

Teller County Five-Year Strategic Transit and Coordinated Transportation Plan



Prepared for: Teller County Local Coordinating Council
Community of Caring
162 Bennett Avenue
Cripple Creek, CO 80813

Prepared by: TransitPlus
PO Box 637
Elizabeth, CO 80107



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I. Background and Introduction

Study Purpose and Background

The purpose of this five-year strategic transit and transportation coordination plan is to explore how Teller County can coordinate existing transportation resources and develop additional services. It covers the period of 2016 through 2020.

Teller County has been actively seeking to coordinate area resources since 1999, when Build a Generation conducted a transportation risk factor and gaps. Lack of available and dependable transportation was identified as one of the top three priority risk factors and has maintained that status ever since. The Aspen Mine Center, designed as a one-stop community resource center, was developed under the Community of Caring umbrella in 2001 in response to the need for reliable transportation options in southern Teller County. Community of Caring and Gold Belt Communities collaborated on a successful Job Access Reverse Commute (JARC) grant to research the transportation needs of at-risk groups in southern Teller County in 2009. This was followed up with a shuttle plan connecting Victor with Cripple Creek in 2011 that became the basis for pursuing Federal Transit Administration (FTA) 5311 rural operating funding. In January 2012 the Teller County Local Coordinating Council (LCC) was formalized as the County's lead agency for coordinating transportation resources. The initial LCC included more than 20 agencies and focused on coordinating public and private transit options. The LCC moved to develop an operating plan for the Victor to Cripple Creek service, acquired grant funding for operations and two vehicles, and the new service was implemented in 2013.

This study builds on the efforts of the individual agencies and the LCC toward coordinating and developing transportation services that make sense for the unique aspects of the rural county.

Role of the Transportation Advisory Committee

The Technical Advisory Committee (TAC) for this study is the Local Coordinating Council. This is both logical and effective, as the LCC has a broad countywide membership that includes agency leaders and elected officials who have a stake in Teller County transportation. The TAC has provided meaningful guidance at key points in the study.

The TAC met for the first time on April 20th, 2015 to initiate the project and establish key issues and initial objectives.

Key Issues and Objectives

- The sparse population presents difficult transportation challenges while the rural population often does not have the resources to move to other areas, so the elderly are aging in place.
- There are limited transportation options for those who need it.
- Area public transportation demand is rising and, in some cases, exceeding current capacity.
- There is a need for local funding and for getting local decision makers to attend key meetings.
- Transportation information needs to be coordinated through a single point of contact.
- There is a need for alternative transportation systems such as vanpools or car pools to help meet employee transportation demand.

Specific Goals

- To establish a transportation network for Teller County that encompasses mobility management, public transportation, human services transportation, and other services.
- To develop choices that are available to all residents of Teller County that address the challenges of geography and dispersed population in the area.
- To develop a centralized point for information dissemination and a mobility management program or manager to facilitate coordination efforts.
- To focus efforts to connect to the Teller County urban centers of Woodland Park, Cripple Creek, Divide, and Florissant.
- To utilize existing resources such as bus stops and shelters wherever possible and to build efforts to connect with other services.

Study Process

The study process includes data analysis, public involvement and alternatives development, broken down into three components:

- Background data and public input – This study developed background information and gathered input from the general public through surveys and open meetings. These activities helped to determine what is working, what is not, and what is needed in Teller County.
- Alternatives development – once service gaps and needs were established, alternatives were developed to reduce gaps and meet service demand. Alternatives for this study include a broad range of activities from the establishment of a Mobility Manager for Teller County to new public services.
- Implementation plan – In this piece of the study, alternatives were pared down to what is economically feasible and sustainable with recommended actions phased over time. The financing and infrastructure needed to support the chosen alternatives was identified.

Report Contents

This final study report contains a community profile depicting demographics and characteristics that influence transportation usage, an inventory of County transit resources, coordination efforts to date, public involvement, transportation demand and gaps analysis, coordination opportunities, financial analysis, and an implementation plan.

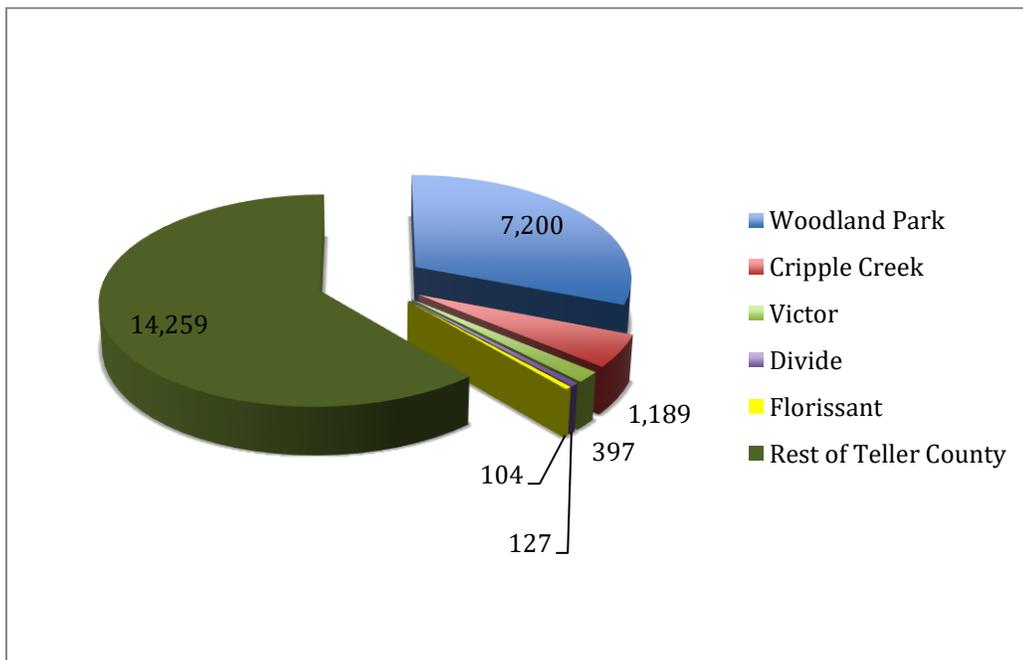
II. Study Area Profile

Transit ridership is influenced by a number of variables that include population, demographics, activity centers, and area commuter patterns. This study includes all of Teller County including the largest communities of Woodland Park, Cripple Creek, Victor, and Divide. It is important to note that Divide and Florissant are unincorporated areas within Teller County and that the majority of residents live in unincorporated areas.

Study Area Population

Total population will help to drive transit demand in study area. There are more than 23,000 total residents in the study area. Population dispersion in urban centers compared to the rest of the county is shown in **Figure 1**. Though a large number of residents are in Woodland Park and Cripple Creek, the majority of the population is dispersed in rural unincorporated Teller County.

Figure 1 – Teller County Population Dispersion



Source: 2013 US Census American Community Survey

Area Demographics Impacting Transit

Certain population groups are more likely than others to utilize transportation services. **Table 1** provides a summary of these populations in Teller County and compares to national and state averages. Teller County is marked by small communities and widely dispersed rural populations.

- At 13.7%, the population aged 65+ is close to the national average of 13% but higher than the State average. However, in Victor 28.2% of the population is aged 65+.
- Only 2.3% of the County households have zero-vehicles. However, the communities of Cripple Creek and Woodland Park have over 11% of the households with zero-vehicles.
- The County's Veteran population is relatively high, at 14.4%. The high levels of Veterans occur throughout the County and among the large rural population outside the identified communities.
- The residents with Limited English Proficiency are low compared to the State and National levels.
- Overall the population below the poverty level (7%) is about half of the State and National average, but Cripple Creek has a very high level at 24%.

Attachment A contains maps illustrating the location and concentration of the population groups referenced in **Table 1**.

Table 1 – Summary of Study Area Populations Likely to Use Transit

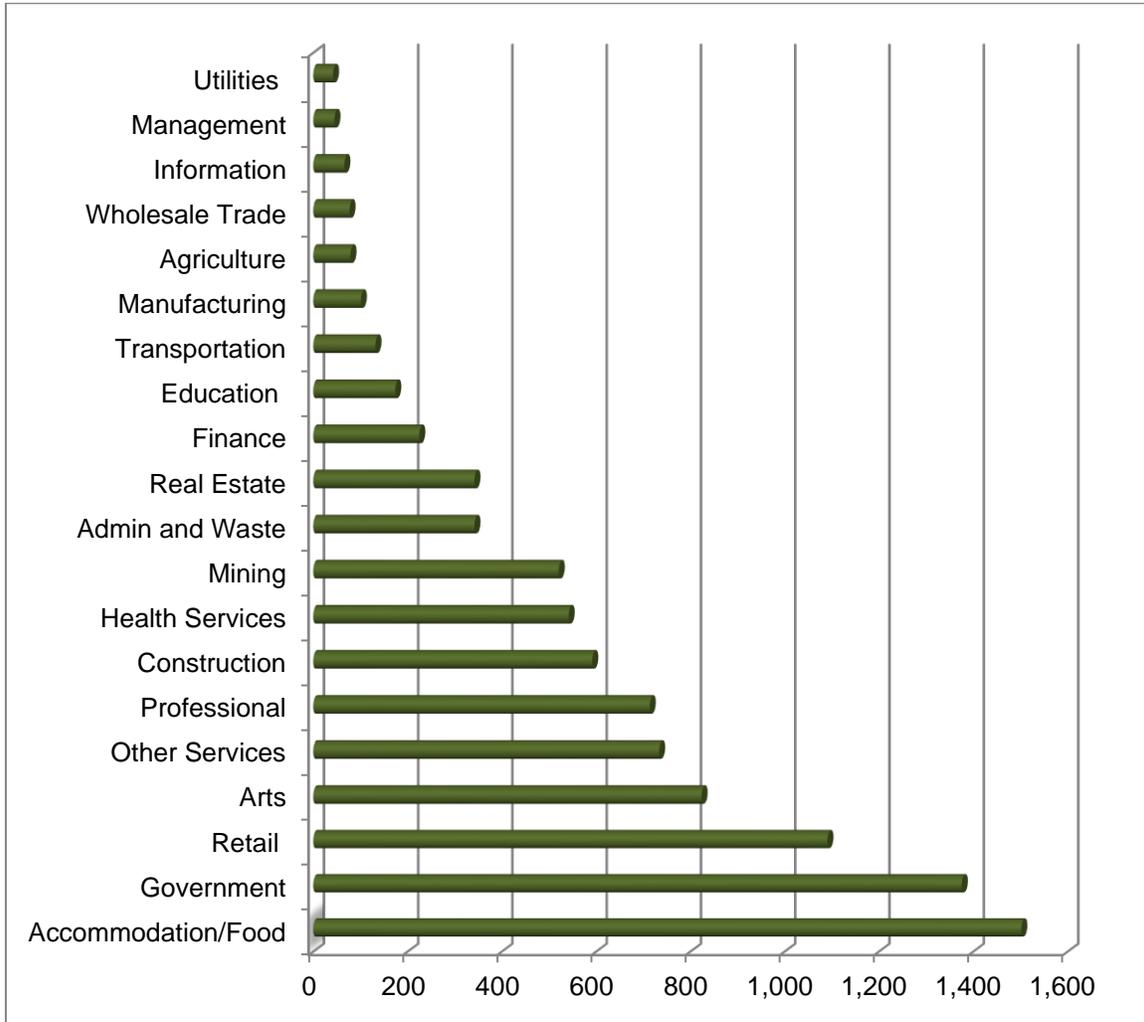
Geographic Area	Total Population	65 + Population	%	Disabled Population	%	0 Vehicle Households	%	Veteran Population	%	Limited English Proficiency	%	Below Federal Poverty	%
Woodland Park	7,200	805	11.2%	793	11.0%	62	2.2%	890	12.4%	0	0.0%	354	4.9%
Cripple Creek	1,189	130	10.9%	108	9.1%	52	11.4%	153	12.9%	32	2.7%	287	24.1%
Victor	397	112	28.2%	44	11.1%	10	6.5%	69	17.4%	12	3.1%	56	14.1%
Divide	127	12	9.4%	6	4.7%	0	0.0%	36	28.3%	0	0.0%	0	0.0%
Florissant	104	11	10.6%	10	9.6%	25	12.3%	12	11.5%	0	0.0%	0	0.0%
Rest of Teller County	14,259	2,126	14.9%	1,355	9.5%	59	0.4%	2,189	15.4%	503	3.5%	932	6.5%
Total Teller County	23,276	3,196	13.7%	2,316	10.0%	208	2.3%	3,349	14.4%	547	2.4%	1,629	7.0%
Colorado Average			11.4%		10.0%		5.7%		10.3%		38.9%		13.2%
National Average			13.0%		12.1%		9.1%		9.0%		8.6%		13.6%

Source: 2013 US Census American Community Survey

Employment and Jobs

Teller County has more than 9,500 total jobs. The majority of jobs in Teller County are in accommodation/food service, government, and retail. Professional services, mining, health services, and construction also play a large role in area employment. **Figure 2** shows the number of jobs in Teller County by sector.

Figure 2 – Teller County Jobs by Sector



Source: Colorado State Demographer

The highest number of jobs are tourist related, which indicates that most jobs are in or near the urban centers.

Area Commuter Patterns

Area commuter patterns allow us to understand where transit may be needed for access to employment. The 2013 US Census data shows:

- Teller County had over 6,102 primary jobs in the region. Workers who live outside the County fill 2,654 (43.5%) of these jobs while workers who live within the County fill 3,449 (56.5%) of these jobs.
- Teller County had 10,178 workers in the labor force with 34% (3,449) working in the County. The remaining 66% of workers (6,729) work outside Teller County.

Please note that the total job information is not consistent between the Colorado State Demographer's office and the US Census data. This is likely due to how primary jobs are classified; however, both sets of data provide us with useful information for generalizing job types and commuter patterns. It may be desirable to take a more comprehensive look at employment and commuter patterns before establishing commuter services.

Table 2 shows where commuters are traveling from to work at jobs in the County. **Table 3** shows where commuters are traveling to for jobs.

Table 2 – Places Where Teller County Workers are Commuting From

Census Place	Count
Woodland Park	933
Colorado Springs	839
Cripple Creek	241
Victor	139
Cañon City	135
Total Primary Jobs*	6,102

Source: 2013 US Census

Table 3 – Places Where Teller County Workers are Commuting To

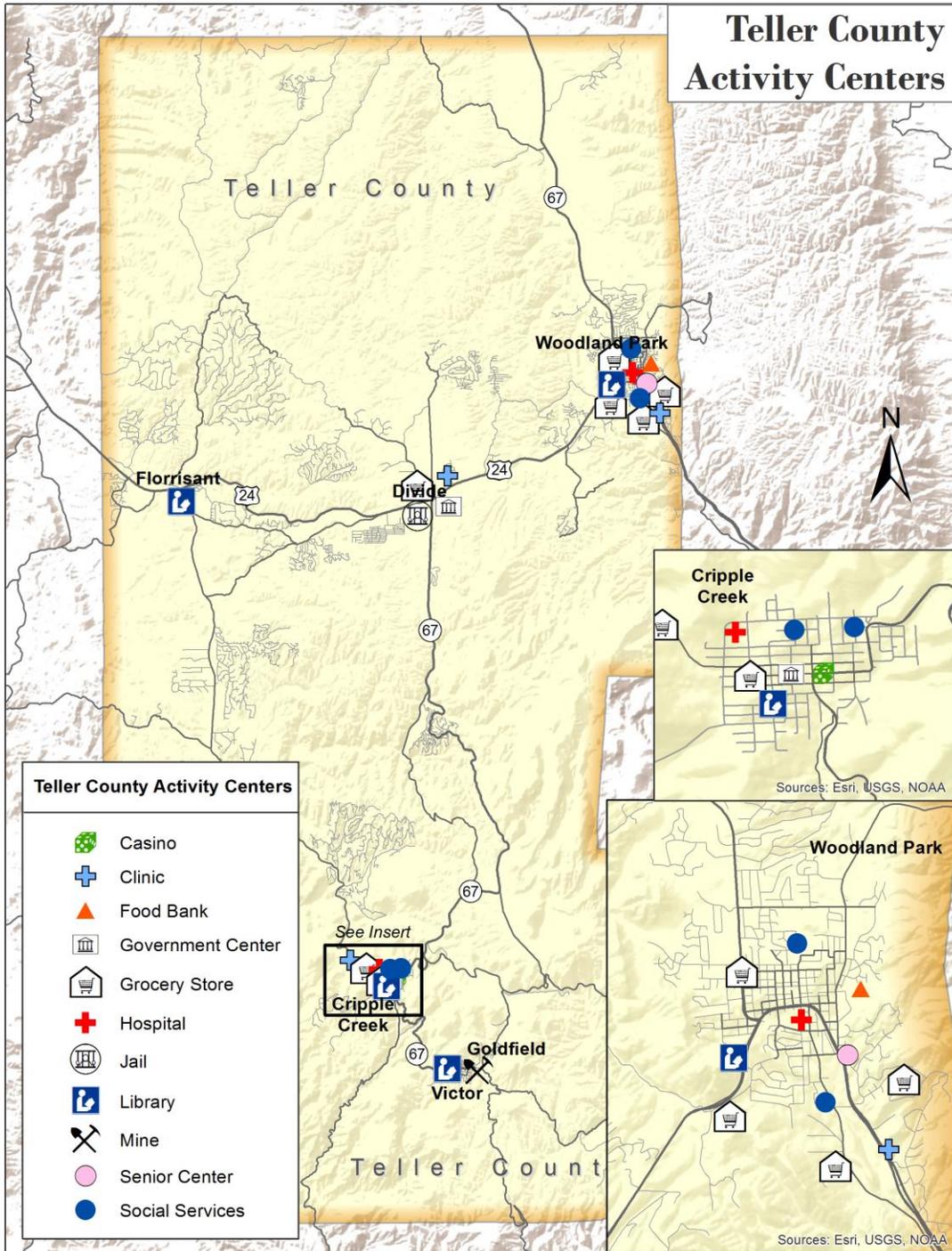
Census Place	Count
Colorado Springs	2,807
Cripple Creek	1,375
Woodland Park	1,175
Denver	569
Pueblo	175
Total Primary Jobs*	10,178

Source: 2013 US Census

Transportation Activity Centers

Cripple Creek, Teller County, and El Paso County each have locations that can be characterized as transportation activity centers. These include airports, hospitals, senior centers, government facilities, large area employers, and shopping centers. **Figure 3** depicts the location of key area transportation activity centers.

Figure 3 – Service Area Key Activity Centers



Note: Medical facility in Cripple Creek is a skilled nursing facility; there are food banks in both Cripple Creek and Divide.

III. Existing Transit Providers

There are various public transportation options within Teller County. The City of Cripple Creek and Teller Senior Coalition provide the only general public transit services. Private providers, Ramblin Express, Teller Cab and Yellow Cab, also provide services in the area, but they are relatively expensive options for transit dependent populations. The Wildwood Casino provides a low cost casino shuttle from Colorado Springs while Bronco Billy's and Wildwood operate casino shuttle services within the City of Cripple Creek.

Table 4 provides an overview of area transit services. **Figure 5** illustrates the services each of the providers operates. Each of the providers is described in this section.

Teller Senior Coalition (TSC)

Teller Senior Coalition (TSC) operates curb-to-curb transit services for senior citizens, low-income and disabled residents of Teller County. In order to be eligible, one must be a resident of Teller County, be 60 years of age or older, have a disability, or be of low income. The service provides transportation for medical appointments, shopping and social.

Services Provided

TSC operates demand response service Monday through Friday from 8:00 AM to 4:00 PM and requests a donation in lieu of fares. Rider reservations must be scheduled at least 24 hours in advance but will consider "emergency" requests on a case-by-case basis. TSC also requests that passengers be ready at least one hour in advance of the scheduled pickup time but makes every effort to arrive at the scheduled time.

On April 8, 2015 TSC began a local fixed route service open to the general public on Wednesdays and Fridays. The new service connects with a regional route from Cripple Creek on Wednesdays that is operated by Cripple Creek Transit. This new service operates four trips, hourly, from 9:30 AM to 1:30 PM. Passenger information is illustrated in Figure 5 on page 14.

TSC has recently received Federal funding to purchase vehicles and is a leader in Teller County transportation.

Table 4 – Operating Characteristics of Area Service Providers

Characteristic	Teller County Senior Coalition	City of Cripple Creek	Ramblin' Express	Wildwood Casino	Teller Cab	Yellow Cab
Areas Served	Woodland Park, Colorado Springs, Teller County	Cripple Creek, Victor, Woodland Park	Cripple Creek, Woodland Park, Divide, Teller County, El Paso County	Cripple Creek, Divide, Woodland Park, Colorado Spring	Woodland Park, Teller/El Paso County	Woodland Park, Teller/El Paso County
Type of Service	Fixed Route, Demand Response	Fixed Route, Demand Response, Commuter	Fixed Route, Commuter	Casino Shuttle	Taxi	Taxi
Population Served	ADA, Senior, GP	GP, ADA, Senior	General Public	General Public	General Public	General Public
Days of Operation	Mon - Fri	Sun-Sat	Mon-Sun	Mon-Sun	Mon-Sun	Mon-Sun
Hours of Operation	8:00 am - 4:00 pm	6:00 am - 1:00 am	Varies	7:00 am - 3:30 am	24/7	24/7
Seasonal Fluctuation	No	Yes	No	No	No	No

Figure 4 – Geographic Coverage of Area Service Providers

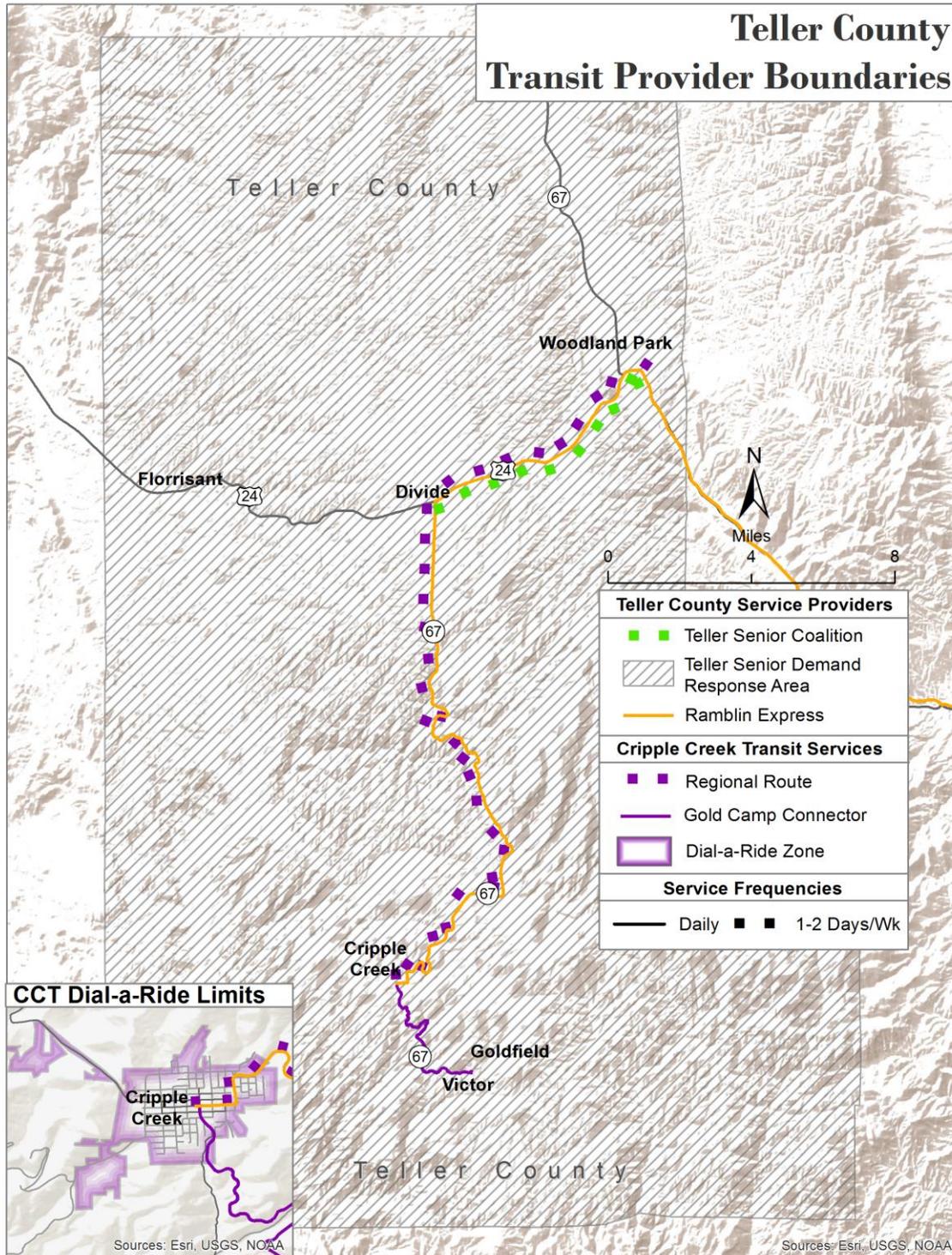
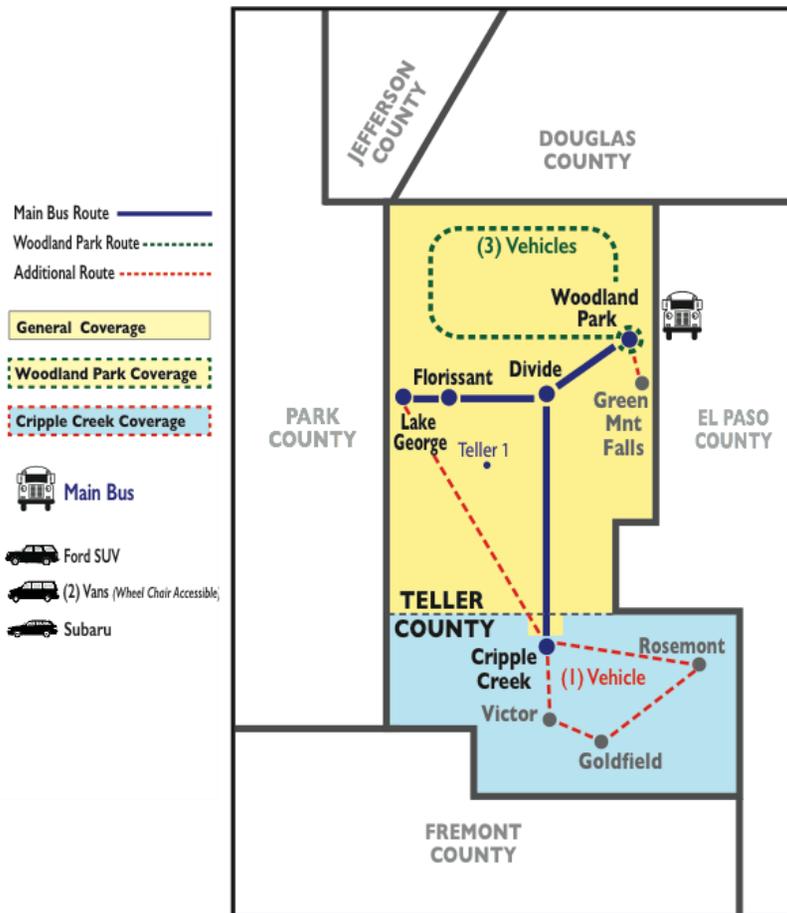


Figure 5 – Teller Senior Coalition Published Service Information

TSC Proposed Secondary/Main Transport Route



Vehicle Fleet and Maintenance

TSC has a mixed fleet of 4 vehicles that include a 17-passenger mini bus, a van, and two passenger cars. **Table 5** shows the age and condition of the TSC fleet.

Table 5 – TSC Vehicle Fleet

Vehicle/Type	VIN	Purchase Date	Condition	Mileage	Wheelchair Accessible
2004 Ford Bus	1FDXE45P9HA86277	8/23/04	Fair	23,296	Yes
2010 Ford Escape	1FMCU9D74AKD27838	6/15/13	Fair	74,647	No
2009 Subaru Outback	4S4BP60C897340854	6/29/09	Fair	80,479	No
2010 GMC Van	1GKUHBD46A1100381	8/26/09	Fair	23,713	No

The Ford body-on-chassis bus is the only wheelchair life-equipped vehicle in the fleet. It has been operated for 11 years) even though its mileage is low, and it requires a Commercial Driver’s license. The passenger vehicles and 7-passenger van are approaching the end of their useful lives and are only fair in condition. TSC has recently received Federal funding to purchase replacement vehicles.

Vehicles are maintained offsite by a third party maintenance shop, Hometown Garage. The transportation manager maintains all vehicle maintenance records and has vehicles serviced on a manual schedule.

Budget and Financial

Teller Senior Coalition’s annual transportation operating budget for Fiscal-Year 2015 (July, 2014 through June 30th, 2015) was \$97,148, which included a local match of \$10,686. The operating budget for Fiscal-Year 2016 (July, 2015 through June 30th, 2016) is projected to be \$121,745, including a local match of \$12,065.

Cripple Creek Transit

City of Cripple Creek Transit is a relatively new operation, having first received Federal Transit Administration funding in support of operations in 2013. CCT also first received Colorado Department of Transportation (CDOT) FASTER funding for equipment, capital, and vehicles in that same year. The growth of the system was spurred by the acquisition of FTA 5311 operating funding to provide a Victor to Cripple Creek connection and expand general public services within the town of Cripple Creek.

Services Provided

City of Cripple Creek Transit (CCT) provides four essential services, a general public Dial-A-Ride Service, a commuter service connecting the town of Victor with Cripple Creek, a seasonal local trolley service, and a regional route that connects Cripple Creek with services operated in Woodland Park.

The local Dial-A-Ride service is available to all citizens of Cripple Creek in ADA accessible buses from 7:00 AM to 1:00 AM from May 15 through October 15 (Summer Hours) and from 7:00 AM to 10:30 PM October 15 through May 15 (Winter Hours), 7 days a week. The service operates within the city limits as a call-in service and CCT suggests calling in 20 minutes in advance.

The Cripple Creek Trolley provides casino shuttle service along Bennet Avenue from 11:00 AM to 8:00 PM during the summer season, 7 days a week. The Trolley services a number of casinos and stops between the Wildwood Casino and the Train Car Information Center, with a deviation to the Cripple Creek Heritage Center on request.

The Gold Camp Connector is a regional commuter route connecting the Town of Victor with Cripple Creek year round, 7 days a week. The service provides 4 round trips from 6:30 AM to 5:15 PM in the summer season and 4 round trips between 11:15 AM and 5:00 PM in the winter season. On Fridays and Saturdays and additional run is provided at midnight.

Table 6 – Summary of Services

Route	Service Type	Summer Hours	Winter hours	Days of Operation	Fare
All Services					
Cripple Creek Shuttle	Local demand response	7 AM - 1:30 AM	7:00 AM - 10:30 PM	Mon -Sun	\$1.00
Cripple Creek Trolley	Local trolley shuttle service	10:00 AM - 8:00 PM	N/A	Mon -Sun	FREE
Gold Camp Connector	Regional commuter route	6:30 AM - 5:15 PM	11:15 AM - 5:00 PM	Mon -Sun	\$1.00
Woodland Park	Regional route	8:30 AM - 2:30 PM	8:30 AM - 2:30 PM	Wed	\$2.50

Service Performance

Service performance is generally measured in the number of passengers being transported per hour. It is difficult to assess the performance of the services provided by CCT given the limited history of operation, though current numbers are encouraging. **Table 7** provides a brief summary of service characteristics.

Table 7 – CCT Service Performance

Route	Days in Service	Peak Buses	Freq.	Trips	Service Hours	Pass Trips	Passengers per Hour
All Services							
Cripple Creek Shuttle	363	1	N/A	N/A	5,082	49,439	9.7
Cripple Creek Trolley	120	1	:10	80	1,232	8,773	7.1
Gold Camp Connector	363	1	:30	4	1,452	3,020	2.1
Woodland Park	52	1	1:20	2	108	N/A	N/A
Totals		4			7,874	61,232	7.8

Vehicle Fleet and Maintenance

CCT has a mixed fleet of 6 vehicles that includes five body-on-chassis mini buses and a rubber trolley. **Table 8** shows the age, mileage and replacement year of the CCT fleet.

Table 8 – CCT Vehicle Fleet

Vehicle Type	ID	Year	Mileage	Seated Capacity	W/C Capacity	Replacement Year
Ford Body-on-Chassis	1206	2006	166,209	12	2	2011
Ford Body-on-Chassis	1207	2012	112,875	12	2	2017
Ford Body-on-Chassis	1208	2011	68,936	12	2	2016
Ford Body-on-Chassis	1209	2013	23,654	12	2	2018
Ford Body-on-Chassis	1210	2013	24,670	12	2	2018
Rubber-tire Trolley	1211	2014	1,200	24	2	2026

Budget and Financial

CCT’s annual transportation operating budget for 2015 is \$267,064, which included a local match of \$73,398. In 2014, CCT’s operating budget was \$319,795, with \$122,248 of local match.

Ramblin’ Express

Ramblin’ Express is a passenger ground transportation company with operations in Colorado Springs and Denver. The fleet consists of a combination of over the road motor coaches, 21 and 32-passenger minibuses, and high capacity event shuttle buses. Ramblin’ Express provides casino patron and employee shuttles originating

in Pueblo and Colorado Springs and stops along the way in Woodland Park and Divide. The daily service operates hourly service from 7:00 AM to 3:30 AM, provides 16 round trips and costs \$25, which is reimbursed through casino play credit. **Table 9** lists the Ramblin' Express schedule.

Table 9 – Ramblin' Express Schedule

Leave Colorado Springs	Leave Cripple Creek
7:00 AM	8:30 AM
8:00 AM	9:30 AM
9:00 AM	11:45 AM
10:00 AM	12:45 PM
11:00 AM	2:45 PM
12:00 PM	3:45 PM
2:00 PM	4:45 PM
3:00 PM	5:45 PM
4:00 PM	6:45 PM
5:00 PM	7:45 PM
6:00 PM	8:45 PM
7:00 PM	10:45 PM
8:00 PM	11:45 PM
10:00 PM	12:45 AM
11:00 PM	2:45 AM
12:00 AM	4:45 AM
3:05 AM	3:05 AM

Wildwood Casino

Wildwood Casino provides daily bus service 365 days per year to Cripple Creek. The bus departs from Borriello Brothers at 229 S. 8th Street in Colorado Springs and stops at Country Inn in Woodland Park before going on to Cripple Creek. The service is free to casino patrons with a flyer. The shuttle schedule is depicted in **Table 10**.

Table 10 – Wildwood Casino Schedule

Leave Colorado Springs	Leave Cripple Creek
10:00 AM	11:30 AM
1:00 PM	5:30 PM
7:00 PM	8:30 PM
10:00 PM	12:30 AM

Teller Cab

Teller Cab operates taxi services directly from Woodland Park and operates 24 hours per day, 7 days per week. The service will pick up passengers anywhere in Teller County, provided they are willing to pay the fare. Service is provided by two Toyota Camry passenger sedans, neither of which is ADA accessible. The fare is \$3 for the initial pickup and then \$2 for each mile thereafter, making it relatively expensive transportation option for individuals with low-incomes.

Yellow Cab

Yellow Cab operates taxi services from Colorado Springs 24 hours per day, 7 days per week. The service will pick up passengers anywhere in Teller County, provided they are willing to pay the fare.

Human Service Programs

Teller County has a wide range of human services agencies supporting special populations that include senior citizen agencies, human services, social services, and medical services. These agencies tend to have transportation needs for their clients.

Aspen Mine Center/Community of Caring

The Aspen Mine Center/Community of Caring was set up as a one-stop resource shop for southern Teller County residents, providing a myriad of services including food, clothes, healthcare, employment, and counseling services.

Community Partnership

The Community Partnership is a non-profit organization located in Divide that provides tools, skills and enrichment activities that strengthen families. Community Partnership Family Resource Center offers programs including adult education, Parenting, early childhood, healthy living, health coverage and resources family development and basic needs services.

Cripple Creek Care Center

The Cripple Creek Care Center is a full-service 24/7 skilled nursing care licensed for 55 residents and offers all modern health care services. Cripple Creek Care Center has been open since 1975 and has one body-on-chassis mini bus that it uses to transport residents.

Prospect Home Care and Hospice

Located in Woodland Park, Prospect Home Care and Hospice is a community-owned 501(c) 3 non-profit created in 1982 to provide home care and hospice services to the residents of Ute Pass and neighboring areas.

The Resource Exchange

The Resource Exchange is a non-profit Community-Centered Board that provides independence services for adults and children with developmental disabilities. The Resource Exchange has offices in Divide, Woodland Park, and Colorado Springs.

Teller County Department of Social Services

The Teller County Department of Social Services, located in Woodland Park, provides county wide social services including child support services, foster care, protective services, public assistance, mental health, and women's programs.

Teller Senior Coalition (TSC)

The Teller Senior Coalition is a nonprofit organization focused on senior citizens living in Teller County, Colorado. In addition to meal programs, utility payments and home safety repairs, TSC provides transportation in Woodland Park and Teller County, as covered previously.

IV. Summary of Teller County Coordination Efforts

LCC Structure and Governance

The Teller Transportation Task Force (TTT) was formed in 2010 to further the objectives detailed in the 2009 study. The initial Transportation Task Force evolved into the Local Coordinating Council (LCC), originally including more than 20 member agencies. The current LCC consists of 17 members and the Community of Caring Aspen Mine Center has been leading the LCC through its Executive Director.

An initial goal of the LCC was to develop a formal governance structure. The Local Coordinating Council has a board of directors, by-laws, officers, a Chair, Vice Chair, Treasurer, Secretary, and the ability to hire a Director. The by-laws define the process for appointing committees, term limits, filling vacancies, business and fiscal policy, indemnification and insurance, and amendments.

Day-to-day operations and activities are managed by the Community of Caring/Aspen Mine Center Executive Director, which places a strain on the personnel resources of that organization.

Coordination Objectives and Successes

The Teller County LCC was formed as a response to area transportation needs that were identified as early as 1999. The LCC identified the following initial objectives in 2012:

- Develop and maintain a regional services inventory
- Conduct a transit needs gaps analysis
- Create a sustainability and action plan
- Increase stakeholder engagement
- Create a formal governance structure
- Craft cost allocation methodologies
- Implement policies, programs and environmental changes that support the Active Living Movement

The LCC has been active since its inception and has had success in coordinating and creating new services. A summary of LCC achievements to date includes:

- Applying for and receiving planning grants to plan the Victor to Cripple Creek service

- The development of a regional transit services resource directory
- The facilitation of regional transportation coordination through monthly LCC meetings
- Applying for and receiving grants directly supporting the activities of the LCC
- Coordination of a regional route connecting Cripple Creek to Woodland Park one day per week

The LCC has been successful at engaging stakeholders, and consistently has a diverse group of people at its meetings.

V. Community Involvement

Gaining useful feedback from the community was identified by the TAC as being of primary to sorting out transportation gaps and developing potential solutions. The TAC determined that a short, effective public survey with broad appeal and widespread distribution would be a critical component of the study.

Other key public involvement activities supported by the TAC included participation in area stakeholder meetings and public forums targeting key communities and neighborhoods.

Community Survey

The survey was designed to gauge Teller County resident's perceptions of transit needs. TAC members volunteered to distribute the survey to their mailing lists and assist where possible. The survey was concise in order to attract greater feedback and was made available as an electronic survey (SurveyMonkey) and in hard copy for general distribution. Specific venues utilized for distributing the surveys included:

- LCC Member email lists
- Agency websites
- Public Service Announcements
- Area transit providers
- Area Human Services provider meetings
- Teller County Resource Group meeting
- Special events
- Business After Hours

A total of 460 surveys were returned, 135 electronic and 335 hard copies. Survey results, which are included as **Attachment B**, indicate that:

- Bus service, specialized transportation and volunteer services were viewed as the most important forms of transportation
- 47% of respondents believe Teller County has insufficient transportation options

- Of people who believe more transportation is needed, 38% feel that the schedules of current systems do not meet their needs, 23% feel that the service does connect where they need it to, and 16% feel that the service does not operate at the times they need it.
- 67% of respondents support public transportation as an option, 32% support specialized transportation, and 21% support car pools.
- 51% of respondents indicated that they would be likely to or definitely utilize public transportation if it met their needs. Only 21% indicated that they would not use available transportation or only use it in an emergency.
- Schedule information availability (23%), consistent/reliable service (23%), and cost (18%) were viewed as most important for people to use or continue to use available transportation.
- 63% of respondents indicated that the lack of availability of schedules was a barrier to using existing services. 20% indicated that the cost to use services was a barrier to using existing services.
- Of people who use available transportation, 51% walk to the stop/pick up point and 23% are taken there by friends or relatives.
- Of the 385 respondents who provided zip code information, 26% provided contact information to provide additional feedback on transportation issues.

Meeting Participation and Public Forums

One of the key public involvement activities undertaken is participation in area meetings that include potential transit users and stakeholders. Participation included soliciting feedback on basic transportation questions. It was also decided to schedule public forums and activities in conjunction with large key stakeholder group meetings. Human Services Agency and HOA meetings were identified as good sources of information. Ted Borden volunteered to develop a meeting schedule spanning several weeks upon which the outreach efforts would be scheduled. Summaries of meeting and event notes can be found in **Attachment C**. Meetings and public events attended included:

- Teller County LCC/TAC Meetings – TransitPlus has attended 3 LCC/TAC meetings. At the first the TAC determined the initial issues and goals for the project, while the other two were to present alternatives, provide status and project schedule updates, and present the implementation

plan. It was decided to delay the project schedule in order to acquire better and more grassroots level information through surveys and direct contact. The LCC/TAC developed the key issues and goals detailed in Chapter 1.

- Teller Senior Coalition Meeting – Prior to the project kickoff TransitPlus attended the March 16, 2015 Teller Senior Coalition Meeting and gave a brief presentation on the study. Transportation issues and goals identified in this meeting included:
 - Teller County is defined by rugged individualism, making public transportation or even assistance a challenge. Sparse population also presents difficult transportation challenges
 - The rural population often does not have the resources to move to other areas, so the elderly are aging in place despite a lack of public transportation options.
 - Ute Pass service was discontinued prematurely. New services would need to be consistent (5 years in place) and well branded to attract ridership.
 - TSC demand for services is exceeding capacity as the operating budget is limited.
 - Local funding is viewed as a significant challenge to building or expanding transportation services.
 - There is a need for alternative transportation systems such as vanpools or car pools to help meet employee transportation demand.
 - There is a need to coordinate area transportation information through a single point of contact.

- Teller County Resource Group Meeting – On June 10, 2015 TransitPlus gave a brief presentation on the study goals and objectives and then asked questions of the group. Issues and objectives identified by the group through specific questions included:
 - Uncertainty about the available transportation options, where to find information, how schedules work, where service goes
 - Geography, difficult terrain and conditions, aging population, independent population

- Specialized transportation for seniors and disabled including volunteer and call-in (Uber or Lyft type) services.
 - Solutions have to be affordable.
- Fourth of July Celebration in Woodland Park – TransitPlus staff manned a booth at the annual 4th of July Celebration in Woodland Park. In addition to collecting more than 60 surveys, staff asked questions pertaining to awareness, issues, and solutions to County transportation problems. Responses included:
- There was little general awareness of transportation options or schedules for existing providers in Teller County
 - Independence, dependence on cars, and geography were viewed as the principal barriers to using public transportation
 - Potential solutions included a one-call/one-click center for information distribution, low cost car rental, service connecting airports in Colorado Springs and Denver, and more frequent and visible local services.
- Colorado Mountain Estates Home Owners Association Annual Meeting - TransitPlus gave a brief presentation on the study goals and objectives and then asked questions of the group. More than 50 surveys were filled out. Issues and objectives identified by the group through specific questions included:
- There was a general awareness of City of Cripple Creek and casino transit services, including the Gold Camp Connector (Victor to Cripple Creek).
 - There was a general consensus that geography, poor area cell phone coverage, and lack of available options are some major obstacles.
 - There was general consensus that the majority of the attendees would utilize a public service operating on Teller County Road 1 between Cripple Creek and Florissant if the service made sense.
- Local Efforts by Staff and Volunteers – A number of local staff and volunteers gave of their time through activities ranging from distributing surveys through bus drivers to giving brief presentations and distributing surveys at local meetings and business functions.

VI. Teller County Transportation Gaps and Demand Analysis

Estimating transit demand is a key step when developing alternatives for transit initiatives. Estimating transit demand is an inexact science as each community is unique. For this study, an extensive public outreach effort was used to gain a qualitative understanding of community perceptions and needs. Population projections and mathematical models were used to gain a quantitative perspective. This chapter looks at service gaps and demand from a qualitative perspective and a quantitative perspective.

Qualitative Assessment of Service Gaps

The qualitative component of our analysis began with identifying gaps in the transportation network. Gaps were identified through community survey results and feedback directly obtained from the community at meetings, events, and personalized contact (Attachment B). Transportation gaps are grouped into the following five categories: awareness, infrastructure, institutional, spatial, and temporal.

Awareness Gaps

An often forgotten variable in assessing transportation gaps is the challenge that many people face when unfamiliar with transportation services, schedules, and services. Awareness gaps occur when individuals and agencies do not have complete information on available transportation choices.

- Many in the community are unaware that transportation options are even available.
- A high percentage of the community that is aware that transportation options exist, are unaware of where to acquire information and/or how to use the services.
- Community websites do an inadequate job of providing links or information on complementary services. For instance, the Teller County website lists transportation as a sub function of Teller Senior Coalition, and there is no mention of other transportation options.
- There is a lack of technology-based information (websites, social media, mobile applications). Transportation trip planning tools or mobile applications are not available to customers.

Infrastructure Gaps

Infrastructure gaps occur when a lack of technological or physical infrastructure prevents individuals from accessing transportation. Infrastructure gaps include poor roadway connections, poor or lacking sidewalks connecting to transit, and intersections and facilities not meeting ADA requirements.

- Poor or absent sidewalk connections to some transit stops and unsafe walking conditions on high speed rural roads where passengers may “flag” or hail the bus.
- Some bus stops lack benches or shelters.
- Rural roads are unsafe for pedestrian and wheelchair users.

Institutional Gaps

Institutional gaps occur when rules, regulations, and requirements imposed by government and other funding sources create obstacles to coordination and mobility.

- Common standards do not exist among agencies, including driver training/licensing, safety, and vehicle maintenance.
- Competition for funding is fierce at the Federal and state level as well within the human services arena, making it difficult for new projects to get funded.
- Statewide cost sharing for human service transportation or insurance pooling programs are not available.

Spatial Gaps

Spatial gaps occur when some areas of the community do not have transportation services or do not have enough service to meet needs. Current transportation services are oriented toward Teller County’s communities, which creates natural spatial gaps in rural and unincorporated areas.

- Regional fixed route transit service operates primarily on a north-south orientation, resulting in limited options for passengers traveling east and west.
- There are frequent regional services for the casino industry but these are not readily available for other trip purposes.

- Limited service coverage makes it difficult to connect rural passengers. Transit service to destinations outside of major activity centers is inadequate to meet the needs of special needs populations.
- There is a service gap along Teller County Road 1 between Cripple Creek and Florissant
- There is a service gap along Colorado Highway 24 between Florissant and Woodland Park
- There is a need for improved connectivity to Colorado Springs and I-25 (DIA)

Temporal Gaps

Temporal gaps are caused when transportation service is not available at times when it is needed. With limited area funding and transportation services, there is not enough coverage early in the morning, late in the evening, or on weekends to adequately address transportation challenges. As many jobs in the casinos operate daily and until 2 AM, there is not a transit option to a significant portion of the jobs.

- Transportation services are inadequate outside of peak hours – before 7:00 AM, middle of the day, after 7:00 PM and weekends.

Quantitative Assessment of Transportation Demand

Population growth projections and a rural Mobility Gap Analysis model were used to develop numerical estimates of current and future transportation demand.

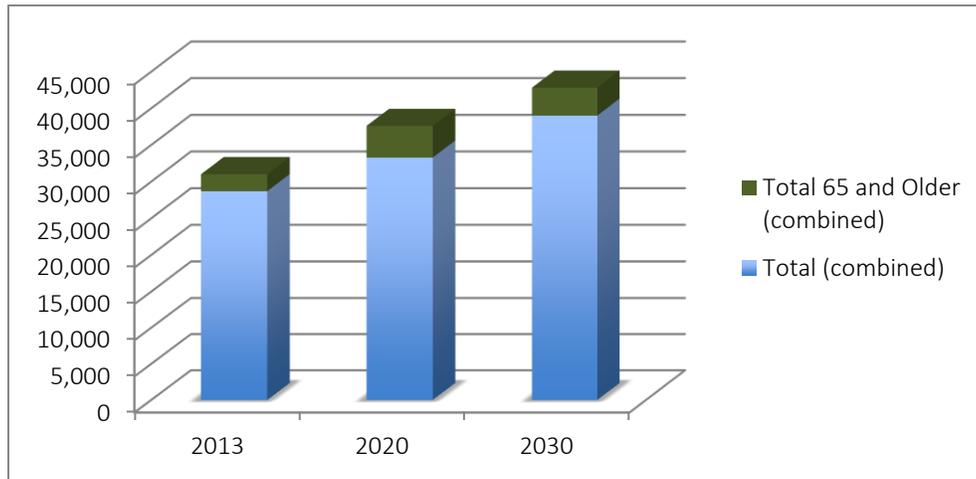
Population Growth Projections

The total population of Teller County is projected to grow to 26,534 (14%) by 2020 and to 30,259 (nearly 30%) by 2030.

The population of citizens aged 65 and older is expected to grow by nearly 600 residents by 2020 and more than 3,000 by 2030 based on total population growth projections.

It was noted by members of the LCC that growth projections for the elderly may not be reached due to altitude (high altitude is undesirable for some seniors), water tap capacity and higher cost of living. These projections reflect statewide modeling that is used in transportation planning.

Figure 6 – Service Area Growth Projections



Looking at the total population and in particular the age 65 and older, one would expect the need for steady growth in transit services. Based on total population growth of 14% over the study period and applying that rate to existing ridership, the county could see the demand for an additional 8,700 trips by 2020.

Rural Demand Model

Several rural demand models were reviewed before settling on the Mobility Gap Analysis model that was developed through the Transit Cooperative Research Program (TCRP) Report 161. This model produces a conservative estimate as it is based on the number of households with no vehicles. Teller County has a very low number of no vehicle households when compared to state and National averages. It does not address the number of low-income households, except to the extent they have no vehicles, nor the number of elderly who may have a vehicle but can no longer safely drive.

Mobility Gap Analysis (TCRP - Report 161)

The mobility gap is the total number of trips not taken because members of zero-vehicle households do not have the ease of mobility available as members of households with ready access to a car. The mobility gap for the nation as a whole and the nine Census regions has been developed from data in the 2009 National Household Travel Survey. A mobility gap estimate based on household vehicle availability, with the gap measured in trips per day, is computed as

$$Need (trips) = Number\ of\ Households\ having\ No\ Car \cdot Mobility\ Gap$$

Applying the Mobility gap formula to Teller County, it is estimated that there is a daily need for 1,082 one-way passenger trips.

$$\text{Need (1,082)} = \text{Zero Car Households (208)} \times \text{Mobility Gap (5.2)}$$

Table 11 identifies how this demand is spread among the communities in the County and compares the transit trips provided to the need for trips. Trips have been assigned by the community in which they originate as detailed data by stop is not available.

Table 11 – Mobility Gap by Community

Area	Zero-Auto Households	Daily Mobility Gap	Annual Mobility Gap	Trips Provided	Unmet Need
Woodland Park	62	322	99,456	24,500	74,956
Cripple Creek	52	270	83,398	58,232	25,166
Victor	10	52	16,058	3,000	13,058
Divide	0	0	0	0	0
Florissant	25	130	40,145	0	40,145
Rest of Teller County	59	307	94,794	2,000	92,794
Total Teller County	208	1082	334,110	87,732	246,378

Using this method and then multiplying by 259 days, weekday service only, there is a projected need of 334,110 trips based on households without autos. There are 87,732 trips provided annually leaving an unmet need of 246,278 trips. Much of this need is in the rural area with low population density.

Summary of Gaps and Transit Need

Subjective analysis indicates that there are service gaps between Cripple Creek and Florissant, between Florissant and Woodland Park (including Divide), and between Woodland Park and Colorado Springs.

The Mobility Gap model shows a latent demand of more than 246,000 annual trips, while population growth implies that another 8,700 trips may be necessary by 2020. Current services throughout Teller County provide less than 90,000 annual trips. There is a significant unmet need in Woodland Park, Florissant and rural Teller County. Cripple Creek and Victor are also underserved despite having a good level of transit service.

In sum, there are major geographical service gaps, particularly in corridors connecting the rural populations to the nearest jobs and services. Additionally, there is a gap in awareness of existing transportation options and how schedule/service information is distributed.

VII. Mobility and Coordination Opportunities

The analysis in the previous chapters brings us to mobility and coordination recommendations that are designed to work toward bridging service gaps and implementing a range of activities, as well as meeting the Federal government's requirements for coordination.

The LCC has come a long way in leading coordination efforts that have resulted in improved and expanded area transit services. Nonetheless, the lack of dedicated staff support for the objectives identified by the LCC has led to a backlog of activities. The absence of dedicated staff and limited volunteer resources indicate the need for a mobility manager to support and serve the citizens of Teller County with the preferred transportation options. Since Federal funding is not available for a Mobility Manager until 2018 at the earliest, coordination efforts have been broken down into activities that can be reasonably accomplished over the next two years within existing staff/volunteer resources and larger initiatives that would take place in the three to five year timeframe.

Coordination Recommendations (2016 - 2017)

The hiring of a Mobility Manager will be critical to future service and coordination efforts. However, there are a number of important area initiatives that can be implemented over the next two years. Paramount to bringing these efforts to fruition is an implementation plan that assigns staff or volunteer responsibility to the recommendations presented in this study. The persons who will be responsible for overseeing the completion of the tasks required to implement the following recommendations are identified in Chapter IX.

Actively Pursue Funding for a Mobility Manager

The next round of grant applications for FTA 5310 Mobility Management funds is not until the spring of 2017, with funding available in 2018. This provides the LCC with the opportunity to develop a plan to actively pursue funding for a mobility manager position. This effort should include the following activities:

- Identify the lead agency for the Mobility Manager position. Teller County Government would be the logical choice to serve as the lead agency for mobility management and coordination efforts, however the County has made a strategic decision not to provide transportation services. There are other agencies within the LCC that include the City of Cripple Creek, Teller Senior Coalition, and Community of Caring that are well positioned for this role. Each has advantages and disadvantages and the LCC should ferret

out the agency that has the organizational capacity, flexibility, and leadership that is needed and is willing to take on this responsibility.

- Develop a list of duties and responsibilities for the mobility manager position that result in a job description that suits the objectives of the LCC. A sample job description is included as **Attachment D**.
- Establish local match and support. Gather letters of support and financial commitment from all supporting governments, transit providers, human services agencies, and other stakeholder willing to pledge support for the project. Financial commitments from local governments, organizations and citizens show funders that the LCC is a viable entity with serious aspirations of improving area mobility.

This type of effort will require a champion and several key volunteers to coordinate meetings with decision makers. It is recommended that a funding subcommittee consisting of LCC members who are comfortable working with governments and business leaders be formed.

- Present a grant application to CDOT that shows unity, coordination, and need for the Mobility Manager position.

Develop Programs to Reduce Duplication

A critical component of the Federal Transit Administration's requirement for coordinated planning is the reduction of duplicative services and administrative costs that could potentially be combined among agencies.

- Develop countywide standards for training, safety, and vehicle maintenance. This could start with a review of area training, safety, and maintenance programs for Federal compliance, continue with the adoption of compliant or exemplary programs among agencies in the county, and culminate with organizing centralized training for each program.
- Initiate shared maintenance and fuel purchase programs among area transportation providers. It makes sense to consolidate maintenance under City of Cripple Creek Transit as they have the largest organizational capacity and is more cost effective than third party providers. Fuel purchase programs where agencies pool purchasing power to reduce costs or lock prices are another effective means of adding economies of scale.
- Develop joint grant applications for the Mobility Manager position and other projects identified through this study; continue to coordinate grant writing among LCC members. Cooperative grants are viewed more favorably by

funding sources and joint applications should be prepared where practical. LCC members should also lend support in the form of letters and grant assistance when a joint application does not make sense.

- Investigate an insurance co-op or other means to reduce insurance costs. Insurance cooperatives and joint purchases are an effective means to reduce duplication and cost through resource pooling. The process includes the identification of potential insurance company partners or nationwide resources, weighing in on the costs and benefits of different options, and then joint procurement of insurance for area providers.

Emergency Evacuation Planning

Teller County boasts a robust emergency planning council, the Local Emergency Planning Council (LEPC). During emergency events, transportation is coordinated through the LEPC. The ability to respond effectively to the needs of the most vulnerable populations is contingent upon the level of coordination between the LEPC, local agencies involved in emergency management plans, and transportation service providers.

From a forest fire to a localized weather event cutting off power and limiting transportation routes, an emergency in Teller County can vary in severity, geographic scope, and the time it takes to restore order.

It is recommended that the LCC become actively involved in emergency evacuation planning efforts to involve transportation providers to better support the LEPC.

Improve Marketing and Distribution of Transportation Information

Though there are examples of individual marketing materials and products that are excellent, current system information is difficult to find and schedules have been changing frequently as services are dynamic by nature. Additionally, there is little in the way of coordinated distribution of marketing materials and most programs have limited or no marketing budgets. The entire marketing situation contributes to transit user and non-user perceptions regarding the availability of services and the effectiveness of schedules. By combining efforts and resources, Teller County transportation providers can increase awareness of their services and attract more riders. Following are recommendations for improving the marketing of transit services.

- Explore grant sources available. There are numerous marketing grant opportunities that can be jointly explored by the LCC members. These include FTA 5304 funds for developing a communications plan, with

marketing materials, FTA 5310 funds under the Mobility Management Program, FTA 5311 Administration funds, specific marketing and pilot programs, and foundation grants.

- Consider “one look-one feel” for county transit services. With transit service visibility and awareness low, the Teller County Service providers might consider a one look-one feel branding scenario that could simplify schedules and connections. This could be in the form of standardizing the branding, look, and feel of bus schedules or extended to include buses, letterhead, and logos.
- Coordinated Travel Training. Travel training is considered an eligible expense under FTA 5310 Mobility Management funding. Travel training programs allow people who would otherwise not use transit services to experience them firsthand and learn to use them. Travel training programs have been successful nationwide in increasing transit ridership, reducing the need for specialized transportation, and breaking awareness barriers.
- Combine marketing efforts. Area providers could pool staff, production, purchasing, vendor procurement, and other marketing efforts to gain maximum benefit. This type of pooling of resources could lead to lower unit costs for marketing and promotional efforts as well as provide participating agencies with an increased awareness of all area services.
- Stock all agency transportation information among providers and agencies. This simple strategy involves stocking Teller County transportation provider information and schedules at all agencies providing service or who have clients who may use public or specialized transportation. With most affected agencies carrying brochures and schedules of transit providers, general distribution will increase, thereby increasing overall awareness.

Improve Technology-Based Access to Information

Area transportation providers, complementary agencies, and governments have some good examples of websites and use of technology, including Cripple Creek Transit’s Trolley mobile application. However, a brief inventory of government and agency websites reveals that there is not enough emphasis on transportation. Community of Caring, Teller County, and Teller Senior Coalition, organizations that support or provide transportation services, do link to transportation but the information is difficult to find. Local websites do not have links to other transportation services nor do they adequately explain the connections and options that are available. Following are some low cost options for improving information access through technology.

- More emphasis on transportation on existing websites. A simple mechanism for improving transit visibility is to place a greater emphasis on transportation services on the existing government and agency websites, though this action does incur some cost to the owner of the website.
- Other agency schedules or links. Another relatively simple fix is to include other agency's schedules or links to other websites within the transportation sections of the websites.
- Trip planning software/Google Transit Partner Program. Google Maps has a transit tool that allows passengers to access available services between major destinations. This tool can integrate transit stop, route, schedule, and fare information to make trip planning quick and easy. With a user-friendly process, upload data on fixed route services (routes, schedules, stops). A person with limited technical skills can provide the information feed used by trip planners and other mobile applications. Accessing this tool is inexpensive or free, although it takes some staff time to keep information updated. It is recommended to have all area transportation providers input basic information into the system, or one system to input information for all services.
- Mobile applications. Develop mobile applications for trip planning, services, and schedule information. Developing mobile applications is likely the most costly of the technology-based recommendations as some expertise would be required to set up new programs. However, as more and more people are utilizing mobile applications, these applications will become increasingly useful and necessary.
- Cell phone dead spot issues. Work with cellular network providers and area agencies involved with communications to enhance Teller County's network coverage. Dead spots in the county complicate emergency responses, bus operations safety and security, and GPS and other systems.

Include Veteran's Services Groups in LCC

Teller County has a disproportionately high number of Veteran's, many of which live in rural and unincorporated areas with high concentrations in areas identified as spatial gaps. Presently, Veteran's services organizations are not well represented at the LCC and coordination between Veteran's and public/human services is just beginning to take place.

In Teller County, a number of agencies provide services to Veteran's to help them maintain independent lifestyles, though the majority of Veterans prefer to assist

each other with transportation challenges. Nonetheless, it is important to coordinate with these services to increase awareness of services that are available and look into opportunities to maximize funding and other resources.

Coordination Recommendations (2018 - 2020)

It is important to note that the three to five year recommendations are contingent on funding for a mobility manager position. This position was applied for by the City of Cripple Creek in 2015; however, it was not funded. Since the funding cycle for FTA 5310 Mobility Management projects is a two-year cycle, the next opportunity to apply for funds is in 2017, with the funding expected to start by January 1, 2018.

Hire a Mobility Manager

One of the larger issues documented in the study is the absence of dedicated staff to support and implement the ideas, initiatives, and programs being developed through the LLC. The LCC has done a good job in identifying coordination activities that will propel the region's transportation forward but current efforts are bottlenecking due to staff/time availability. The hiring of a Mobility Manager to support and implement current initiatives and develop new ones is recommended.

The concept of mobility management as a strategic approach to service coordination and customer service is a trend that moves transit agencies away from their traditional roles as fixed route service operators, and toward collaboration with other transportation providers. The goal of this approach is to create a wide range of mobility services within a community. Activities can begin with the creation of partnerships among transportation providers in Teller County that expand the range of viable transportation options. Communication is also a critical component of mobility management, as the general public must be made aware of these options. This approach efficiently coordinates resources, which provides better service and more information to customers for making transportation choices.

Work Toward a One-Call, One-Click Center

Mobility management has come to represent a customer-focused process for building a transportation network in communities. An essential indicator of any mobility management program is how easy it is for community residents to learn about and take advantage of community and regional transportation services. A one call-one click service helps citizens learn about transportation options.

One-call, one-click centers vary widely in complexity and the level of services provided to the community. Typical examples of one call-one click services include the Federal Communications Commissions' services such as 211 for community social services, 311 for municipal services, and 911 for emergency services. These types of services range from automated systems guiding the caller to road information (511) to a dispatcher in direct contact with the caller managing an emergency situation (911). One call-one click centers may provide program information, other assistance, and access to transportation services. They may be web-based or have an individual who can be called for more detailed information.

Options for developing a one-call, one-click center for transportation services in Teller County that are viable are to:

- Have an organization already staffed to answer calls, such as a public transit call center, include information about all available services; or,
- Have a web-based center.

Developing a one-call, one-click center involves assessing resources and needs, determining the functions that are needed and will be shared, and determining the best way to provide the needed functions. A one-call, one-click center can be developed incrementally, starting small and building over time. The type of one-call, one-click center to be implemented will depend on available resources and how well a given form meets the expectations of the LCC.

Centralized Dispatch

Centralized dispatch is a common strategy that allows for increased efficiency as the trips of participating agencies are all reserved and managed through a single point of contact, reducing staff, technology, and infrastructure overhead. Presently, there is not a high need for centralized dispatch as Cripple Creek Transit uses a direct passenger call-in system where passengers talk directly to the bus operator while Teller Senior Coalition takes manual reservations and has limited will call trips. However, as services continue to expand and if any agency is ready to purchase dispatching software, it would be appropriate to undertake such an expansion with a view to coordinating with multiple agencies.

Develop Carpool and Rideshare Programs

Study findings indicate that there is good potential to provide transportation services to commuters filling the nearly 6,000 jobs available in the Woodland Park, Cripple Creek and Victor areas or the 6,700 Teller County residents traveling to jobs in other communities. One approach to serving commuters is a carpool or

rideshare program. These programs are low in cost to operate. Technology driven options like Uber are now targeting rural settings.

Service Options

A number of service needs were identified through the study and the ongoing efforts of the LCC; however, the cost of additional services is beyond the organizational and financial capacity of the LCC and new services will have to continue to be funded locally. The LCC should continue to support the development of transportation services through coordination and mobility management efforts, while direct service should continue to be operated by the current provider(s). Cost estimates were developed utilizing the cost per hour of Cripple Creek Transit. Service options identified through the study included:

Increase Frequency of Existing Route Service

This includes both adding days of service and adding more service per day when services are operating. There are two fixed routes operating in Teller County: the Gold Camp Connector and the Cripple Creek to Woodland Park service. Since the Cripple Creek to Woodland Park service only operates once per week, it would not be prudent to add service frequency prior to increasing the number of service days. **Table 12** provides cost projections for several scenarios in which frequency is increased. Costs can range from nearly \$15,000 annually for peak period service 180 days per year to nearly \$150,000 per year for service that would include adding a full ten-hour schedule 365 days per year.

Table 12– Cost to Increase Frequency of Existing Services

Service Options	Operating Hours	Annual Operating Days	Daily Revenue Hours	Cost per Hour	Annual Cost
Peak Period	9 AM - 10 AM/3 PM - 4 PM	180	2.0	\$40.57	\$14,605
Peak Period	9 AM - 11 AM/3 PM - 4 PM	365	2.0	\$40.57	\$29,616
Peak Period	9 AM - 11 AM/3 PM - 5 PM	180	4.0	\$40.57	\$29,210
Peak Period	9 AM - 11 AM/3 PM - 5 PM	365	4.0	\$40.57	\$59,232
Full Schedule	7 AM - 5 PM	180	10.0	\$40.57	\$73,026
Full Schedule	7 AM - 5 PM	365	10.0	\$40.57	\$148,081

Increase the Level of Human Services Transportation

Increasing human services transportation was identified as a need through the study process. **Table 13** illustrates projected operating costs under several scenarios. Cost estimates are for modest increases in Human Services transportation as funding options are limited. The cost of adding Human Services

transportation ranges from \$10,500 for adding 5 hours of service per week to more than \$84,000 for adding a full 8-hour daily schedule.

Table 13– Cost to Increase Human Services Transportation

Service Options	Operating Hours	Annual Operating Days	Daily Revenue Hours	Cost per Hour	Annual Cost
Add 5 hours per week	Monday through Friday	260	1.0	\$40.57	\$10,548
Add 10 hours per week	Monday through Friday	260	2.0	\$40.57	\$21,096
Add 15 hours per week	Monday through Friday	260	3.0	\$40.57	\$31,645
Add 20 hours per week	Monday through Friday	260	4.0	\$40.57	\$42,193
Full Schedule	Monday through Friday	260	8.0	\$40.57	\$84,386

Increase Service Coverage

There were several options developed for increasing service coverage, particularly in northwestern Teller County, along Teller County Road 1, and the State Highway 24 corridor between Florissant and Divide. The cost to increase service coverage was estimated from one weekly run with 4 daily hours to two full Monday through Friday schedules. Cost projections for increasing service coverage ranged from \$8,400 annually to more than \$84,000. **Table 14** provides cost projections for increasing service coverage.

Table 14 – Cost to Increase Service Coverage

Service Options	Operating Hours	Annual Operating Weeks	Weekly Revenue Hours	Cost per Hour	Annual Cost
1 Run	Variable - add one day per week	52	4.0	\$40.57	\$8,439
2 runs	Variable - add one day per week	52	8.0	\$40.57	\$16,877
3 runs	Variable - add one day per week	52	12.0	\$40.57	\$25,316
Add Full Schedule	Monday through Friday	52	20.0	\$40.57	\$42,193
add 2 Full Schedules	Monday through Friday	52	40.0	\$40.57	\$84,386

Develop a Route to Connect Cripple Creek with Canon City

This option was also identified through the Statewide Transit Plan and the City of Cripple Creek’s Five-Year Transit Development Plan. Cost estimates for CCT are used to produce estimates ranging from \$8,400 annually for a limited one-day per week schedule to more than \$42,000 for Monday through Friday service. **Table 15** provides cost projections for a Cripple Creek to Canon City route

Table 15 – Cost to Add Route to Canon City

Service Options	Operating Hours	Annual Operating Weeks	Weekly Revenue Hours	Cost per Hour	Annual Cost
1 run Cripple Creek/Canon City	Variable - add one day per week	52	4.0	\$40.57	\$8,439
2 runs Cripple Creek/Canon City	Variable - add one day per week	52	8.0	\$40.57	\$16,877
3 runs Cripple Creek/Canon City	Variable - add one day per week	52	12.0	\$40.57	\$25,316
Full Schedule to Canon City	Monday through Friday	52	20.0	\$40.57	\$42,193
2 Full Schedules to Canon City	Monday through Friday	52	40.0	\$40.57	\$84,386

Develop a Route that Connects Woodland Park With Colorado Springs

This option was also identified through the Statewide Transit Plan. The options would have a similar cost structure to adding service to Canon City, as run times are similar.

The LCC will not function as a direct provider of service, nonetheless, the LCC members, mobility manager or future paid staff will play an active role in supporting the development of new services. This role will be further defined as resources become available and marketing strategies are further refined.

Develop Vanpool Program

This option should also be administered through the mobility manager. Capital costs are estimated at 80% FTA, while program revenues are based on 260 days per year and \$24 daily revenue (\$3 X 8 passengers). **Table 16** provides cost projections for developing a vanpool program.

Table 15 – Cost to Operate Van Pool Program

Annual Cost to Operate Van Pool		
Cost Center	1 Van	2 vans
Administration	\$2,000	\$4,000
Fuel	\$3,500	\$7,000
Capital/Van	\$5,000	\$10,000
Local Match	\$1,000	\$2,000
Projected Revenue	\$6,240	\$12,480
Total Annual Cost	\$260	\$520

VIII. Funding Needs and Options

Teller County Transportation Funding Needs Summarized

Assessing coordination efforts and strategies includes estimating the costs of maintaining existing service levels, expanding services, bus purchases and other capital costs to gain a comprehensive picture of Teller County’s funding needs. **Table 17** details the individual needs of Teller County transportation providers to maintain existing services over the duration of this study.

Table 17 – Estimated Cost to Maintain Existing Services

Agency	2016	2016	2017	2018	2019	2020	Total
CrippleCreek [®] Transit	Operating	\$348,662	\$359,122	\$369,896	\$380,992	\$392,422	\$1,851,094
	Capital	\$80,000	\$82,400	\$84,872	\$87,418	-	\$334,690
TellerSenior [®] Coalition	Operating	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102	\$1,061,827
	Capital	\$80,000	-	-	-	-	\$80,000
CrippleCreekCare [®] Center	Operating	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$106,183
	Capital	-	\$80,000	-	-	-	-
Total		\$728,662	\$748,122	\$688,166	\$708,810	\$640,034	\$3,433,794

The total estimated cost to maintain existing services is nearly \$3.4 million over the five-year period. All costs are estimated to increase by 3% per year. Bus replacements address the replacement of current fleet vehicles only.

Going beyond existing services and looking at expansion options identified through the study, **Table 18** details the costs of service, vehicle and capital expansion.

Table 18 – Estimated Cost to Expand Services and Capital

Agency	2016	2016	2017	2018	2019	2020	Total
CrippleCreek [®] Transit	Operating	\$35,539	\$183,620	\$287,276	\$312,291	\$354,385	\$1,173,111
	BusExpansion	-	\$88,200	-	\$97,241	\$350,000	\$535,441
	Capital	-	\$675,000	\$695,250	\$64,750	-	\$1,435,000
TellerSenior [®] Coalition	Operating	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$265,457
	BusExpansion	\$80,000	-	-	-	-	-
	Capital	-	\$150,000	-	-	-	\$150,000
CrippleCreekCare [®] Center	Operating	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$26,546
	BusExpansion	-	-	-	-	-	-
	Capital	-	-	-	-	-	-
Total		\$170,539	\$1,153,470	\$1,040,876	\$534,382	\$766,288	\$3,585,554

Service expansion options range from relatively low cost frequency increases and route extensions to the addition of full schedules. Using the figures developed for the unconstrained financial model, the cost to fully expand services will be roughly \$3.6 million to Teller County. This includes the cost of increased service, expansion vehicles, and capital projects. Capital projects included in the

expansion summary include bus shelters (Teller Senior Coalition), a Bus Operations and Storage Facility, and a Regional Transfer and Multi-Use Center (Cripple Creek).

Table 19 provides a detailed summary of all costs associated with full implementation of the projects and initiatives identified through the study.

Table 19 – Summary of Five-Year Transportation Costs for Teller County

Agency		2016	2017	2018	2019	2020	Total
Cripple Creek Transit	Operating	\$348,662	\$359,122	\$369,896	\$380,992	\$392,422	\$1,851,094
	Service Expansion	\$35,539	\$183,620	\$287,276	\$312,291	\$354,385	\$1,173,111
	Bus Capital	\$80,000	\$82,400	\$84,872	\$87,418	-	\$334,690
	Bus Expansion	-	\$88,200	-	\$97,241	\$350,000	\$535,441
	Other Capital	-	\$675,000	\$695,250	\$64,750	-	\$1,435,000
Teller Senior Coalition	Operating	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102	\$1,061,827
	Service Expansion	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$265,457
	Bus Capital	\$80,000	-	-	-	-	\$80,000
	Vehicle Expansion	-	-	-	-	-	-
	Other Capital	-	\$150,000	-	-	-	\$150,000
Cripple Creek Care Center	Operating	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$106,183
	Service Expansion	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$26,546
	Bus Capital	\$80,000	-	-	-	-	\$80,000
	Vehicle Expansion	-	-	-	-	-	-
	Other Capital	-	-	-	-	-	-
Total		\$899,201	\$1,821,592	\$1,729,041	\$1,243,192	\$1,406,322	\$7,099,348

When considering all of the service and capital needs of Teller County, the total five-year estimated cost to maintain and expand services is approximately \$7.1 million. Given that current services cost over \$3 million annually, it will be critical for the Local Coordinating Council to begin to develop funding alternatives as early in the coordination process as is feasible.

Funding Sources

There are a number of funding sources available to Teller County that include Federal Transit Administration programs, transportation in human service programs, Older Americans Act for senior citizens, and Medicaid.

FTA 5310

The Section 5310 program is the Federal Transit Administration (FTA) Enhanced Mobility for Seniors and Individuals with Disabilities Program. The program seeks to increase mobility by removing barriers to transportation service and expanding transportation mobility options. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in large urbanized, small urbanized, and rural areas. Eligible projects include both traditional capital

investment and nontraditional investment beyond the Americans with Disabilities Act (ADA) complementary paratransit services. FTA 5310 funding can also be used to fund mobility management activities. The FTA 5310 program provides 80% capital funding. CCT does not currently utilize 5310 funds but has applied previously to CDOT for funding for a Mobility Manager.

FTA 5311

The Section 5311 program is the Federal Transit Administration (FTA) Non-Urbanized Area Formula Grant Program. The FTA, on behalf of the U. S. Secretary of Transportation, annually allocates apportioned Section 5311 funds to the governor of each state. The Section 5311 program provides funding for public transportation projects serving areas that are outside of an urban boundary with a population of 50,000 or less. Funds may be used for capital, operating, planning or technical assistance projects. With these funds the mobility needs of rural transit users can be both supported and enhanced. Section 5311 Program grants are intended to provide access to employment, education and health care, shopping and recreation. The FTA 5311 program provides 80% capital and administrative funding and 50% operations funding. CCT utilized FTA 5311 funds for operations and administrative costs.

CDOT FASTER

CDOT's Division of Transit and Rail was created by legislation in 2009 to, among other things, oversee and assist transit programs across the state and has the authority to promote, plan, design, finance, operate, maintain and contract for transit services such as passenger rail and buses. A provision in the legislation provides for the allocation of FASTER funds into the State Transit and Rail Fund, which provides grants to local governments and transit agencies for projects such as new bus stops, maintenance facilities or multi-modal transportation centers. CCT has utilized FASTER funds for vehicle purchases, bus shelters, and equipment.

Aging Services

Funding for aging services that may include transportation are coordinating through the State Area Agencies on Aging and include Older Americans Act (OAA) and the Older Coloradans Act.

Medicaid Services

Medicaid services that include Non Emergency Medical Transportation, Home and Community Based Services, and Services for Developmentally Disabled are coordinated through Teller County.

Program and Farebox Revenue

Program revenue, farebox revenue, and donations received by transportation providers contribute to the total funding picture as well. Efforts to increase these revenue sources can be included in individual agency plans.

Public Private Partnerships

Public private partnerships like the one between Cripple Creek Transit and the Cripple Creek Casino Association are good examples of leveraging resources and infusing additional funding into

Self Sufficiency

Temporary Assistance for Needy Families (TANF) provides assistance to families in need that often includes transportation programs. TANF programs are coordinated through the Teller County Department of Health and Human Services.

Veteran's Services

Veteran's Services that may include transportation funding include the Veteran's Administration and the Colorado Trust Fund and are coordinated through the Teller County Veteran's Services Office.

Vocational Rehabilitation

Vocational Rehabilitation programs that may include transportation funding are coordinated through Workforce Centers or field offices. Independent Living Centers also provide some vocational rehabilitation funding

Workforce

Workforce Investment Act (WIA) and related programs that may include funding for transportation are coordinated through county Workforce Centers.

IX. Implementation Plan

One – Two Year Projects

Projects identified for the One (1) to Two (2) year timeframe are action items that in most cases require little more than staff or volunteer efforts. They do not have costs attached to them as it assumed that staff time will be “donated” by the agencies that assume responsibility for an individual task. Items with hard costs (production materials, bus wraps/painting, et.) are also included in the implementation plan. **Table 20** shows the projected cost, completion date, lead agency, and person responsible for coordinating the completion of the individual item. Please note that personnel within individual organizations may change, however, the lead agency that will supply personnel for each task will remain constant.

Table 20 – One to Two-Year Implementation Plan

Tasks and Initiatives	Projected Cost	Completion Date	Lead Agency	Project Lead
Pursue Funding for Mobility Manager				
Identify Lead Agency	-	1/1/16	LCC	Ted Borden
Develop Job Description	-	4/1/16	Cripple Creek	Ted Schweitzer
Establish Local Match and Support	-	1/1/17	LCC	Ted Borden
Present Grant Application	-	4/30/17	Cripple Creek	Ted Schweitzer
Develop Programs to Reduce Duplication				
Countywide Safety and Operations Standards	-	3/1/16	Cripple Creek	Ted Schweitzer
Initiate Shared Maintenance and Fuel Purchasing	-	6/1/16	Cripple Creek	Ted Schweitzer
Develop Joint Grant Applications	-	Perpetual	LCC	Ted Schweitzer
Explore/Initiate Insurance Pooling or Coop Options	-	9/1/17	TSC	Maggie Reed
Emergency Evacuation Planning				
Coordinate Transportation with Emergency Planning	-	9/1/16	Cripple Creek	Ted Schweitzer
Improve Marketing and Distribution of Transportation Information				
Research Available Grant Funding	-	3/1/16	Independence	Laramie Ulam
Establish Coordinated Travel Training	2,500	9/1/16	CCT/TSC	Lisa Noble/Ted/Maggie
Combine Marketing Efforts	-	1/1/17	LCC	Ted/Maggie
Consider "One Look/One Feel" Branding Strategy	125,000	9/1/17	CCT/TSC	Ted/Maggie
Improve Technology Based Access to Information				
Emphasize Transportation on Existing Websites	-	3/1/16	All	All
Add Links to Existing Websites	-	6/1/16	All	All
Develop Mobile Applications	5,000	9/3/16	All	All
Implement Trip Planning Software	-	1/1/17	All	All
Address Cellular Network Dead Spot Issues	-	6/1/17	Teller County	Mark Dettenreider
Include Veteran's Services Groups in LCC				
Identify Agencies, Make Contact, Invite Attendance	-	3/1/16	LCC	Ted Borden

Pursuing funding for the Mobility Manager position that will support region should be a combination of staffing from the LCC and the proposed lead agency, the City of Cripple Creek.

Programs to reduce duplication may require a fair amount of staff time and collaboration. Operations, safety programs, and emergency evacuation planning/coordination will be coordinated by City of Cripple Creek Staff, joint applications will be developed by staff from the agencies that are collaborating on the specific grant applications, and insurance coordination efforts will be forwarded by TSC staff.

Marketing and distribution initiatives range from simple and inexpensive (researching grant funding) to complex and costly (one look/feel branding). Marketing activities will be lead staff all several agencies including the Independence Center, CCT, TSC, and the LCC. It is estimated that conducting travel training will have a \$2,500 annual cost while full-scale implementation of a branding program (includes bus wraps or paint, consolidation of published information, single website, and outreach) could be as high as \$125,000.

Improving technology-based access to information has several independent components. These will be lead by staff from all agencies and coordinated principally through the LCC. It is anticipated that the development of mobile applications will cost approximately \$5,000.

Three – Five Year Projects

Projects identified for the three (3) to Five (5) year timeframe are large scale, complex, and costly. These projects will require considerable time and effort and may compete with service and capital expansion projects also identified through this study. **Table 21** shows the projected cost, completion date, lead agency, and person responsible for coordinating the completion of the individual item.

Table 21 – Three to Five Year Implementation Plan

Tasks and Initiatives	Projected Cost	Completion Date	Lead Agency	Project Lead
Hire a Mobility Manager				
Hire a Mobility Manager	70,000	1/1/18	Cripple Creek	TBD
Work toward One-Call-One-Click Center				
Consolidate all information for distribution	-	6/1/18	Cripple Creek	Mobility Manager
Establish central website and physical distribution	2,500	1/1/19	Cripple Creek	Mobility Manager
Develop telephone 11" service	2,500	6/1/19	Cripple Creek	Mobility Manager
Centralized Dispatch				
Establish reservations/scheduling protocols	-	6/1/18	Cripple Creek	Mobility Manager
Work out remaining logistics	-	9/1/18	Cripple Creek	Mobility Manager
Purchase reservation and scheduling software	60,000	1/1/19	Cripple Creek	Mobility Manager
Implement software system	10,000	9/1/18	Cripple Creek	Mobility Manager
Develop Carpool and Rideshare Programs				
Determine types of service to pursue	-	6/1/19	Cripple Creek	Mobility Manager
Establish reservations/scheduling protocols	-	9/1/19	Cripple Creek	Mobility Manager
Marketing and advertising	-	1/1/20	Cripple Creek	Mobility Manager
Implement chosen program	-	4/1/20	Cripple Creek	Mobility Manager

The three (3) to five (5) year implementation plan assumes that a Mobility Manager is hired through the City of Cripple Creek in January of 2018. The Mobility Manager is then tasked as project lead for the individual items included in the three (3) to five (5) year plan. The annual first year cost of the Mobility Manager's salary and benefits package is estimated at \$70,000. Should funding for this position not be awarded, it will be important for LCC leadership to come together and find volunteers who can complete the tasks.

One call-one click center activities will focus on the distribution of information physically, electronically, or by telephone and are estimated to cost approximately \$5,000 for initial setup.

Centralized dispatch activities will include coordinating agency protocols and logistics, purchasing an expandable software program for reservations and scheduling, and then implementing and maintaining the system. It is estimated that the software will cost approximately \$60,000 to purchase and another \$10,000 to fully implement the package.

Carpool and rideshare programs mostly require administrative effort and staff time, so no costs are attached to the project, as it is assumed that the Mobility Manager will facilitate these projects as a component of their regular duties. Small programs are able to use a simple database program although larger programs do have software specific to ridesharing.

The five-year projects rely heavily on staff time that is assumed to be provided through funding for a regional Mobility Manager, while the cost to implement these projects is estimated at \$285,000 over the three-year period. This figure includes three years of annual salary and benefits for the Mobility Manager as well as capital funding for reservation and scheduling software purchase and implementation. If the Mobility Manager position is not funded through the FTA 5310 program, the Local Coordinating Council leadership will have to look into other options for moving these important projects forward.

ATTACHMENT A – DEMOGRAPHIC MAPS

Figure A-1 – Persons Age 65 and Older

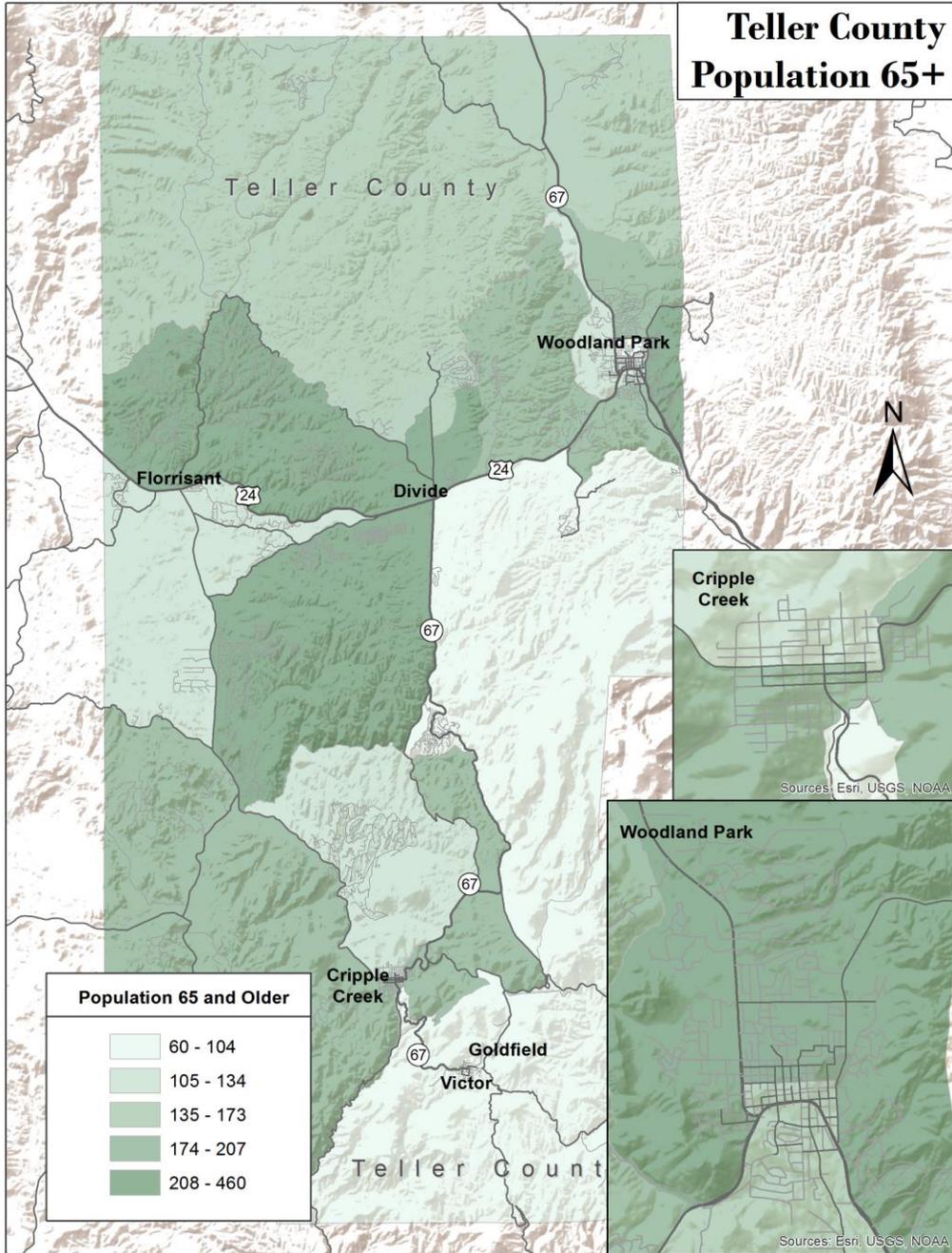


Figure A-2 – Disabled Population

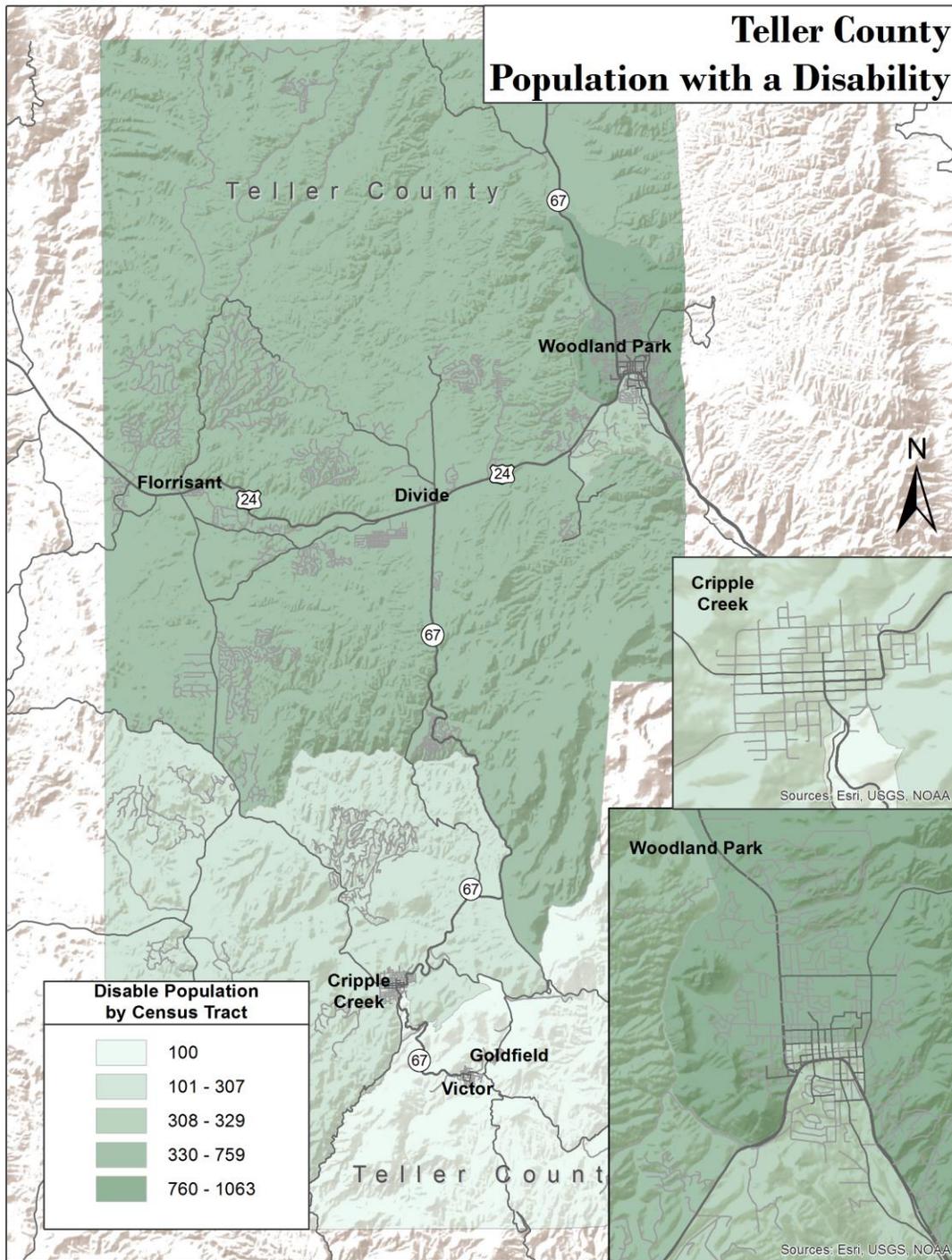


Figure A-3 – Zero Vehicle Households

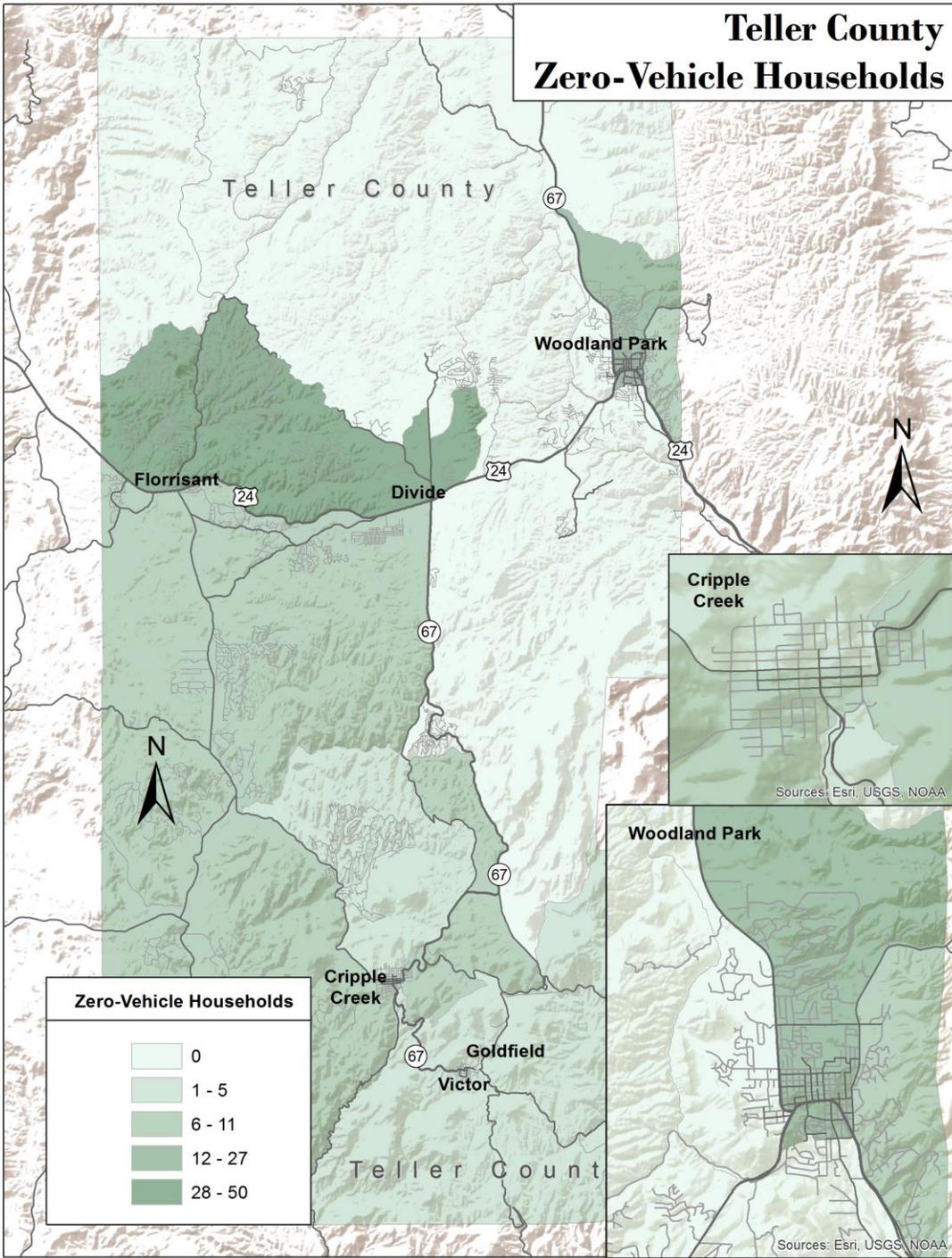


Figure A-4 – Limited English Proficiency

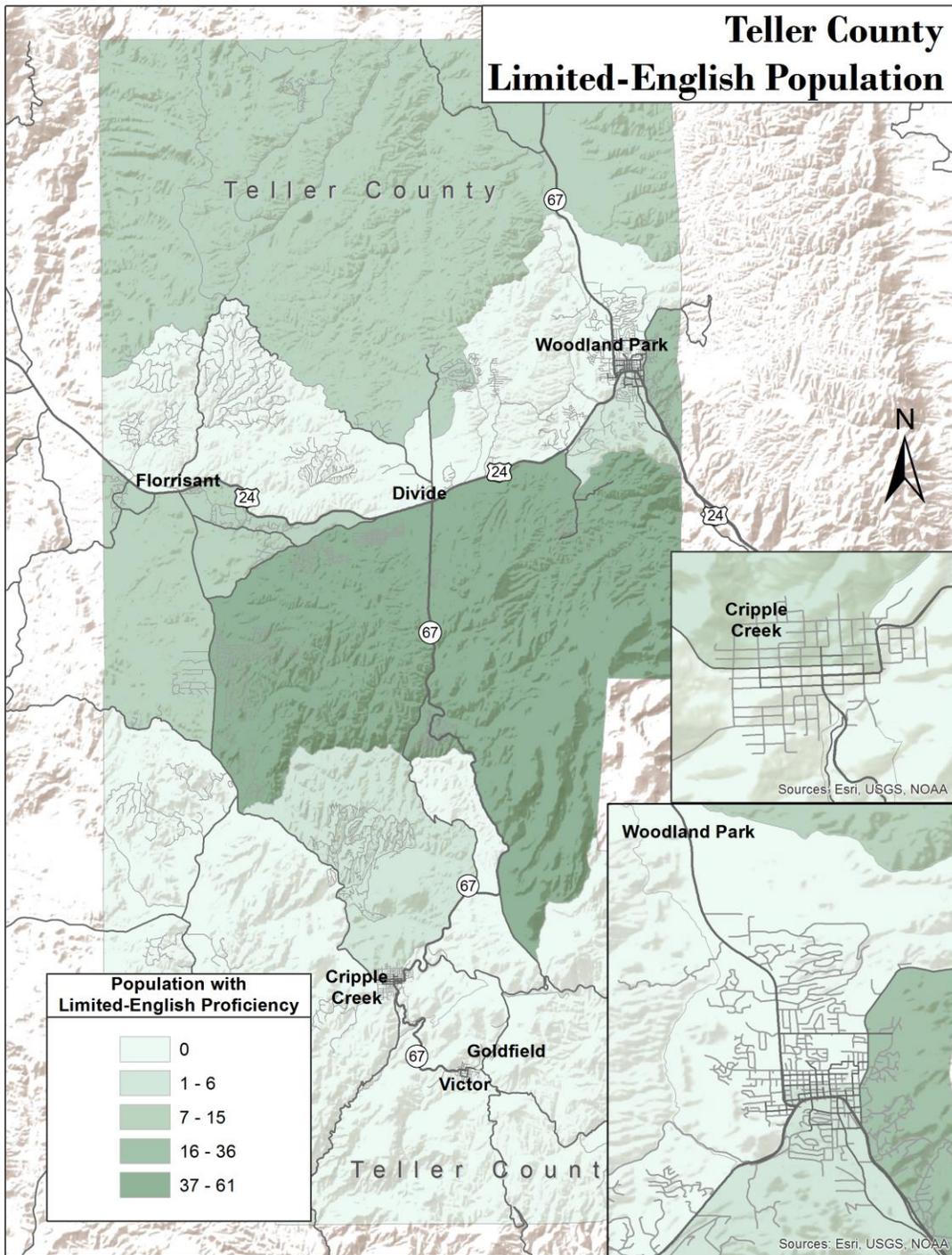


Figure A-5 – Veterans

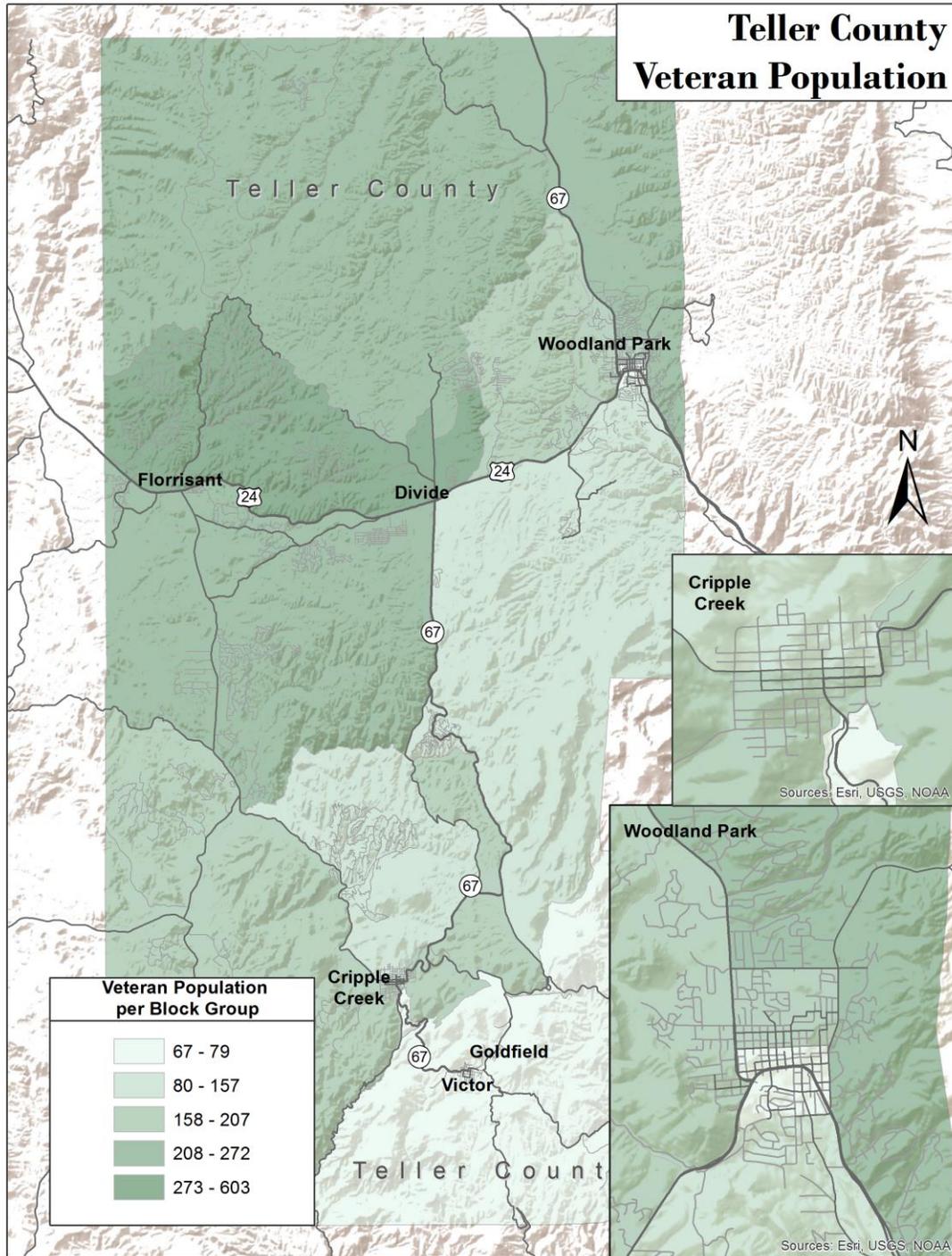
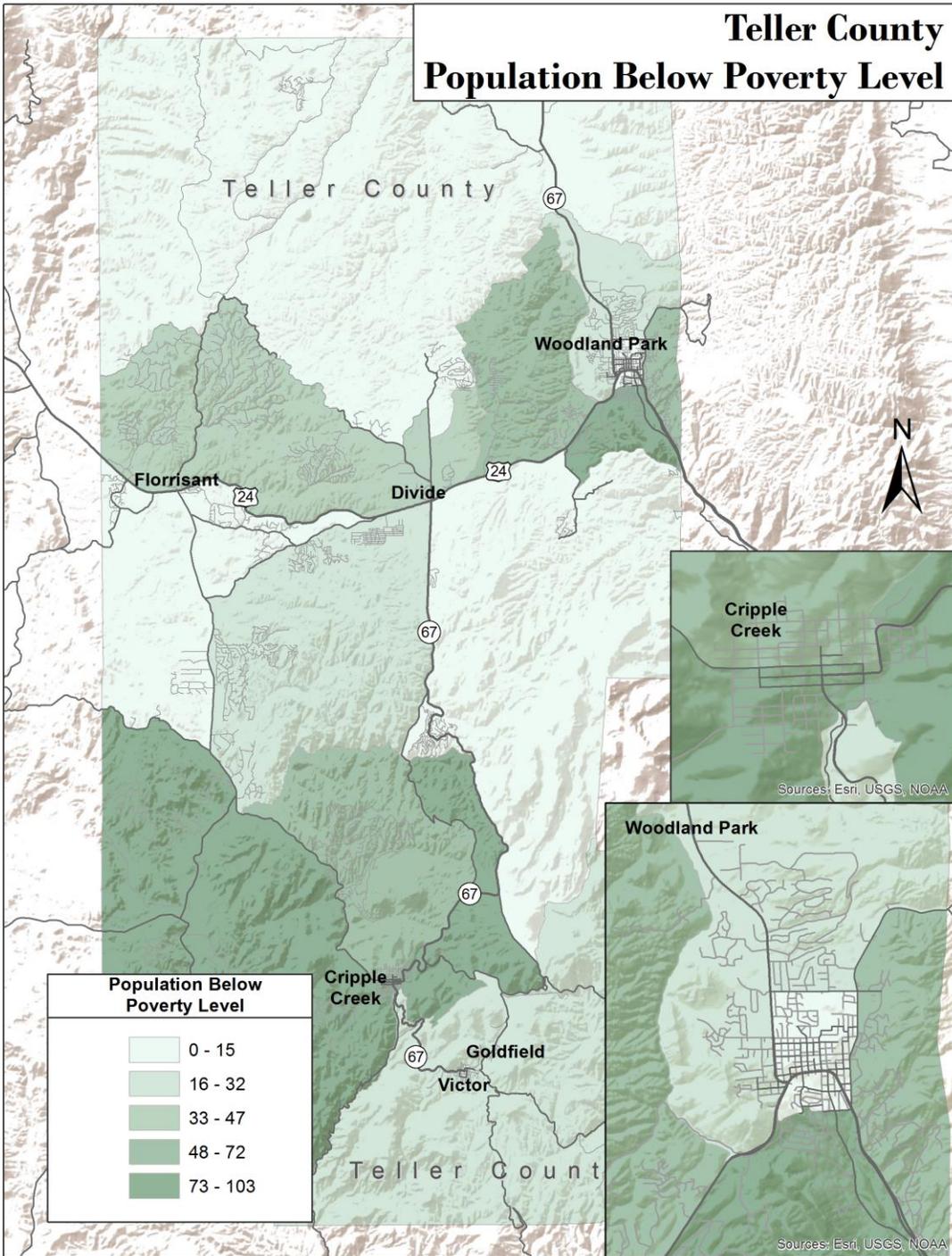


Figure A-6 – Households Below Federal Poverty Level



ATTACHMENT B – SURVEY AND PUBLIC COMMENTS

Gaining useful feedback from the community was identified by the Technical Advisory Committee (TAC) as being of primary concern with respect to sorting out transportation gaps and developing potential solutions.

Survey Question Results

The TAC expressed a desire for a condensed survey that could gain useful information from transit users and non-users alike. After some discussion on a draft version of the survey, a sub committee of the TAC was formed to work out the details. The subcommittee, consisting of Ted Borden of Aspen Mine Center, Ted Schweitzer of Cripple Creek Transit, Barbara Berger of Teller Senior Coalition, Mary Barrowman of Prospect Home Care and Hospice, and Laura Jefferies met and settled on the final questions. Questions were designed to gauge awareness of existing services, the need for services, barriers to using services, the community's propensity to use services if available, and the types of services the community feels are important. Additionally, the survey requested zip code and sub division information to establish where the responses were coming from.

Hard copy surveys were distributed at local human services meetings, on CCT and TSC bus routes, local events and large HOA meetings, while an electronic copy of the survey was distributed through LCC member mailing lists. These combined efforts produced a statistically relevant sample of 460 responses (325 hard copy and 135 electronic responses).

Question 1

On a scale of 1 - 5 (5 being highest – you can assign the same number to any option) how important are the following types of public transportation in Teller County?

Bus service	1	2	3	4	5
Carpool	1	2	3	4	5
Vanpool	1	2	3	4	5
Specialized transportation for seniors and disabled	1	2	3	4	5
Volunteer Services	1	2	3	4	5

Table B1 – Transportation Importance Matrix

Type	1	2	3	4	5	Total
Bus Service	35	25	39	55	158	312
Car Pool	51	44	79	51	50	275
Can Pool	45	30	87	60	53	275
Specialized	26	5	26	56	194	307
Volunteer	30	12	69	58	110	279

Bus service and specialized transportation were generally seen as the most important types of transportation for Teller County, supported by a high number of “Very Important” responses. Respondents also viewed volunteer services as essential. Vanpools and carpools were also viewed as good options with nearly identical results.

Question 2

Do existing services meet your transportation needs? (circle) Yes No If no; why are the services not meeting your needs (circle all that apply)?

I do not know the schedules or where to get information.

The service schedules do not meet my needs.

I have to wait too long for a bus or ride.

The fares are too high.

The service does not operate when I need it. I need it to operate the following hours: _____

The service does not go where I need it to go. I need to go to: _____

Figure B1 – Existing Transportation Meets Needs

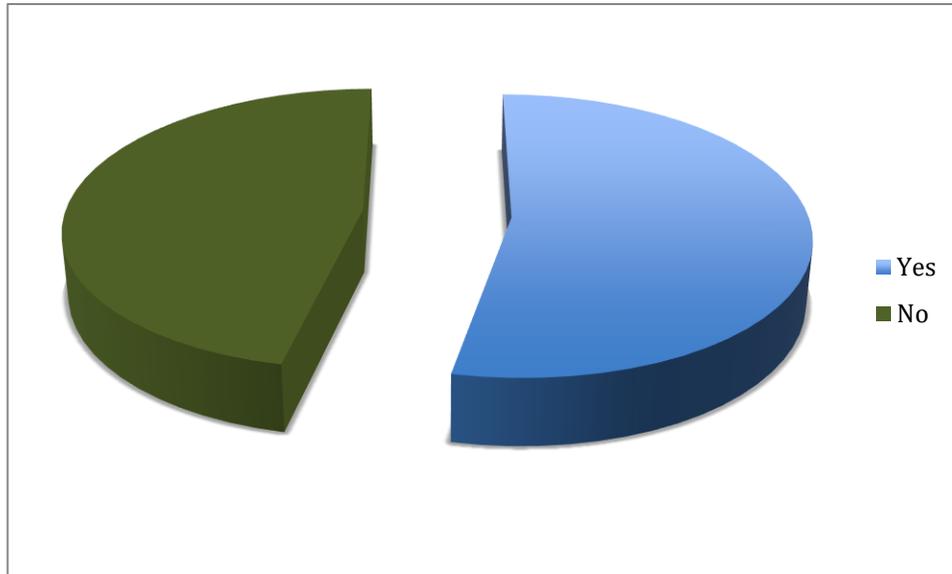
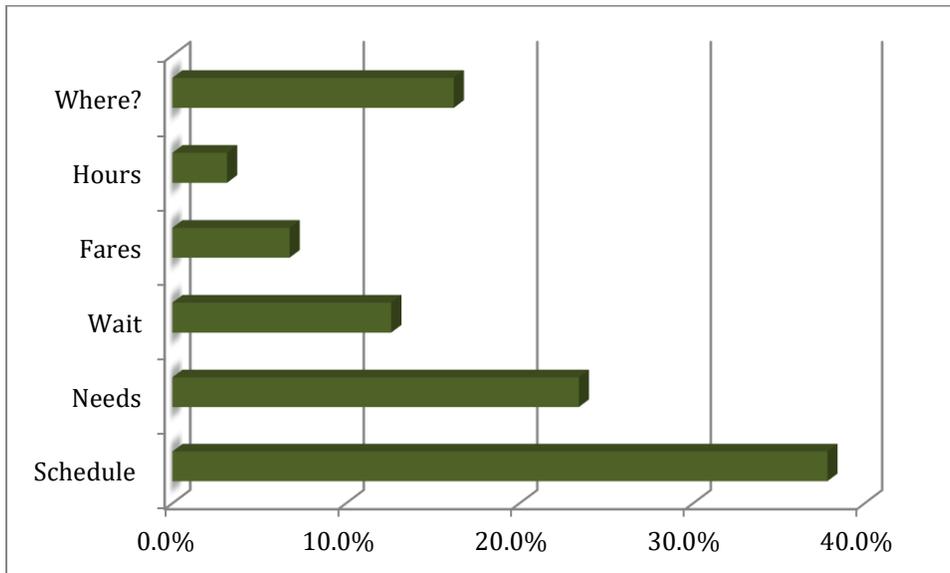


Figure B2 – Why Services Don't Meet Needs



A total of 326 people responded to question 2, with 290 of those providing answers to the second tier of the question. While nearly 56% of respondents believe that existing transportation services meet needs, the reasons for not meeting needs varied among those who did not feel that needs were being met. The unavailability or difficulty in reading bus and service schedules was seen as

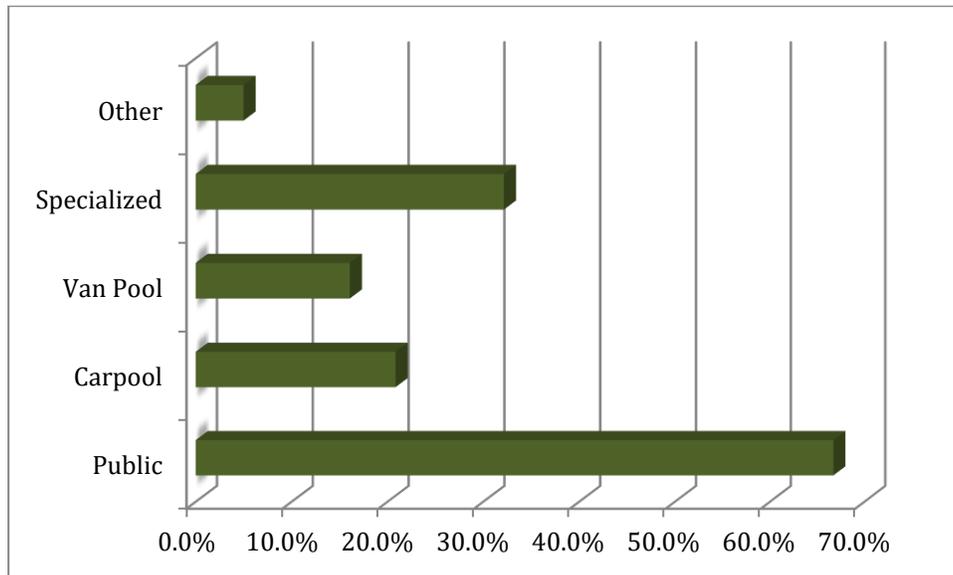
the largest barrier to using services, while services not meeting needs or going where people need to go ranked high as well.

Question 3

I would consider using the following service(s) if available (circle all that apply):

- Public transit
- Carpool
- Vanpool
- Specialized (senior, disabled) transportation
- Other (list) _____

Figure B3 – What Services Might People Use



Nearly 70% of all respondents might use public transportation if available to them, while nearly 30% would use specialized services. Vanpools and carpools were viewed as less attractive but significant options.

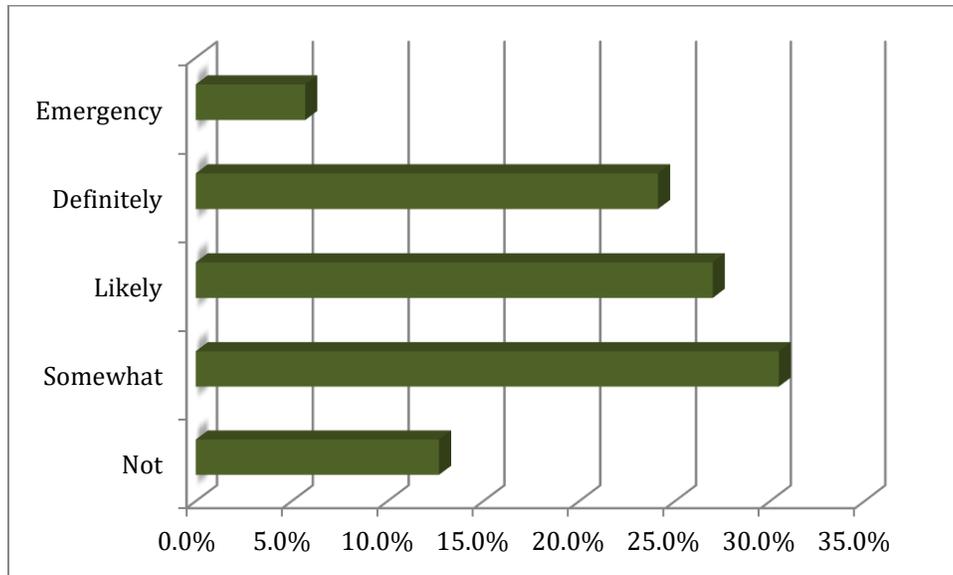
Question 4

If public transportation were available within the parameters you identified above, would you use it?

- Not at all likely
- Somewhat Likely
- Likely
- Definitely

Only in an emergency

Figure B4 – Likelihood of Using Public Transportation



Of the 441 people who responded to this question, less than 13% said they would absolutely not use public transit services, while nearly 56% said they would likely or definitely use public transit. Nearly 30% of respondents indicated that they would be somewhat likely to use transit services if available.

Question 5

What characteristics are important for you to consider using public transportation (circle all that apply)?

Schedule information is clear and easy to find

Service connects with my work or meeting appointment location.

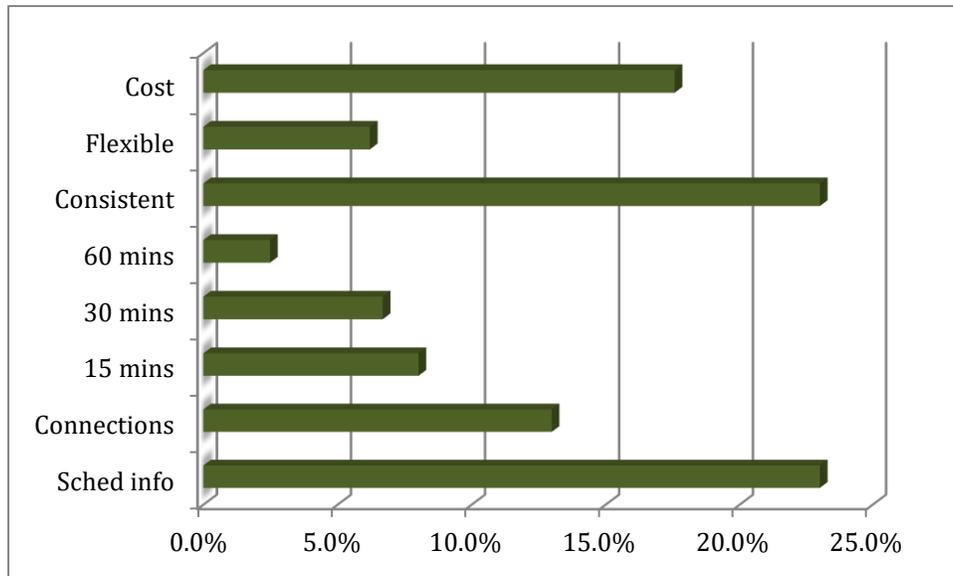
The bus comes within (circle one): 15 30 60 minutes of my work or appointment time.

The service is consistent and reliable.

The service is flexible

The cost to use the service is reasonable

Figure B5 – Importance of Public Transportation Characteristics



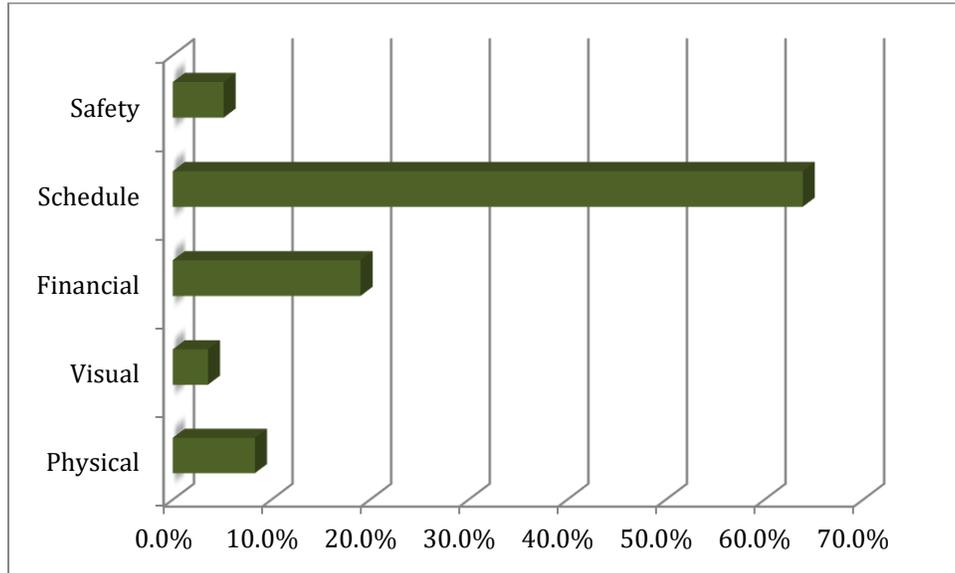
Of the responses to this question, schedule information, consistent/reliable service, and cost were viewed as most important by people who are using or considering using transit services, while 15 minute frequencies were viewed as most desirable.

Question 6

What prevents you from using public transportation that is available?

- Physical
- Visual
- Financial
- Schedules do not meet travel needs
- Safety concerns
- Other: _____

Figure B6 – Barriers to Using Available Transportation

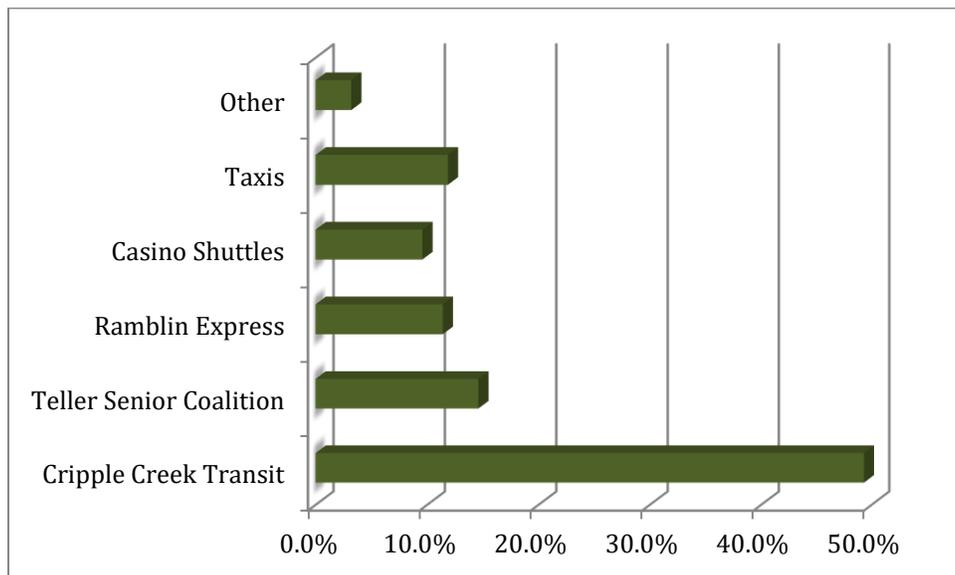


There were 252 total responses to this question, with more than 63% of people listing difficulty in finding and/or using schedule information for existing services as the primary barrier. Costs were also viewed as a primary consideration among 23% of respondents, while other potential barriers have limited impact.

Question 7

Please list all transportation services you are aware of:

Figure B7 – Services People are Aware of



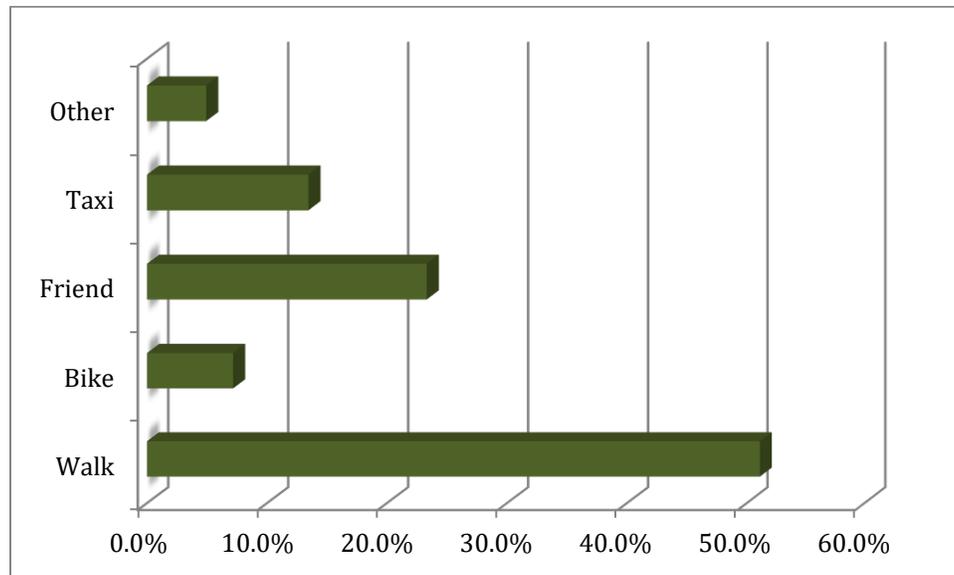
More than 50% of the 219 people who responded to this question are aware of CCT services, but awareness of other services drops off considerably after that, with TSC awareness next at less than 15%. Considering that less than half of all respondents provided answer to this question, awareness of available services is low.

Question 8

If you use existing transportation services, how do you get to a bus stop or transit pickup point?

- Walk
- Bicycle
- Friend or relative
- Taxi or other transportation

Figure B8 – How People get to Transportation Services

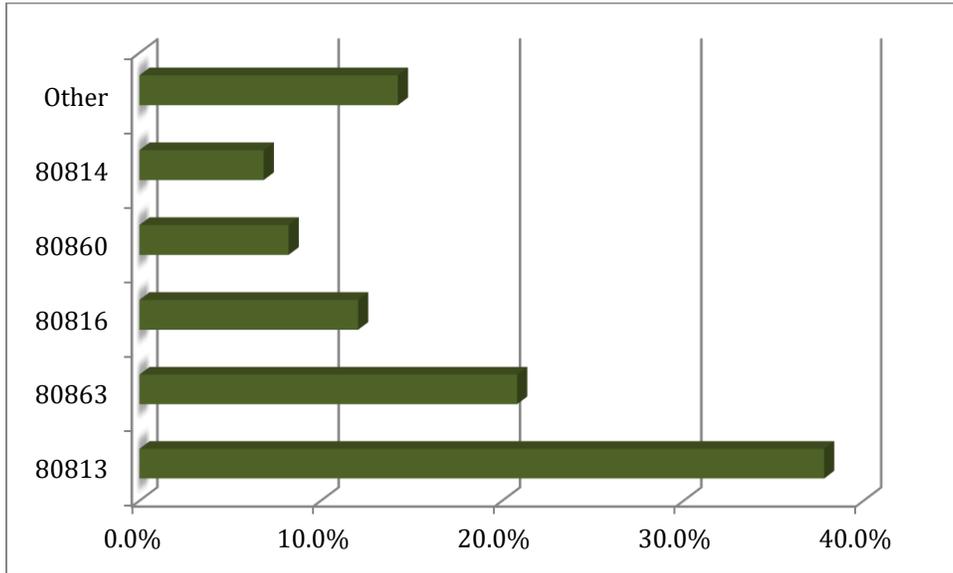


The majority of respondents, more than 50%, indicated that they walk to use public transportation. More than 20% would ask a friend for a ride to the transit system, with other modes being less frequent.

Question 9

What is your area code and/or subdivision?

Figure B9 – Area Codes of Respondents



Nearly 40% of the 365 people who responded to this question reside in or near Cripple Creek, 20% in or near Woodland Park, more than 10% in Florissant, 8% in Victor, and 6% in Divide.

Table B2 – Subdivision of Respondents

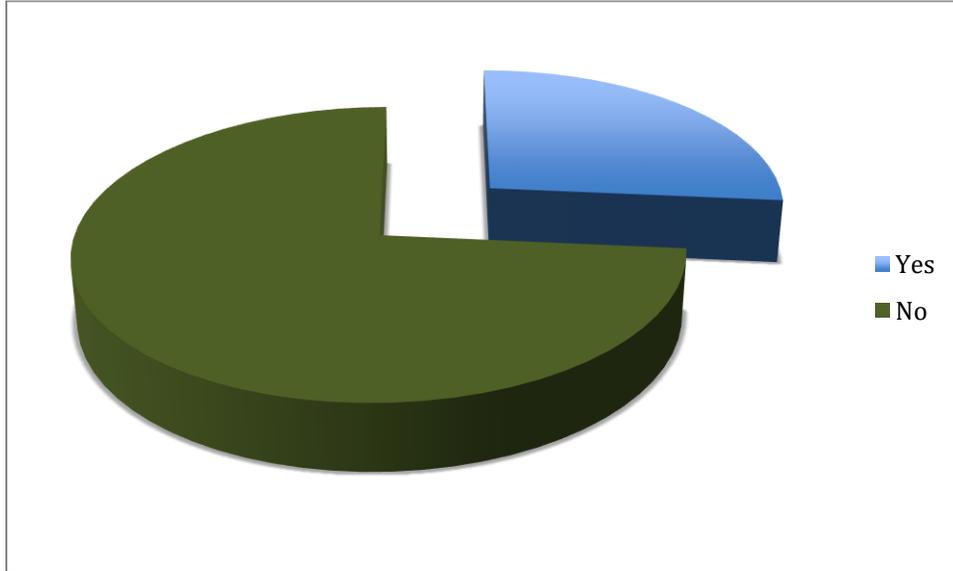
Subdivision	Zip Code	Count	Urban Center
Colorado Mountain Estates	80813	27	Cripple Creek
Sunnywood	80863	5	Woodland Park
Indian Creek	80816	4	Florissant
Lakemore West	80816	3	Florissant
Lost Burro Campground	80813	3	Cripple Creek
Phantom Canyon	80860	3	Victor
Florissant Heights	80816	2	Florissant
Arabian Acres	80816	1	Florissant
Bear Trap Ranch	80816	1	Florissant
Country Ridge Estates	80816	1	Florissant
Crestwood Park	80863	1	Woodland Park
Deer Mountain Ranch	80816	1	Florissant
Echo Valley	80816	1	Florissant
Forrest Edge	80863	1	Woodland Park
Highland Meadows	80816	1	Florissant
La Montana Mesa	80816	1	Florissant
Morning Star	80816	1	Florissant
Navajo Mountain	80816	1	Florissant
Painted Park	80863	1	Woodland Park
Paradise Estates	80863	1	Woodland Park
Rawson	80863	1	Woodland Park
Stuart Place	80863	1	Woodland Park
Trail ridge	80863	1	Woodland Park
Weaver	80863	1	Woodland Park
Westwood Lakes	80863	1	Woodland Park
Wild Horn	80816	1	Florissant
Guffey	80820	3	Guffey
Colorado Springs	80904	1	Colorado Springs

Of the 70 people who provided a subdivision, 30 are located in or near Cripple Creek, 19 in or near Florissant, 14 in or near Woodland Park, 3 in or near Victor, and 4 from outside Teller County.

Question 10 (Optional)

Are you willing to provide contact information for further follow-up?

Figure B10 – Number of Respondents Providing Contact Information



Nearly 74% of respondents did not provide contact information; however, 112 people did, providing a contact database for future studies.

Summary of Community Comments

The survey questions called for comments on questions 2 and 6. Question 2 asked where people would want to go if transportation were made available, while question 6 asked people to list why “other” reasons for not using transportation.

Colorado Springs, Woodland Park, Florissant, Teller County Road 1, DIA and the Water Store were some common destinations listed by respondents.

Primary reasons listed for not utilizing public transit services include no perceived need, car ownership/independence, and no knowledge of existing services. Tables B2 and B3 summarize the comments.

Table B3 – Where People Want to Go

Where Respondents Want to Go	
Colorado Springs/DIA	Springs
Florissant	PM route from Victor
Woodland Park to Divide	630 AM from Victor
Woodland Park to Springs	630 AM from Victor
Parkway Day Program	PPCC to Teller 1
Lost Burros/Teller 1	Water Store, WP
PPCC to Teller 1	WP/Wal Mart
Water Store, WP	Teller 1
9630 Hwy 67	Florissant
Woodland Park	Florissant
Springs	CCME
DIA, Denver	Divide
Don't use much	Colorado Springs
Divide, Spring Valley	Colorado Springs
Springs - Woodland Park	Colorado Springs
Church on Sunday	Divide
Colorado Springs	9630 Hwy 61

Table B4 – Other Reasons for Not Using Transit Services

There is none	Never used before	Only use in emergency
None	No Needed	Own vehicle
No idea where it is	No need	I drive
Drive	No need	Own transport
Work in Springs	No need	Too far - 5 miles
None in Divide	No need	Own a truck
Kids	Not interested	Doesn't go where needed
Drive mainly	No need	No public trans now
Work needs	No need	Live too far
Prefer to drive	No need	Have car
Doesn't fit schedule	Do no live here yet	Doesn't go where I live
No Need	There is none here	Too busy taking kids to/from school
No info available	No need at this point	Live out of town
No info available	No need at this point	Live in rural area
Not familiar	None	Driving more convenient
None available	No need at this time	Easy to walk
Privacy concerns	Too far off grid	Car works
Live elsewhere	Don't need	Not Available
Not needed	No need	Off Teller 11
Drive; but others need	Not available	Car is still running
Not aware	Not available	None available
Not needed	Have transportation	Car still runs
Unaware of current svc	Do not need it now	My dog
Not Necessary	Do not need it now	Own vehicle
Doesn't come my way	Don't need	Have transportation
Too far away	Location	Have vehicle
Car	Do not need	Have own car
Have transportation	Location	Have own transportation
Not needed	Not living in Teller Cty	No need
Not needed	None	Schedule
Have car	No need	No transit at CCME
Drive	None	Needs changes
What transportation?	Still independent	Not close enough
Never used before	Not going to use	Own transportation
No Needed	Have car	Have car

ATTACHMENT C – MEETING AND ACTIVITY NOTES

Following are notes and outcomes from meetings and activities undertaken during the public involvement process. The first are meeting notes from a meeting that took place prior to the start of the project (Teller Senior Coalition Meeting) and the second are notes from the project Kickoff meeting that took place on April 20, 2015.

Subsequent activities undertaken by TransitPlus included participation in the June 10th Teller County Resource Group meeting, participation in a booth at the Woodland Park 4th of July Festival, a presentation at the July 25th Colorado Mountain Estates HOA meeting, and discussions with individuals following meetings and events.

A number of local leaders participated in the effort through soliciting electronic responses, distributing surveys through programs or services, distributing surveys at meetings and events, and presenting study objectives at area meetings.



Teller County Senior Coalition Meeting

Pre Project Meeting

March 16, 2015

Meeting Notes:

The meeting, which included 18 local stakeholders (sign-in sheet attached), had a heavy focus on transportation, with Barb Berger of TSC and Ted Schweitzer providing reports on new transit services.

Cripple Creek/Victor continues to increase ridership while TSC needs another vehicle to address increasing demand.

Ralph Power of TransitPlus gave a brief presentation on the impending Five-year Transit Strategic Plan. The presentation was succeeded by a question/answer period in which general information regarding area perceptions was solicited. Following are the high points of the discussion:

- Teller County is defined by rugged individualism, making public transportation or even assistance a challenge.
- Sparse population presents difficult transportation challenges.
- There is a need for alternative transportation systems such as vanpools or car pools to help meet employee transportation demand.
- The rural population often does not have the resources to move, so they are aging in place despite aversion to public transportation.
- Not much trust of CDOT – they feel that the Ute Pass service was discontinued prematurely. There was discussion of how the route was no longer viable once MMT discontinued connecting service from Colorado Springs.
- TSC demand for services is exceeding capacity.
- Silver Key, which had two staff on hand, expressed a desire to work with the group to make necessary connections.
- Local funding and the difficulty in getting local decision makers to attend meetings were discussed. Local funding is viewed as a significant challenge to building or expanding transportation services.
- New services would need to be consistent (5 years in place) and well branded to attract ridership.
- Cripple Creek Transit and Teller Senior Coalition are working together on a once a week regional service out of Cripple Creek that connects with local TSC fixed route service. There is presently an IGA that awaits Teller County signature.
- It was expressed that there was a need to coordinate area transportation information through a single point of contact; the Teller County LCC.



Teller County LCC Five-Year Transit Strategic Plan

Project Kickoff Meeting

April 20th, 2015

Meeting Notes:

1. Background and Introductions – the meeting kicked off with introductions and the acknowledgement that the Teller County LCC would also act as the Transportation Advisory Committee (TAC) overseeing the project.
2. Project Purpose, Goals and Objectives – there was a brief discussion on the purpose of the Five-Year Transit Strategic Plan. It was presented by Ralph Power that the purpose of the study is to establish transportation gaps, alternatives to bridge the gaps, what services and coordination efforts might address those gaps, funding that may be available, and the appropriate governance structure to operate those services. This was followed by a productive discussion on the goals of the project and how they would evolve as more information and data became available. Preliminary goals developed by the TAC through the discussion included:
 - To develop choices that are available to all residents of Teller County that address the geographical and population dispersion challenges of the area. It was further discussed that most people don't understand public transportation or how to use/access it. Marketing and dissemination of information was identified as lacking.
 - The development of a centralized point of information dissemination and a mobility management program or manager to facilitate coordination efforts. David Buttery, Woodland Park City Manager, expressed local support for the project.
 - To establish a transportation network for Teller County that encompasses mobility management, public transportation, human services transportation, and other services. It was discussed that simple solutions that have been successful elsewhere should be utilized throughout the process. Mary Barrowman suggested old-fashioned slug lines while other topics included web-based information dissemination, car pools, vanpools, and limited public and specialized services.
 - The final goal the TAC adopted was to focus efforts resulting in connectivity to the Teller County urban centers of Woodland Park, Cripple Creek, Divide, and Florissant. It was further discussed to utilize existing

resources such as bus stops and shelters wherever possible and to build efforts to connect with other services such as Silverkey and Bustang.

3. Public Involvement – a discussion on public involvement focused on the TAC member’s experience and ideas regarding how best to reach potentially isolated groups and neighborhoods. The following ideas were presented by the group:
 - Schedule public forums and activities in conjunction with large key stakeholder groups. Senior groups and HOA meetings were identified as good sources of information. Ted Borden volunteered to develop a meeting schedule encompassing the next several weeks upon which the outreach efforts would be scheduled.
 - The need for a concise, well-distributed public survey was identified as a key public involvement component. TAC members volunteered to send it out to their mailing lists and assist where appropriate.
 - Specific venues identified for distributing surveys and/or soliciting information included:
 - Public Service Announcements
 - Churches
 - Banks
 - Schools
 - Business After Hours
 - Chamber of Commerce
 - Existing mail lists
 - Social media
 - Marquis around town
4. Key Project Activities/Project Schedule – following the discussion of public involvement activities, Mr. Power gave a brief presentation outlining the specific activities that would be included in the study, which included:
 - Coordination activities to date – a summary or coordination activities undertaken by the LCC since its inception.
 - Area demographics and activity centers – an analysis of populations who typically use transit, area travel patterns, and common travel destinations.
 - Inventory of existing services – will include a listing of services, their schedules, and costs.
 - Alternatives Development – background elements and gaps in services will drive the development of alternatives designed to address them.
 - Capital Plan – a capital plan that addresses chosen alternatives and initiatives will be developed.

- Coordination Plan – it was discussed that the coordination plan would be developed in conjunction with other transportation alternatives.
 - Operating Plan – the project will include an operating plan for the services that can be funded.
 - Governance and Funding Options – the project team will develop options for both governance and funding of proposed alternatives.
 - Implementation Plan – lastly, it was discussed that the final component of the project will be an implementation plan that details the who/who/what/when of implementing feasible projects.
5. Project Schedule – the project schedule as amended was presented to the TAC for review and discussion. The schedule includes three additional TAC meetings and shows the project being completed in September of 2015. There were no modifications or additions to the schedule as discussed.



Teller County Resource Group Meeting
Aspen Mine Center
June 10th, 2015

Meeting Notes:

TransitPlus and Ted Borden of Aspen Mine Center were allowed to give a brief description of the project and project objectives, which was followed up by three basic questions that would provide a general overview of meeting participant's knowledge of existing services, challenges, and potential solutions. Given the limited time allowed at the meeting and the high number of participants, responses were generalized by show of hands or general agreement. Some specific responses were notes as well.

1) Are you aware of existing transit services?

As the participants in this group represent a broad range of community interests throughout the county, there was a general awareness of City of Cripple Creek and casino transit services, though not specific routes and services. Comments included:

- Not sure where to find information
- Doesn't Teller County provide some transportation
- Taxi services in Woodland Park

2) What challenges to transportation do you see?

There was a general consensus that geography and funding represented major obstacles. Comments included:

- Geographical, difficult terrain and conditions
- Aging population
- No sure when and where existing services run
- How do you get an independent population to use transportation

- Services can't be pulled right away because of funding (lack of)

3) What solutions to these challenges do you see?

There was a general consensus that carpools and vanpools could provide some options for commuters. Comments included:

- We need special transportation for seniors and disabled folks
- Consistent, reliable, and more frequent public transportation
- Volunteer services
- Possibly a call in service like Uber
- Solutions have to be affordable



Woodland Park 4th of July Celebration
Woodland Park Civic Center
July 4th, 2015

Events Notes:

TransitPlus manned a booth with the assistance of Karen Casey-Svetich of North Teller Build a Generation at the annual 4th of July Celebration in Woodland Park. The booth was intended to serve two purposes: distribute surveys and solicit information regarding county transportation from attendees. Nearly 60 surveys were completed and it would have been more were it not for an early afternoon downpour. The same basic questions (awareness, challenges, solutions) were asked, though many who filled out the survey did not also want to discuss transportation further. For this reason the overall focus was on solutions when prioritization was required. Comments received included:

- Not sure but can't think of any (transportation services)
- Teller Senior Coalition provides some services
- Ramblin Express and casino shuttles but I don't go up there much
- Most people have a car and don't want to use public transportation
- Taxis are too expensive
- People in the mountains are just too independent to use it
- Not sure where I can get information on what is out there
- We need more (transportation) because the population is aging
- One-call/one click information center
- Low cost car rental
- Service connecting Woodland Park to Colorado Springs (airport)
- Service connecting to Denver (DIA)

- We need more volunteer services
- More visible and frequent services would be a good start



Colorado Mountain Estates Annual Meeting
CCME
July 25th, 2015

Meeting Notes:

TransitPlus and Ted Borden of Aspen Mine Center were allowed to give a brief description of the project and project objectives, which was followed up by three basic questions that would provide a general overview of meeting participant's knowledge of existing services, challenges, and potential solutions. Given the limited time allowed at the meeting and the high number of participants, responses were generalized by show of hands or general agreement. Some specific responses were notes as well.

1) Are you aware of existing transit services?

There was a general awareness of City of Cripple Creek and casino transit services, including the Gold Camp Connector (Victor to Cripple Creek). Comments included:

- Cripple Creek Transit
- Casino shuttles, Ramblin Express
- I know there is service but it doesn't come here

2) What challenges to transportation do you see?

There was a general consensus that geography and lack of available options presented major obstacles. Comments included:

- The service doesn't come out Teller 1 or I would use it
- Where would I find information on when services operate
- Most people out here aren't willing to give up their car
- The service would have to operate when I need it to

3) What solutions to these challenges do you see?

There was no general consensus on what is needed but participants were encouraged to think outside of the box. Comments included:

- We need better cell phone coverage to make it (transportation) work
- Service that comes down Teller County Road 1 and stops near my place
- People will have to rely on their friends if we don't have it
- Maybe a carpool or volunteer network would work

ATTACHMENT D – SAMPLE MOBILITY MANAGER JOB DESCRIPTION

CRIPPLE CREEK MOBILITY MANAGER

CITY OF CRIPPLE CREEK

Job/Class Title: Mobility Manager
Department: Transportation
Reports To: City Administrator
FLSA Status: Exempt
Preparation Date: 06/15

JOB DESCRIPTION

SCOPE OF WORK: The Cripple Creek Mobility Manager serves the general public through conceptualization, planning, developing and operating programs that respond to and influence the demands of the market. These actions and supportive strategies are performed directly or in collaboration with local transit agencies in and around Teller County in order to provide a full range of travel options that are more effective in meeting needs and more efficient through reasonable pricing.

This position is responsible to improve business and community support for the transportation services in and around Teller County. It will require the development and distribution of information that explains how to utilize the available resources in meeting the diverse travel needs of the market it serves.

Some of the desired skills, abilities and competencies that enhance the performance of this position are:

- Change agent Problem solver
- Innovative thinker Leadership
- Collaborative partnerships Negotiator
- Conflict resolution Mediator
- Persuader Empathy
- Communicator Customer focus
- Initiator Team builder
- Visionary Management skill

ESSENTIAL JOB FUNCTIONS: Below is a list of actions that are required in the fulfillment of the duties:

- Develops and directs the design, production and distribution of specific marketing materials directed at employers, employees, human service agencies and other entities.
- Serves as the liaison/ salesperson to community leaders in an effort to demonstrate how transportation enhances economic development.
- Provides direct outreach to area employers and employment agencies to gain support for employer and employee transit programs.
- Researches, develops and writes grant applications for future funding.
- Attends annual conferences on issues relating to transportation.
- Develops potential for future expansion of transit options across municipal boundaries.
- Plans and coordinates special promotional events and activities related to general public transportation.
- Makes public presentations on the benefits of mobility management for the community.
- Builds supportive community networks.
- Leads in the design of operational functions that are nontraditional in service delivery.
- Is familiar with technological advances that increase travel options and/or convenience.
- Is knowledgeable about techniques that foster transit ridership through links with land development.
- Attends any additional training and/or workshops as per DOT requirements and recommendations and ensures transit staff also completes any required training.
- Provides information and interacts positively with visitors specific to a historic, resort community.
- Attends all meetings as required by the City Administrator, including monthly department head and Operations meetings.

EDUCATION AND EXPERIENCE:

Any combination of education and experience equivalent to a high school diploma or general education degree (GED) and two years of transit operation or mobility management.

SPECIAL REQUIREMENTS:

Must be 21 years old. Must be eligible as a driver according to the City's driving guidelines in the Personnel Policies and Procedures Manual, Chapter 12, and maintain that eligibility throughout employment. Must also possess a Medical Examiners Certificate.

ABILITIES AND SKILLS REQUIRED:

- Knowledge of safe driving practices and provisions of applicable laws governing the operation of transit vehicles and the transportation of passengers.
- Ability to lead and train new and other drivers.
- Ability to learn streets and geography of Teller County
- Ability to prepare and maintain accurate operating reports using City computer system.
- Ability to evaluate bus operator.
- Ability to follow oral and written directions.
- Ability to establish and maintain effective working relationships with fellow Managers, Supervisors Employees, and Riders.

PHYSICAL REQUIREMENTS:

- Ability to perform moderate and some heavy physical work and to lift and carry 50 pounds.
- Ability to stand, walk, sit, bend, crawl, twist, reach, kneel, grasp, push, pull, and perform a variety of similar body movements.
- Ability to see and read instructions and fill out forms.

WORK ENVIRONMENT:

The Manager is regularly exposed to moving mechanical parts, fumes or airborne particles, and some outside weather conditions. The noise level in the work environment is usually moderate.

ATTACHMENT E – COORDINATION RESOURCES

The following resource guide was taken from the Community Transportation Association's "A Guide to Planning One-Call Services", completed by TransitPlus in collaboration with the IBI Group.

RESOURCES

The technological advances in the last decade have made it possible to connect services and programs in new ways. There have been a variety of national initiatives undertaken by Federal agencies and national associations to research, explore and develop the technology, service delivery models, and protocols that enable services to be provided to consumers in a manner that is customer focused. This new model places the complexity of programs in the background, with the challenge of navigating complex systems no longer left to the consumer.

The following resources are categorized by key organizations or initiatives and by topic. The websites for major initiatives provide a wide range of resources. The work undertaken in these initiatives is building upon each other's efforts. Yet each one approaches the issues from different perspectives. By browsing these sites you will find many additional resources and begin to learn the language of some of your potential partners. The web search showed a good deal of cross-fertilization occurring, with key resources available on more than one web site.

KEY ORGANIZATIONS

Aging and Disabilities Resource Center Technical Assistance Exchange

<http://www.adrc-tae.org>

The national vision is "To have Aging and Disability Resource Centers in every community serving as highly visible and trusted places where people of all incomes and ages can turn for information on the full range of long-term support options and a single point of entry for access to public long-term support programs and benefits."

This Technical Assistance Exchange website provides resources to agencies developing ADRCs in their communities, as well as community living programs and an ADRC locator. It is easy to navigate and search and contains a wealth of resources. For example, a search for "MOU" turns up model Memorandum of Understanding documents developed by ADRCs across the nation for use in partnership arrangements. A Technical Assistance Exchange Issue Brief titled "Role of Aging and Disability Resource Centers in Transportation Coordination Efforts" provides excellent guidance to ADRC staff on ways to participate in local mobility management activities and to train their staff to provide transportation

options counseling for their clients. Another useful tool is the Readiness Assessment Tool that helps agencies evaluate their readiness to perform key functions of an ADRC. It describes program characteristics, operations, and the management capacities associated with a fully functioning ADRC.

Alliance of Information and Referral Systems (AIRS)

<http://www.airs.org>

AIRS is a national alliance for all I&R providers – both public and private - providing comprehensive and specialized I&R programs. This website is a great resource for information on standards that will help your organization maintain quality services, for information on the taxonomy used by 2-1-1 and ADRC information and referral programs. AIRS provides training and certification for I&R staff.

From this website you can also link to state affiliates. AIRS supports an annual I&R Symposium in conjunction with National Association of State Units on Aging.

Community Transportation Association of America (CTAA)

<http://www.ctaa.org>

The CTAA website is known for providing practical tools to help you improve service delivery. It provides information on transportation services for rural, urban, and tribal areas and for a wide range of markets and trip purposes. Under their Resources tab you will also find comprehensive and well organized information for transportation for employment trips, medical trips, seniors, and persons with disabilities. Under many of these categories you will find useful publications and other resources. The tab titled Programs and Initiatives contains a link to the National Center on Coordination. Another useful tab is Training, where you will find a category for Transportation Solutions.

Easter Seals Project ACTION

<http://projectaction.easterseals.com>

Easter Seals Project Action's mission is to "promote universal access to transportation for people with disabilities under federal law and beyond by partnering with transportation providers, the disability community and others through the provision of training, technical assistance, applied research, outreach and communication." Their website links you to a wide range of tools, resources, training, and conferences and it is useful to take time to explore the site. Easter Seals, Inc. has been a leader in travel planning services for individuals with disabilities and a partner in many of the efforts to develop customer focused services. The publication titled "Building an Individual Transportation Plan," is a

standard. “People on the Move” is a valuable online training series that includes a trip planning module.

Mobility Services for All Americans

<http://www.its.dot.gov/msaa/>

This website provides an overview of the Mobility Services for All Americans initiative, illustrating how technology can assist the coordination of transportation services. It includes a broad range of publications and presentations. One that is particularly useful is the Generic Traveler Management Coordination Center Concept of Operations. This document provides a clear description of how technology can advance one-call services and coordination of transportation services.

A useful brochure explaining the MSAA initiative can be found on the website of one of the Travel Management Coordination Centers, at:

http://www.paducahtransit.com/MSAA_Overview.pdf

National 2-1-1 Collaborative

<http://211us.org>

Provides information on the 2-1-1 initiative including a 2-1-1 locator, FAQs, benefits, and legislative activity.

National Center for Senior Transportation

<http://seniortransportation.easterseals.com>

This website supports increasing transportation options for older adults and enhancing their ability to live independently. The site is tailored to three different audiences: Aging and Human Service Providers, Transportation Providers, and Older Adults and Caregivers. Each tab provides information geared to the specific audience, making the site easy to understand for all viewers. It contains an excellent library as well as information on training and technical assistance.

National Information and Referral Support Center

http://www.nasua.org/issues/tech_assist_resources/national_aging_ir_support_ctr

The National Information and Referral Support Center is sponsored by the National Association of State Units on Aging. It includes resources; standards and certification information; an online guide to developing aging competency, and a strategy exchange highlighting best practices. This website reflects the Aging Services perspective on information, referral and assistance needs. The resources and practices are well-developed. Information can be obtained on this site for the annual NASUA Symposium on Information and Referral services.

National Resource Center for Human Services Transportation

<http://www.NCRtransportation.org>

National Resource Center for Human Services Transportation Coordination is sponsored by CTAA and can also be accessed through their website at www.ctaa.org. This initiative supports the United We Ride Ambassador program and provides links to a wide range of tools, resources, and publications. The Bookshelves tab provides convenient access many resources, including ones on technology for coordination.

United We Ride Initiative

<http://www.unitedweride.gov/>

The United We Ride website provides a compendium of resources, links, technical assistance, training, and useful practices related to coordinating human service and public transportation services. You can find state coordinators, fact sheets, and useful practices. This is the best place to locate federal policy, program, and funding guidance. This site is extensive and can be used like a reference library.

TOPICS

Client Centered Services

Information and referral services are client-centered. Also, integral to the Older Americans Act are the concepts of advocacy for the client, options counseling, and ombudsman services, all focused on meeting client needs. These activities are central to Aging and Disability Resource Centers. They are not as consistently built into information and referral websites for transit services but are a part of mobility management activities. Agencies that do eligibility determinations for ADA Paratransit services will have an appeals process to support clients obtaining services for which they are eligible. Mobility management activities also include the preparation of individual transportation plans identifying options.

There are useful training tools on the **ADRC Technical Assistance** website that you may find useful. Two resources are identified at the following link:

Web address: <http://www.adrc-tae.org> → Resources → Resources by Topic → Assistance → Options & Benefits Counseling

Items: Navigating Choice and Change: Implementing Person-Centered Planning

Integrating Person-Centered Planning Into I & R /A & Options Counseling

The **United We Ride** website includes a template and instructions for “Building an Individual Transportation Plan” that can be found at:

http://www.unitedweride.gov/1_881_ENG_HTML.htm

Or, go to <http://www.unitedweride.gov> → What’s New Archive → Building an Individual Transportation Plan.

Coordination

Coordination activities are integral to getting the most out of one-call services. Some of the key organization websites focus on coordination, especially CTAA, Easter Seals Project Action, and United We Ride. Some specific resources are listed here.

The **Transit Cooperative Research Program** has a variety of reports on coordination, rural and transportation services. You can search their online site and here are a few to get you started:

Web address: <http://www.tcrponline.org>

TCRP Report 82: Improving Public Transit Options for Older Persons, Volumes 1 and 2.

TCRP Report 91: Economic Benefits of Coordinating Human Service Transportation and Transit Services

TCRP Report 101: Toolkit for Rural Community Coordinated Community Transportation Services

Resource Guides

A resource guide is a foundation for many other activities. You may choose to prepare this in hard copy, put it on the web, or both. It may be an extensive description or a spreadsheet with the facts.

The **National Center for Senior Transportation** website contains a template and instructions for creating a customizable transportation options directory in booklet form. Although this is geared to older adults, it can be customized for all

demographic groups. The “Transportation Solutions for Caregivers: Senior Transportation Options Template” can be found at:

<http://seniortransportation.easterseals.com> →Library →search by title
(Transportation Solutions for Caregivers: Senior Transportation Options Template

The **Denver Mobility and Access Council** has a sample guide that is available on the web or in hard copy. You can find the web version in English and Spanish at the following address: <http://www.gettingthereguide.com/>

Travel Training

The **Easter Seals Project Action** website is the place to go for travel training resources. They provide training courses, online training, and distance learning options such as webinars and audio conferences. In addition, through the website you can access online publications, curricula, and links to an online travel training community.

Web address: <http://projectaction.easterseals.com> →Training and Conferences. Then you can select Travel Training, Mobility Management or various training options.

Mobility Management

A **United We Ride** brochure on mobility management provides a good overview. Go to http://www.unitedweride.gov/Mobility_Management_Brochure.pdf to download a copy.

Information and Referral Services

The **Alliance of Information and Referral Services** (AIRS) website, at <http://www.airs.org> provides information on protocols and processes necessary for operating an information and referral services, links to state affiliates, and access to the taxonomy that provides a common reference for human service functions. The “AIRS Standards For Professional Information & Referral and Quality Indicators” is a key document that can be accessed at this site.

The **National Association of State Units on Aging** sponsors the National Aging Information and Referral Support Center. This site focuses on the information, referral, and assistance networks needed for older adults and persons with disabilities. Resources for systems design and management, service delivery, training, and technical assistance can be found at this website:

http://www.nasua.org/issues/tech_assist_resources/national_aging_ir_support_ctr/

An annual National Symposium for Aging and Disability I & R is supported by **AIRS** in conjunction with **National Association of State Units on Aging**. Information can be found at either website.

A wide range of resources are available through the **Aging and Disability Resource Center** (ADRC) technical assistance website, <http://www.adrc-tae.org>. This site also addresses the organizational foundation necessary for providing effective services. Specific resources focused on the management capacity and effective practices include:

Website: <http://www.adrc-tae.org> → Resources → Resources by Topic

Under the Resources by Topic heading go to the Business Operations page for information on a wide range of topics such as business planning, operational standards, quality assurance, customer service, MOU's and service contracts.

Technology

Technology resources can be found at a variety of websites. A straightforward explanation of "ITS and Human Services Transportation Coordination" on the CTAA website. This is located at:

<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=81&z=5>

You can also access this article by going to the National Center for Human Services Transportation Coordination at: <http://www.NCRtransportation.org> and then going to: Bookself → Coordination Basics → scroll down to "ITS and Human Services Transportation Coordination".

A key source of technology information is through the **Research and Innovative Technologies Administration (RITA)** website. The Mobility Services For All Americans initiative is handled through this administration.

The goal of the MSAA initiative is to enhance mobility and accessibility through the use of technology integration, service coordination, and the efficient use of

resources. The “Generic Concept of Operations” provides a model planning and design process. It can be accessed at:

http://www.its.dot.gov/msaa/TMCC_ConOps.htm

A wide range of resources on technology can be found at: www.rita.dot.gov/. The RITA web page on the Mobility Services for All Americans (MSAA) can be accessed at: <http://www.its.dot.gov/msaa>

The **Transit Cooperative Research Program** has a variety of reports on technology. You can search their online site and here are a few to get you started:

Web address: <http://www.tcrponline.org>

TCRP Synthesis 57: Computer-Aided Scheduling and Dispatch in Demand-Response Transit Services

TCRP Synthesis 70: Mobile Data Terminals

TCRP Synthesis 73: AVL Systems for Bus Transit: Update

Marketing, Outreach, and Cross-Training

The **Transit Cooperative Research Program** has a variety of reports on marketing. You can search their online site and here are a few to get you started:

Web address: <http://www.tcrponline.org>

TCRP Report 50: A Handbook of Proven Marketing Strategies for Public Transit

TCRP Report 87: Strategies for Increasing the Effectiveness of Commuter Benefit Programs

TCRP Report 126: Leveraging ITS Data for Transit Market Research – a Practitioner’s Guidebook

The **Promotional Materials Clearinghouse** is a project of the Marketing Institute at the College of Business at Florida State University and is funded by the Florida Dept. of Transportation.

<http://nctr.cob.fsu.edu/tutorials.asp>

It contains tabs for a Gallery, Articles, Resources, Tutorials, and Links. The Gallery section allows you to see transportation-related marketing materials that have been created for a wide range of alternative modes – bicycle, rideshare, and How to Ride the bus guides. A good place for ideas and for understanding the content that is useful for different markets. The Articles and Tutorials sections are well-written guides on relevant topics. The Resource section includes stock photos that you can use.

The **Aging and Disability Resource Center Technical Assistance Website** contains a wealth of information on marketing, building partnerships and working with the community. Go to:

Website: <http://www.adrc-tae.org> → Resources → Resources by Topic

Under the Resources by Topic heading some key pages are:

- Awareness
- Partner and Stakeholder Involvement