsidies provided by the local jurisdictions. These and other concerns will be vetted at an upcoming quarterly sponsors meeting and the viability of this approach will be assessed then.

TRIP POOLING

This section explores the potential to pool trips to increase efficiency and reduce costs, i.e., to maximize efficiency of a RIK vehicle by picking up riders going to a common destination at around the same time. The specific trip purposes analyzed were dialysis and work trips. An opportunity to pool trips may exist if the times of trips coincide or are flexible and can be adjusted and if there are generally common of origin-destination patterns. This analysis considered the opportunity but did not have the data to analyze to what extent any of the trip patterns identified are already being pooled.

Dialysis Trips

Dialysis trips represent 9.1% of RIK trips in April 2014 (784 trips). Of these, there are 58 unique addresses. The top four most common addresses represent 511 origins/destinations (approximately one third of all dialysis origins/destinations). Figure 6-5 lists these destinations and the number of unique trip origins and the distances of the dialysis center. Figure 6-6 shows these locations on a map.

Figure 6-5   Top Dialysis Origins/Destinations

Location	Address	Trips	Unique addresses	Furthest address (miles)	Average Euclidean distance (miles)
Delnor Community Hospital	300 Randall, Geneva	220	10	8.86	4.94
Rush-Copley Medical Center	1300 Waterford, Aurora	111	8	4.25	1.91
Provena Mercy Medical Center	455 Mercy, Aurora	108	9	3.61	2.28
Fresenius Medical Care	2130 Point Blvd, Elgin	72	5	6.46	4.19

In addition to these dialysis trips, these four locations are also served by 138 medical trips (of which 134 travel to or from Delnor Community Hospital) and 18 work-related trips (13 of which travel to or from Provena Mercy Medical Center).

Figure 6-6   RIK Program Major Dialysis Center Destinations

Source: Kane County; Ride in Kane OD survey
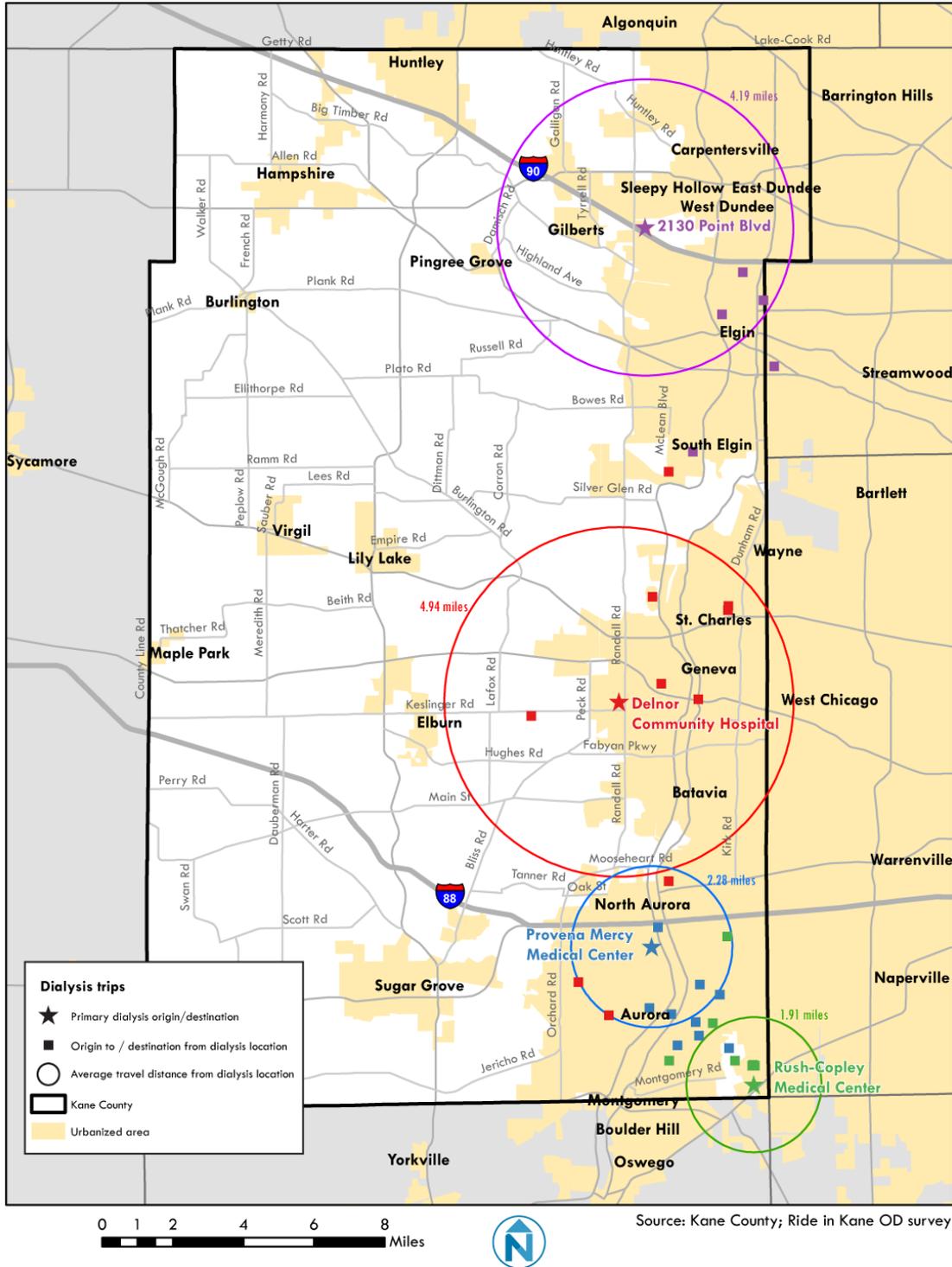
Dialysis Trips by Hour

Figure 6-7 lists the number of trips during each hour for each of the top four dialysis locations. These times appear to be clustered between 5-6 AM, 10-11 AM, and 3-4 PM, further illustrating an opportunity to pool trips. Dialysis trips are typically needed three days per week, often Mon-Wed-Fri or Tue-Thu-Sat; dialysis clients would need to be able to schedule their trips at common days and times.

Figure 6-7   RIK Program Major Dialysis Center Trips by Time of Day

Hour	Delnor Community Hospital	Rush-Copley Medical Center	Provena Mercy Medical Center	2130 Point Blvd
4 AM			1	
5 AM	13	17	5	12
6 AM	11	3	1	1
7 AM				
8 AM				
9 AM	1		7	
10 AM	41	17	26	18
11 AM	57	30	2	
12 PM	1	2	1	
1 PM	2			14
2 PM	2		10	6
3 PM	28	7	33	3
4 PM	49	31	3	
5 PM	4	3	18	
6 PM				4
7 PM				14
8 PM				
9 PM	11	1	1	

Work Trips

Work trips represent 49.5%of RIK trips in April 2014 (4,258 trips). Of these, there are 504 unique addresses. The top three most common addresses account for 2,024 origins/destinations (approximately 23%of all work origins/destinations). Figure 6-8 lists these destinations and the number of unique trip origins and the distances of the work location. Figure 6-9 shows these locations on a map. These trips represent a mix of sponsors and providers. Further analysis would be required to see if these trips are already being pooled or could be potentially served more efficiently.

Figure 6-8   Top Three Work Origins/Destinations

Address	Trips	Unique addresses	Furthest address (miles)	Average Euclidean distance (miles)
1135 Bowes Rd, Elgin	906	36	8.27	4.34
309 W New Indian Trail Ct, Aurora	767	28	8.72	3.38
409 W Indian Trail Dr, Aurora	351	21	9.27	3.27

Figure 6-9   Top 3 RIK Destinations with Work Trip Purpose, April 2014
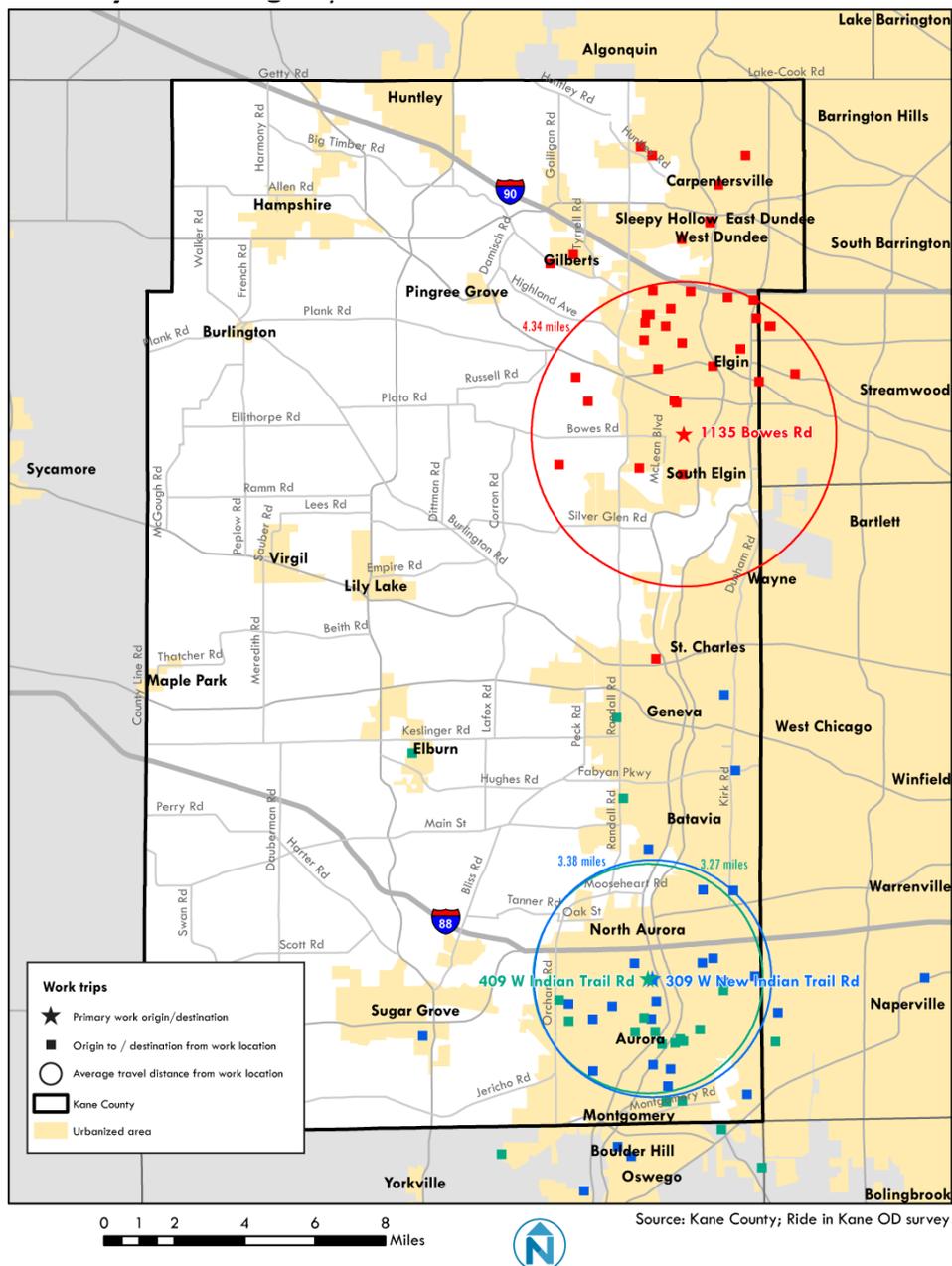
Work Trips by Hour

Figure 6-10 lists the number of trips during each hour for each of the top four work locations.

Figure 6-10   Trips to Top 3 Work Destinations by Trip Purpose

Hour	1135 Bowes	309 W New Indian Trail Ct	409 W Indian Trail Rd
7 AM	45	8	13
8 AM	377	337	126
9 AM	19	13	12
10 AM		15	3
11 AM		1	15
12 PM	3		
1 PM	5	3	
2 PM		6	12
3 PM	455	375	169
4 PM	2	9	1

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7 IMPLEMENTATION PLAN

RECOMMENDED ACTION ITEMS

This chapter presents a number of action items recommended to implement the priority program improvement strategies. The strategies recommend for implementation in Figure 7-1 are those that advanced from a review by the project steering committee. The table defines the individual action items required to realize each strategy. And each action item includes a responsible party and timeframe for completion.

Figure 7-1   Program Improvement Action Items

Recommendations	Action Items	Responsibility	Timeframe	Notes
Update reporting procedures	▪ Confirm data inputs to reporting and procedures for processing monthly and quarterly data; documentation procedures	▪ Kane Co., Pace, AID, Nelson\Nygaard	▪ July	▪ Optimize for expedited monthly reports to Sponsors ▪ Include system-level no shows ▪ Initial performance standards based on current performance and Pace contractual standards
	▪ Develop reporting templates and procedures	▪ Kane Co. Nelson\Nygaard	▪ August	
	▪ Review sample reports	▪ Sponsors	▪ August	
	▪ Suggest updates to reporting procedures, templates, and performance standards	▪ Sponsors	▪ Ongoing after Jan 2016	
	▪ Incorporate real-time Trapeze reports into sponsor bill review process to improve cycle time	▪ Pace, Kane Co., Sponsors	▪ Fall 2015	
Update program-wide Rider's Guide to separate No Show procedures from Pick-Up procedures	▪ Move No Show related procedures from numbered Item #10 to a new numbered item.	▪ Sponsors	▪ Sept	▪
Develop Sponsors' Took Kit	▪ Develop draft toolkit	▪ Nelson\Nygaard	▪ July	▪ Web content (including phone numbers to call and when per rider's guide) ▪ Rider's Guide content (reflect sponsor-specific intro and inclusion of no show "rules") ▪ Eligibility constraint options (background info) ▪ No Show responses (background info) ▪ Sponsor Cost allocation process (background information)
	▪ Review draft toolkit	▪ Sponsors	▪ August	
	▪ Release initial toolkit	▪ Nelson\Nygaard	▪ Sept	
	▪ Implement toolkit recommendations	▪ Sponsors	▪ Sept -March	
	▪ Maintain toolkit	▪ Sponsors	▪ Ongoing after Apr 2016	

Recommendations	Action Items	Responsibility	Timeframe	Notes
Develop Information Clearinghouse	▪ Set up internet-based clearing house	▪ Kane Co. Nelson\Nygaard	▪ July	▪ Partner agreements (blank and completed) ▪ Quarterly reports ▪ Meeting agendas and minutes ▪ Misc resources
	▪ Upload initial files	▪ Kane Co.	▪ August	
	▪ Maintain information on clearinghouse	▪ Pace, Kane Co., Sponsors	▪ Ongoing after Sept 2015	
Document the process for assigning a trip to service provider when multiple providers exist	▪ Detail procedure for assigning trip to one of multiple providers in RMMCC Scope	▪ Pace	▪ Next update to Scope/Contract	▪ Clarify how trips are assigned to lower cost provider when options exist
	▪ Detail procedure for assigning trip to one of multiple providers in scheduling procedure manual	▪ RMMCC Contractor, Pace	▪ March 2016	
	▪ Develop and maintain provider rate sheet to be used in assignment process per RMMCC scope and procedure manual	▪ Pace	▪ March 2016	
Establish Funding Partners	▪ Develop framework for identifying and engaging potential funding partners	▪ Nelson\Nygaard	▪ August	▪ Address concerns about sponsors approaching same partners on occasion.
	▪ Engage potential funding partner	▪ Kane Co., Sponsors	▪ Ongoing after Sept 2015	
Consider Trip Pooling Strategies	▪ N/N will develop framework for identifying and trip pooling opportunities and strategies to realize efficiencies	▪ Nelson\Nygaard	▪ August	▪ Shopping/medical trips ▪ Work trips
	▪ Evaluate specific opportunities	▪ Kane Co., Sponsors	▪ Ongoing after Sept 2015	

PROGRESS TO DATE

A number of action items were imitated during the final phase of this program assessment project. These reflect actions needed to address the highest priorities for the project steering committee and the RIK Sponsor's committee and/or those needed to develop a foundation for future work on a strategy. These are indicated with timeframes earlier that September 2015 in Figure 7-1. The following highlights key progress made to date.

- **Update Reporting Procedures:** The project team has developed a process for inputting Pace and AID program data and creating a standard program status report. Kane County staff is currently exercising the process ahead of deploying it for the Q4 Sponsor's meeting.
- **Develop Sponsors' Toolkit:** The project team has drafted an initial resource guide and vetted it through the Sponsor's Committee which will maintain it going forward with the assistance of county staff.
- **Develop Information Clearinghouse:** County staff and the project team defined the structure for the clearinghouse and County IT staff is currently setting up a web-based document and information resource center available to all program partners.
- **Consider Trip Polling Strategies:** As identified in Chapter 6 of this report, a number of RIK trips have a common trip purpose, destination, or travel time. The following section describes a framework for further consideration of trip pooling opportunities.
- **Establish Funding Partners:** No single approach exists that will identify funding partners and result in short-term funding sources. County and sponsor staff have been exploring potential funders and should continue these activities. The final section of this chapter highlights a number of tactics that should be considered as RIK partners investigate future opportunities.

Trip Pooling Framework

Motivations for Aggregating Trips

The RIK program can increase efficiencies by identifying opportunities to aggregate, or pool, trips that are similar in geography, time, and/or purpose, at either or both origin and destination location. Combining multiple trips onto fewer vehicles than would be achieved under current trip scheduling practices reduces overall system costs and benefits all sponsors. The dispatch system is designed to schedule trips to take advantage of trip pooling, but could potentially miss some opportunities, such as trips that are managed by a specific sponsor or that could ask customers with flexibility in their schedule to adjust their trip-making.

Trip Aggregation Options

There are multiple approaches for aggregating trips, including:

- **Subscription trips** allow riders to make advance, standing reservations for recurring trips. Identifying common endpoints, such as work locations, where multiple RIK customers are traveling on a regular basis may allow a single vehicle to serve multiple passengers, if work schedules can be aligned.

▪ **Shuttles** operate at scheduled days and times to a pre-determined set of destinations (some destinations can be serve on-demand or capacity can be built-in to allow the shuttle to "flex" and serve nearby destinations). A "shopper shuttle" is one example of this type of service. By advertising a schedule, a shuttle encourages passengers to schedule their trips at a common time and increase the numbers of passengers served at an incremental cost. Shuttles can also aggregate trips to employment centers or medical facilities.

Figure 7-2   Trip Aggregation Approaches

Type of Trip Aggregation	Potential Trip Purposes
Subscription Trips	Recurring Work, School, and Medical (e.g., Dialysis) trips
Shuttles	Shopping, Medical, Employment

Identifying Candidate for Trip Aggregation

The following outlines the general approach for analyzing RIK program on a periodic basis to identify these types of opportunities.

▪ Obtain one month of origin-destination data for RIK trips in a delimited, spreadsheet-compatible format.

▪ Geocode the origin and destination addresses (i.e., locate on a map) using GIS software or a mapping provider such as Batchgeo.com.

▪ Map the data to identify clusters of trips. Filter the data by time of day and trip purpose to identify patterns.

▪ Identify customers making repeat trips to any of the clustered locations and review their travel options to see if they are candidates for subscription trips or shuttle services.

▪ Consider a fare structure for shuttles that will encourage the shifting of trips from traditional RIK services to the shuttles.

Taking advantage of potential opportunities may require working with work, social service, or medical providers and conducting outreach to customers to adjust their schedules and promoting any final offerings.

Establishing Funding Partners

The following tactics are recommended as RIK program partners seek additional sources of local funding. These are in addition to any efforts at expanding regional and state funding for public transportation.

▪ Present a unified face for the RIK program by using either the County or AID as the community ambassador. The mobility management position marks one way to house all marketing and communications to potential funders, rather than taking a piecemeal approach.

- Under county leadership pool, staff from RIK partner agencies that have grant writing or similar development skills/experiences. Identify "teams" that can best approach potential partners based on the work they do, or the personal relationships they may have.

- Identify all fundraising activities currently underway or planned at each of the partner agencies to avoid competing asks of funders and to coordinate activities.

- Identify major users of RIK that may be in a position to financially contribute to the program in return for the services they receive. These may include residential developments originating trips, medical providers, assisted living facilities, or social services organizations.

- Identify regional and national foundations that support human services transportation.

- Seek new means of raising matching funds, including hosting fund raisers or looking into new grant sources such as Veterans Transportation and Community Living Initiative.