Charlotte Area Transit System

Coordinated Human Services Transportation Plan for Charlotte - Mecklenburg

Revision 1, June 2010

Charlotte Area Transit System
600 East Fourth Street
Charlotte, NC, 28202

COORDINATED HUMAN SERVICES TRANSPORTATION PLAN FOR CHARLOTTE-MECKLENBURG

DOCUMENT REVISION RECORD	
Changes	**Effective Date**
Initial Issue	June 2008
Revision 1	June 2010

DOCUMENT REVISION POLICY

The Coordinated Human Services Plan for Charlotte-Mecklenburg was adopted by the Metropolitan Transit Commission (Resolution No. 2008-03) on June 18, 2008. The Plan was reviewed and updated in Spring 2010 and formally signed in August 2010. The next review and update of the plan will be in Spring 2015. Distributed copies of this document are not controlled. Anyone referring to a copy of the plan should verify that they have the latest version.

The Coordinated Human Services Plan for Charlotte-Mecklenburg is available electronically through Charmeck.org (Departments>Charlotte Area Transit System>Bus>Riding CATS> Accessibility) and through the City's intranet (CNet>KBUs>CATS>CATS Policies and Procedures>CATS Plans).

For additional copies, please contact CATS Quality Assurance Section (704) 336-2961.

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Summary of Changes
Revision 1
June 2010

Location	Change
Entire Document	Minor wording changes to reflect updated data and events and to improve clarity
Page ii	Document Revision Policy: The next review of this plan will now be in Spring 2015 (formerly: two years from this revision).
1.3	Added "CATS Civil Rights Office"
2.0	Deleted references to CATS Human Services Transportation Planning Committee
2.2	Replaced former section on the "Human Services Transportation Committee" with a section on the "Update Meeting"
2.3	Added new section to list organizations that attended the Update Meeting in March 2010.
2.4	Updated to reflect the March 2010 meeting.
2.5	Added "The updated strategies in this plan will also be presented to the MPO."
4.3	First bullet: Added "Those riders who are able to use fixed route public transit to travel will be required to do so." Third bullet: Added "This program will operate under the current service structure until August 1, 2010. At that time, eligible participants will be offered subsidized passes for bus or light rail public transit service, and those unable to use public transit will be eligible to receive a limited number of trips for medical, grocery, senior/recreation center, employment, secondary education, and congregate nutrition. Future implementation plans will include individuals with disabilities, under the same program structure." Fourth bullet: Replaced "to the city" with "to the nearest bus or park and ride stop or light rail station" Fifth bullet: Added "and other destinations approved by the Veterans Services Offices." Last bullet: Deleted "sheltered workshops"
6.0	Added second paragraph. Strategy 1: Deleted four projects previously listed for Strategy 1. Strategy 2: Added items 11 and 12 to the list of Strategy 2 projects. Strategy 3: Added item 4 to the list of Strategy 3 projects.
7.0	Updated and moved former section 7 ("JARC / New Freedom Solicitation Process") to Appendix E Deleted two activities from the list of Continuing Coordination Strategies
Appendix F	New Appendix ("JARC / New Freedom Completed Projects")

1 INTRODUCTION AND BACKGROUND

On August 10, 2005, Congress enacted the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which provides funding for highway and transit programs. The law makes several changes to the transportation planning requirements. Among these, SAFETEA-LU requires that local communities have a coordinated public transit-human services transportation plan. Projects funded by the Federal Transit Administration's (FTA) Section 5310 (Elderly Individuals and Individuals with Disabilities), Section 5316 (Job Access and Reverse Commute – JARC) and Section 5317 (New Freedom) Programs, "must be derived from a locally developed, coordinated public transit-human services transportation plan." In addition to promoting local transportation coordination, this requirement is intended to improve transportation services for persons with disabilities, older adults and individuals with lower incomes.

FTA defines a coordinated plan as a unified, comprehensive strategy for public transportation service delivery that defines the transportation needs of individuals with disabilities, seniors and individuals with limited incomes; lays out strategies for meeting these needs; and prioritizes services. The plan will also be used as the region's framework for prioritizing and competitively selecting projects for funding under the JARC and New Freedom competitive solicitation.

1.1 Job Access and Reverse Commute (Section 5316)

The Job Access and Reverse Commute (JARC) grant program was created by Congress in 1998. Administered by the Federal Transit Administration (FTA), the goal of the JARC program is to improve access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals as well as transport residents of urbanized and non-urbanized areas to suburban employment opportunities. The program requires coordination of federally-assisted programs and services in order to make the most

efficient use of Federal resources. The JARC program seeks to fill the gaps in the nation's public transportation system for low-income workers so that they can remain in the workforce and decrease dependence on public assistance.

1.2 New Freedom Program (Section 5317)

The New Freedom Program is a new transportation program under SAFETEA-LU. This formula-based program provides funding for capital and operating expenses designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. Projects funded through the New Freedom Program must be both new and go beyond the requirements of the Americans with Disabilities Act (ADA). Funding is based on the population of individuals with disabilities in the state.

1.3 Designated Recipient

As the regional public transportation provider, the Charlotte Area Transit System (CATS) is the designated recipient for JARC and New Freedom funds in the Charlotte-Mecklenburg area. CATS Civil Rights Office and Operations Division are leading the coordinated transportation planning process and updating the *Coordinated Human Services Transportation Plan for Charlotte-Mecklenburg.*

1.4 Plan Goals and Objectives

The goal of this plan is to increase mobility, accessibility, and ridership through the efficient and effective coordination of transportation services and resources.

It is intended to increase:

- transportation options for people with disabilities, seniors, people with low incomes, and veterans
- the numbers of communities in Mecklenburg County with access to transportation services for people with disabilities, seniors, people with low incomes, and veterans
- the quality of transportation services for people with disabilities, seniors, people with low incomes, and veterans

2 PLANNING PROCESS/OUTREACH STRATEGIES

In 2008, CATS adopted an inclusive approach to coordinated transportation planning and incorporated several strategies to gather broad input, including:

- Building on local transportation coordination efforts
- Establishing a coordinated transportation planning committee
- Conducting planning workshops
- Conducting stakeholder interviews
- Conducting a paratransit customer survey
- Conducting a community transportation survey

2.1 Kick-Off Meeting

A coordinated planning process "Kick-Off" meeting was held in December 2007. Attendees included internal representatives from CATS' affected divisions and representatives from both the NC DOT and Mecklenburg County Department of Social Services.

2.2 Update Meeting

A planning meeting was held March 31, 2010 to update the original Coordinated Plan written in 2008. Stakeholders such as health and human services providers/agencies, public and private transportation providers, and transit customers were invited to offer suggestions and opinions to improve the Coordinated Plan as it relates to people with disabilities and low income, seniors and veterans. Also invited were internal representatives from CATS' affected divisions, from the NC DOT, and from Mecklenburg County's Department of Social Services.

2.3 March 31, 2010 Meeting Attendees

The following list of meeting attendees does not include names of private citizens who were in attendance; however, organizations represented include:

- Charlotte Area Transit System
    - Civil Rights Office
    - Special Transportation Service
    - Service Development
- Metrolina Association for the Blind
- Council on Aging
- Men's Shelter
- Disability Rights and Resources
- Mecklenburg County Department of Social Services/Mecklenburg County Transportation Service
- Metrolina Association for the Blind
- North Carolina Department of Transportation (NC DOT)
- Red Cross

2.4 Planning Meeting

The attendees at the March 31, 2010 planning meeting were reminded of New Freedom and JARC objectives and target audiences chosen in the Coordinated Plan developed in 2008. They were also apprised of the NF and JARC funded projects currently in progress, and to which strategies these projects relate. The attendees broke into groups to discuss any additional needs that are yet unmet or not named by the strategies in the 2008 Coordinated Plan. Three new suggestions to improve transportation to people with disabilities, seniors and individuals with low incomes in the Charlotte-Mecklenburg area have been added to this updated 2010 Plan.

The development process for this plan update closely follows the process used for the 2008 original Coordinating Plan, which is the basis for the current Plan. The 2008 process and final list of strategies for both 2008 and 2010 are included in Appendix F.

2.5 MPO Presentation

In March 2008, an informational presentation was made to the Metropolitan Planning Organization (MPO) Technical Coordinating Committee. Metropolitan transportation planning rules stipulate that the preparation of a public transit human services plan should be coordinated and consistent with the metropolitan planning process. The updated strategies in this plan will also be presented to the MPO.

2.6 CATS STS Customer Survey

An STS customer survey was not offered during the updating, however, a survey was designed to capture consumer insights and perceptions of the paratransit eligibility process in 2008. The results revealed several unmet transportation needs. Surveys were mailed to 256 individuals who applied for and/or used CATS paratransit service. A total of 117 surveys were completed and returned.

2.7 CATS Survey of Transportation Services in Mecklenburg County

A community transportation survey was also designed and used in 2008 to develop an inventory of transportation services in the county, identify perspectives about transportation needs, and capture interest in transportation coordination. The survey was sent to approximately 500 public and private transportation providers in the Charlotte-Mecklenburg Area.

2.8 JARC Planning Activities

CATS conducted interviews to identify transportation needs for the target groups that the JARC program was developed to assist. CATS staff interviewed several stakeholders that were a part of the coordinated transportation planning group during April and May 2008.

3 TARGET GROUP DEMOGRAPHICS

Charlotte/Mecklenburg has large urban and rural areas, presenting diverse transportation needs for those with no or limited access to personal automobiles. According to the 2000 U.S. Census, 695,454 people live in Mecklenburg County; approximately 40 percent of the population has a potential need for public transportation due to disability, age or income status (Table 1). Of this total:

- 15% are individuals with disabilities over age five
- 9% are individuals over the age of 65
- 10% are individuals with low incomes; and
- 8% are veterans.

Many are considered potentially "transportation-disadvantaged": those with special transportation needs who are unable to transport themselves due to disability, age or income status. These individuals have a high probability of depending on public and human service transportation services for their daily living needs.

Table 1

Population of Targeted Groups in Charlotte/Mecklenburg

2000 Census Data	Mecklenburg County		Union County		Total	
	Total	Percent	Total	Percent	Total	Percent
Population	695,454	--	123,677	--	**819,131**	**--**
Seniors (65 years and older)	59,724	8.6%	11,148	9.0%	**70,872**	**8.7%**
Individuals Below Poverty	62,652	9.0%	9,926	8.0%	**72,578**	**8.9%**
Individuals with a Disability (5 years and over)	104,224	15.0%	20,467	16.5%	**124,691**	**15.2%**
Civilian Veterans	57,551	8.3%	10,440	8.4%	**67,991**	**8.3%**

The population in the Charlotte/Mecklenburg area has grown tremendously over the past decade. According to 2006 U.S. Census data, the population of Mecklenburg County has grown to 827,445, which represents a 19 percent increase from April 2000 to July 2006. The fastest growth rate has been among seniors. Trends suggest that as the population continues

to grow and age, the number of individuals who are potentially transportation-disadvantaged and the demand for public and human service transportation will increase. Census data were mapped to show population densities by these target groups (Figures 1-5).

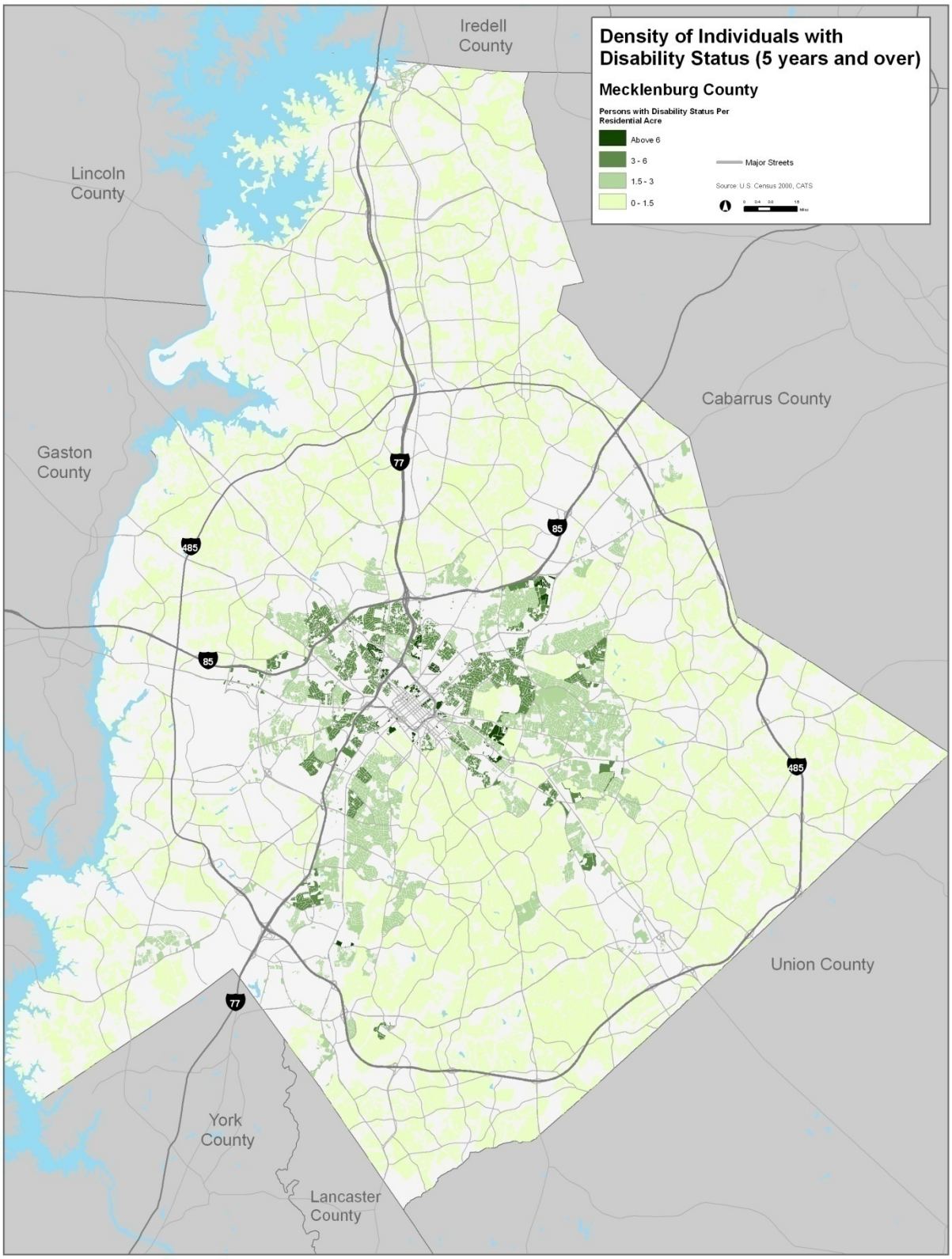
Density of Individuals with Disability Status (5 years and over)
Mecklenburg County
Persons with Disability Status Per Residential Acre
Above 6
3 - 6
1.5 - 3
0 - 1.5
Major Streets
Source: U.S. Census 2000; CATS
Iredell County
Lincoln County
Gaston County
Cabarrus County
Union County
York County
Lancaster County
77
85
485

Figure 1

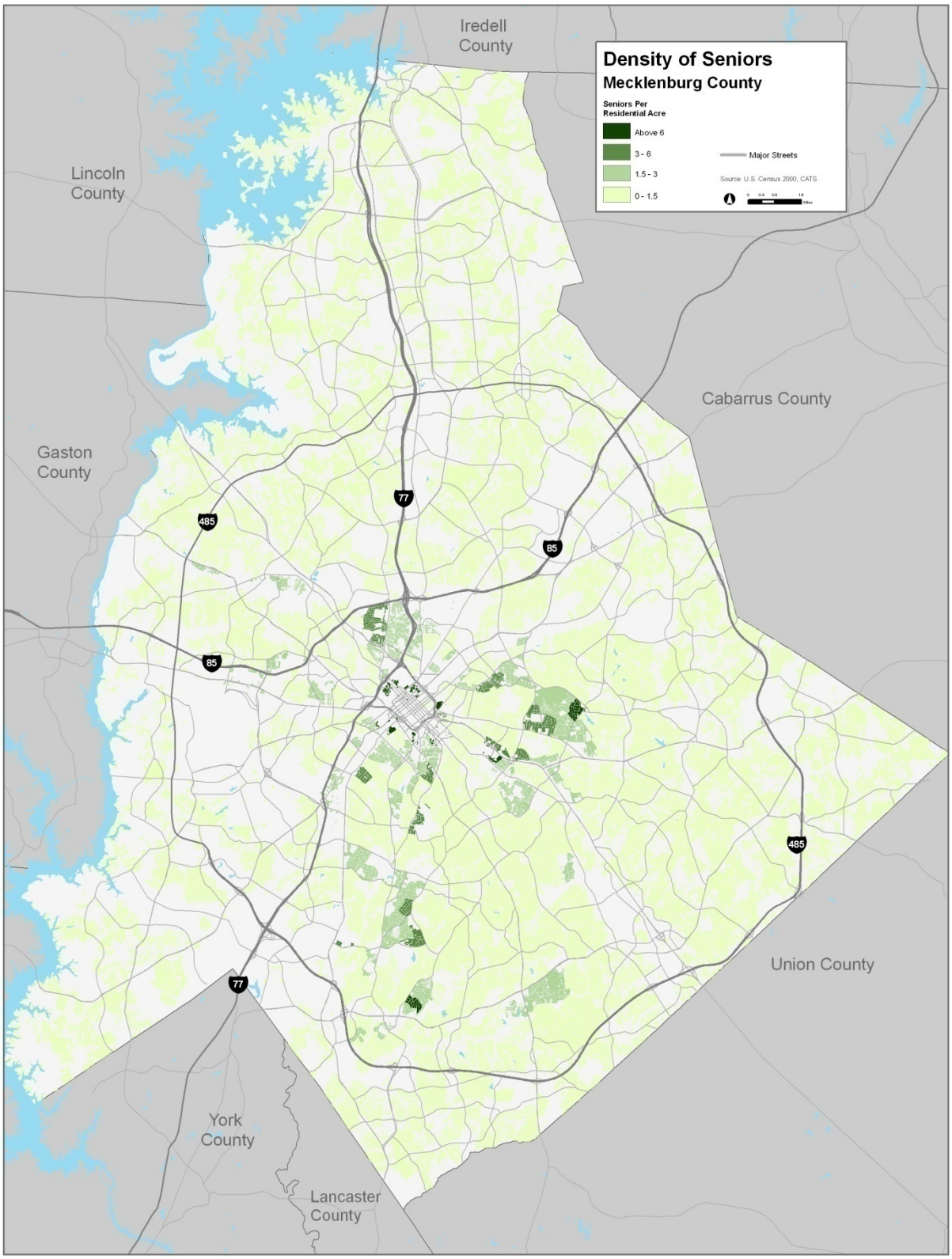
Density of Seniors
Mecklenburg County
Seniors Per Residential Acre
Above 6
3 - 6
1.5 - 3
0 - 1.5
Major Streets
Source: U.S. Census 2000, CATS
Iredell County
Lincoln County
Gaston County
Cabarrus County
Union County
York County
Lancaster County
77
485
85

Figure 2

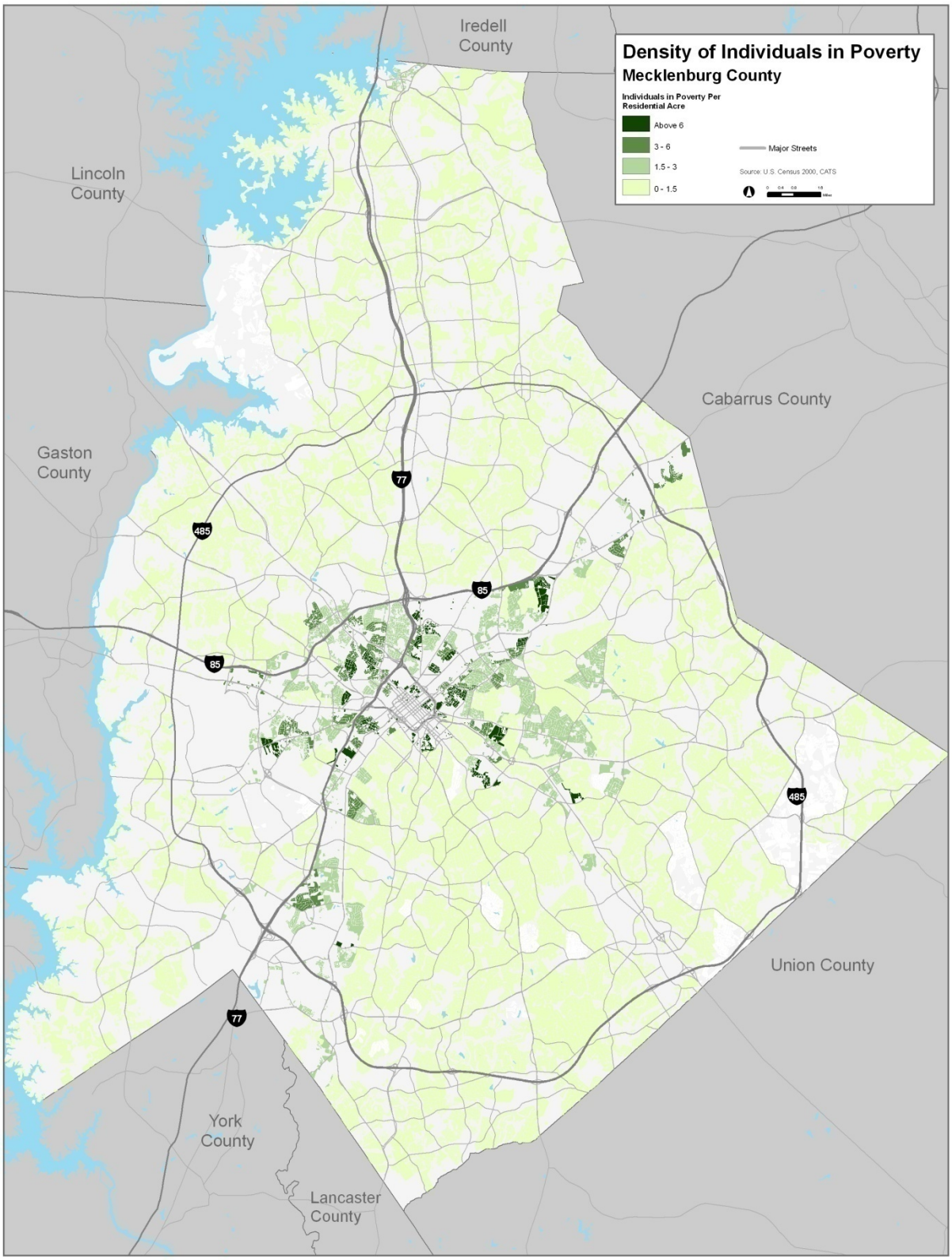
Density of Individuals in Poverty
Mecklenburg County
Individuals in Poverty Per Residential Acre
Above 6
3 - 6
1.5 - 3
0 - 1.5
Major Streets
Source: U.S. Census 2000, CATS
Iredell County
Lincoln County
Gaston County
Cabarrus County
Union County
York County
Lancaster County
77
485
85

Figure 3

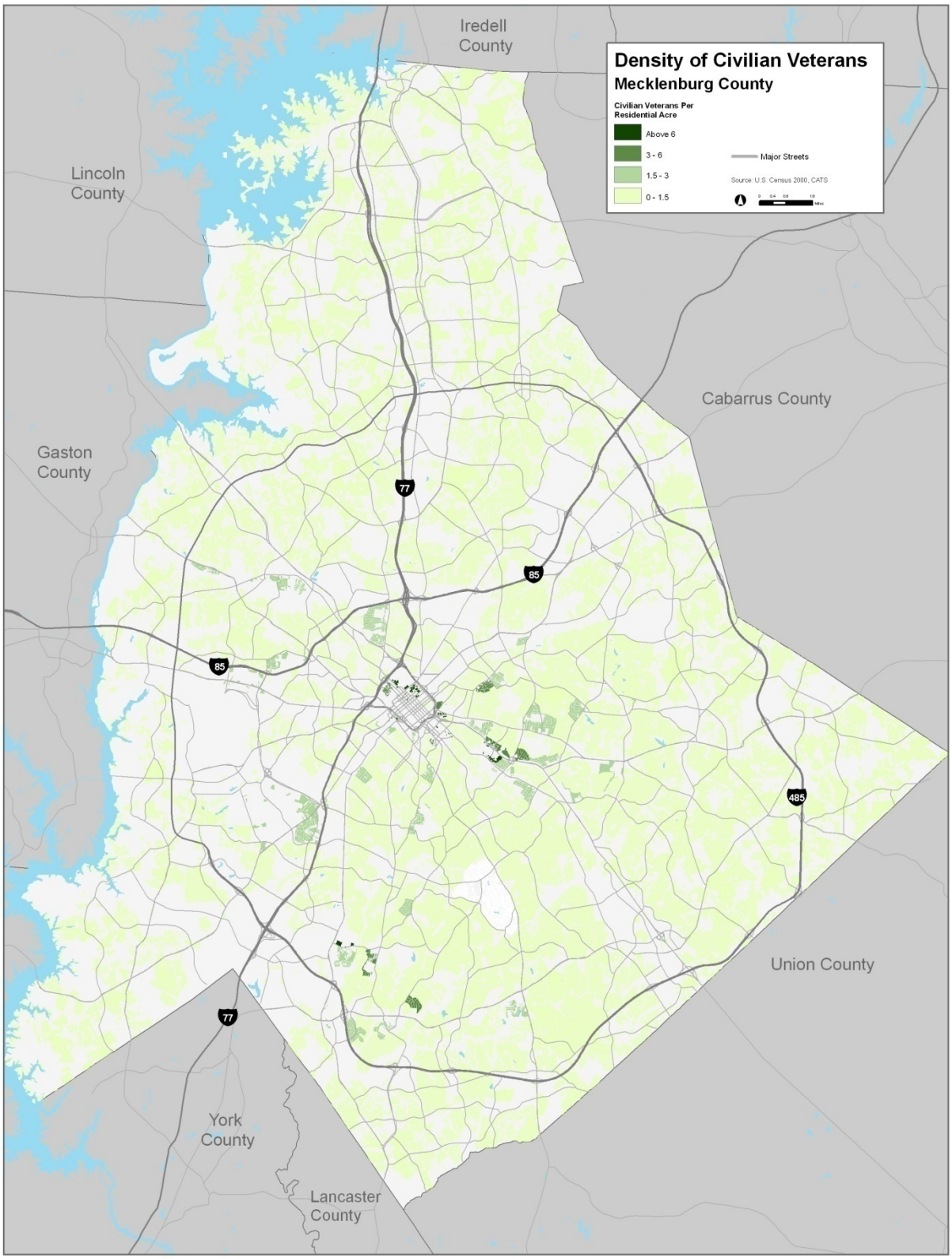
Density of Civilian Veterans
Mecklenburg County
Civilian Veterans Per Residential Acre
Above 6
3 - 6
1.5 - 3
0 - 1.5
Major Streets
Source: U.S. Census 2000, CATS
Iredell County
Lincoln County
Gaston County
Cabarrus County
Union County
York County
Lancaster County
77
85
85
485
77

Figure 4

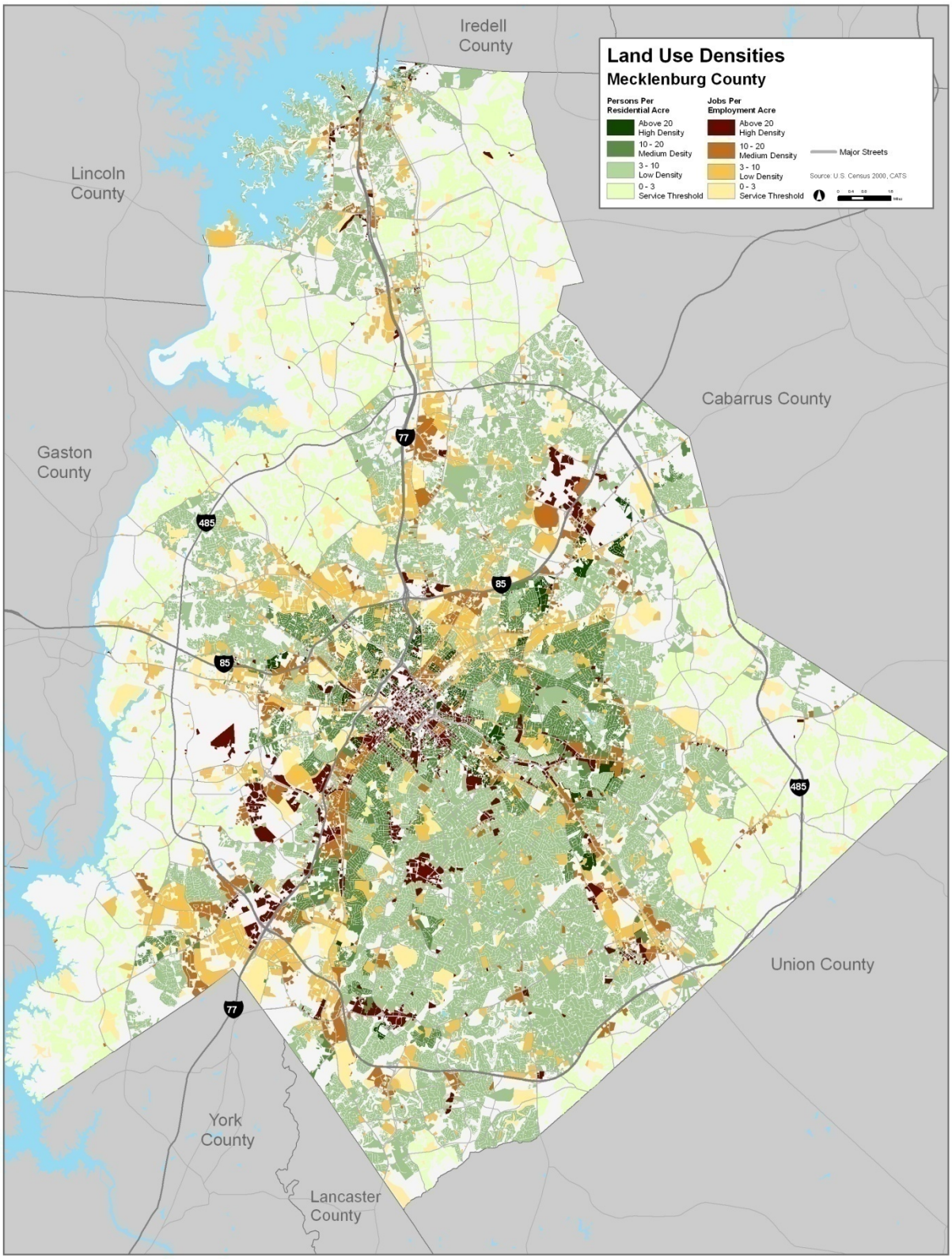
Land Use Densities
Mecklenburg County
Persons Per Residential Acre
Above 20 High Density
10 - 20 Medium Desity
3 - 10 Low Density
0 - 3 Service Threshold
Jobs Per Employment Acre
Above 20 High Density
10 - 20 Medium Density
3 - 10 Low Density
0 - 3 Service Threshold
Major Streets
Source: U.S. Census 2000, CATS
Iredell County
Lincoln County
Gaston County
Cabarrus County
Union County
York County
Lancaster County
77
485
85

Figure 5

4 CURRENT TRANSPORTATION SERVICES

Charlotte/Mecklenburg is served by a variety of public, human service and private transportation services. Transportation that serves individuals with disabilities, seniors, people with low incomes and veterans are funded and operated by state, county and local agencies. This section discusses the available transportation services and resources in Charlotte-Mecklenburg County.

4.1 Community Transportation Survey (2008)

This information was identified through a review of several transportation studies and *A Survey of Transportation Services in Mecklenburg County*. Surveys were sent to more than 500 transportation providers in the Charlotte Mecklenburg area to develop an inventory of available transportation services, identify unmet transportation needs, and determine interest in transportation coordination. A copy of the survey is included in Appendix A and a list of the transportation providers surveyed can be found in Appendix B.

4.2 Charlotte Area Transit System

The Charlotte Area Transit System (CATS) is the largest public transit system between Washington, DC and Atlanta, Georgia, providing public transportation services to Mecklenburg County, the City of Charlotte, suburban towns surrounding Charlotte, and the Town of Rock Hill in York County, South Carolina. CATS carries more than 26 million riders annually. Service is provided via local fixed route bus service, express routes, neighborhood shuttles, regional bus services, vanpool, complementary paratransit, and rail transportation. Figure 6 illustrates the CATS service area.

The Light Rail LYNX Blue Line opened for revenue service November 26, 2007 to overwhelming crowds and continues to exceed daily ridership projections.

CATS' ADA complementary paratransit service, Special Transportation Service (STS), provides door-to-door service to eligible riders in Charlotte, Matthews and Pineville. STS II offers non-mandated, demand responsive paratransit service to STS-eligible customers in northern Mecklenburg County, Mint Hill and the unincorporated areas of Mecklenburg County based upon limited resource availability.

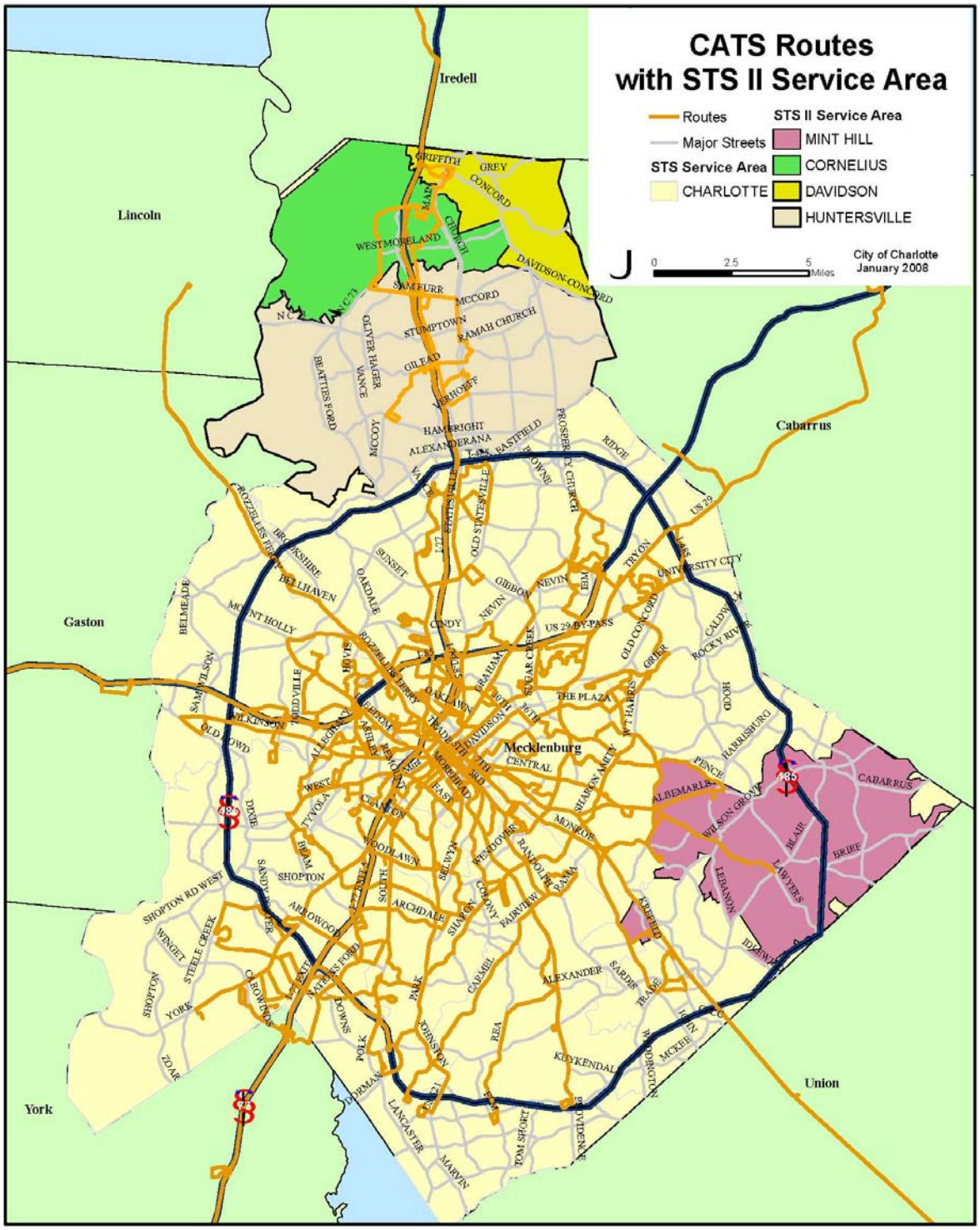
CATS Routes
with STS II Service Area
Routes
Major Streets
STS Service Area
CHARLOTTE
STS II Service Area
MINT HILL
CORNELIUS
DAVIDSON
HUNTERSVILLE
0
2.5
5
Miles
City of Charlotte
January 2008
Iredell
Lincoln
Cabarrus
Gaston
Mecklenburg
Union
York

Figure 6

4.3 Mecklenburg Transportation System (MTS)

The Mecklenburg County Department of Social Services (DSS) operates the County's human service transportation program, Mecklenburg County Transportation System (MTS). As the largest operator of human service transportation, MTS provides demand responsive and subscription transportation with both vendor and direct services vehicles through several programs for the County's seniors and individuals with disabilities. Services are funded by Medicaid, health and human service agency funding, and Mecklenburg County's ½ cent transit sales tax dedicated to service improvements. Some of the services provided by DSS include:

- Medicaid Transportation – Adults and children authorized to receive Medicaid transportation are transported to and from medical destinations. Those riders who are able to use fixed route public transit to travel will be required to do so.
- Elderly Disabled Transportation Assistance Program (EDTAP) – Adults aged 60+ and children and adults with disabilities are transported to and from dialysis or chemotherapy.
- Elderly General Purpose (EGP) – Adults aged 60+ who are not living in an assisted living facility or nursing home are transported to and from medical appointments (physicians, lab tests, chemotherapy/radiation treatments, dialysis, mental health, etc.), dental appointments, pharmacy, grocery shopping, senior centers, paid employment, and Mecklenburg County Senior Citizens Nutrition Program (SCNP) sites, also known as congregate sites. This program will operate under the current service structure until August 1, 2010. At that time, eligible participants will be offered subsidized passes for bus or light rail public transit service, and those unable to use public transit will be eligible to receive a limited number of trips for medical, grocery, senior/recreation center, employment, secondary education, and congregate nutrition. Future implementation plans will include individuals with disabilities, under the same program structure.

- Rural General Purpose (RGP) – Persons living outside the corporate city limits and where a CATS bus stop is not near their home are transported to and from their residence to destinations in their community or to the nearest bus or park and ride stop or light rail station to access CATS services.
- Veterans Services Transportation – Qualified veterans are transported to and from Veterans Affairs hospitals in North Carolina, medical clinics in Charlotte, and other destinations approved by the Veterans Services Offices.
- Senior Citizens Nutrition Program (SCNP) Congregate Sites – Adults aged 60+ are transported to and from Mecklenburg County Senior Citizens Nutrition congregate sites for meals and social activities.
- Subscription – Transportation of individuals with disabilities to supported employment sites and Adult Day Care sites.

4.4 Other Community Transportation Services

There are a number of other community-based transportation services that are operated by non-profit, health and human service, faith-based agencies, churches and school districts. The majority of these services are eligibility-based, providing transportation to their specific client populations for specific trip purposes.

4.5 Private Transportation Services

Private transportation providers are also major players in the Charlotte Mecklenburg transportation arena. These include operators of taxi companies, limousines, accessible vans, airport shuttles and intercity, tour and charter bus companies. The Charlotte-Mecklenburg Police Department's Passenger Vehicles for Hire (PVH) Office administers and enforces Chapter 22 of the Charlotte City Code-Passenger Vehicle for Hire ordinance, governing:

- taxis
- limousines

- sedans
- SUVs
- shuttles
- vans
- vehicle operators
- chauffeur licensing

PVH regulates 126 taxi and transportation companies, 1150 vehicles and 1250 driver/chauffeurs.

5 TRANSPORTATION NEEDS

Planning activities to initially identify transportation needs included conducting consumer and transportation provider surveys, workshops and interviews with members of the human services transportation planning committee. The following presents the results of the consumer survey, workshops and interviews.

5.1 CATS STS Customer Survey

To gain customer perceptions of the STS eligibility process and service, CATS surveyed 256 applicants with disabilities for STS eligibility (*CATS STS Eligibility Process Survey, October 2007*). Many of the 117 respondents were regular STS users, who shared concerns about unmet transportation needs. Chief among these was the lack of paratransit service outside the CATS paratransit service area. Several individuals indicated that they did not have access to public transit because they lived several miles away from a bus stop. Several were unable to be transported by STS because of over-sized wheelchairs and weight issues. Other individuals were concerned about the cost and lack of STS II availability on the weekends. The consumer concerns were reiterated in the workshops and interviews.

5.2 Workshop I: Transportation Needs

Workshop I, to identify transportation needs, was held on January 30, 2008.

Twenty-six individuals participated, representing the following organizations:

- Charlotte Area Transit System
    - Special Transportation Service
    - Service Development
    - Operations Administration
- Charlotte Housing Authority
- Mecklenburg–Union Metropolitan Planning Organization
- CMG Express

- Council on Aging
- Crisis Assistance Ministry
- Disability Rights and Resources
- Employment Security Commission
- Goodwill Industries
- Mecklenburg County Department of Social Services/Mecklenburg County Transportation Service
- Metrolina Association for the Blind
- North Carolina Department of Transportation
- Presbyterian Hospital
- Red Cross
- Veterans Services
- Vocational Rehabilitation/Independent Living

Participants were asked to meet in small groups to identify and then prioritize the unmet transportation needs of people with disabilities, senior citizens and individuals with low incomes. Following small group presentations to the entire body, all participants voted to select their top priorities for transportation needs. These needs are summarized below. The following needs received the highest number of votes. A complete list of the needs identified can be found in Appendix C.

5.3 Target Groups

From these discussions, in addition to people with disabilities, senior citizens and individuals with low incomes, two additional target groups emerged, veterans and individuals who are homeless.

5.4 Transportation Needs

The following discussions highlighted issues and barriers to coordination, and identified specific areas of need.

- Many individuals with disabilities, seniors, persons with low incomes and veterans are unaware of the wide range of public transportation service provided by CATS, and how to use it. Some are intimidated by the complexity and others have concerns about personal safety.
- Charlotte/Mecklenburg has a wide range of public and community transportation services that are not coordinated.
- STS and most of the human services transportation have strict eligibility requirements. General purpose demand responsive service is needed to better serve all target groups. Expanded transportation options for daily living activities for seniors, veterans and people with disabilities are needed.
- CATS is heavily concentrated within the city boundaries. Some individuals who reside in the suburbs and outlying areas are not close to public transportation routes.

Specific needs include:

1. Travel training and transportation information
   - Travel training and information to help all target groups learn how to use CATS
   - Improved information for individuals and service providers about the availability and how to use CATS and other public transportation services
   - Travel training programs for individuals with visual impairments (way finding, improved signage and CATS website)
   - Centralized brokerage for travel training
   - Marketing information and communication to help overcome resistance to using fixed route transportation

2. Mobility management and improved coordination between transportation providers
    - Regional mobility manager to serve as an information and referral source for all available transportation
    - Central dispatching with appropriate technology (STS, DSS, Red Cross) to help overcome institutional resistance to coordination and enhance transparency
    - Regional coordinated transportation for Mecklenburg and surrounding counties
    - On-going regional communication
3. Seniors
    - Volunteer driver programs that provide transportation and clarify insurance and mileage reimbursement
    - Expanded elderly general-purpose transportation
    - Hospital discharge transportation for elderly patients
4. Veterans
    - Transportation to out-of-county medical facilities in Asheville, Salisbury and Durham
    - Transportation for veterans who have visual impairments
5. People with Disabilities
    - Expansion of STS II (people who are STS-eligible but live or need transportation outside the service STS area)
    - General-purpose transportation (people with disabilities who are not STS-eligible)
    - STS same day service
    - Larger vehicles to accommodate passengers who use over-sized mobility aids
6. Transportation for people who are homeless to basic services, i.e. job training, medical, counseling, recovery programs, GED and other educational programs
7. Expanded dialysis transportation

8. Transportation to provide access to jobs for individuals with low incomes

9. Improved CATS bus service

10. Improved private transportation

    - Taxi and limousine drivers need sensitivity training for serving passengers with disabilities.
    - Larger, accessible vehicles to transport individuals who use over-sized mobility aids

5.5 JARC Interviews

From April 16 to May 30, 2008, CATS staff conducted additional interviews with the following organizations:

- Charlotte Housing Authority
- Crisis Assistance Ministry
- Department of Social Services
- Employment Security Commission
- Joblinks
- Urban League
- Vocational Rehabilitation
- YMCA

The stakeholders were asked the following questions:

- *What are the transportation obstacles that your customers face in getting to work and/or to job training?*
- *Are there any employment locations, or related employment services, that are currently not served by public transit in Mecklenburg County? If so, can you provide these locations?*

- *Are there locations currently being served by public transit, that are not adequate in meeting the needs of individuals (service is not early or late enough, no service on the weekends, etc.)? If so, can you provide these locations?*

For the most part, the responses to the interview questions were very similar among all of the stakeholders. The following list summarizes the transportation needs for low-income individuals as identified by the stakeholders in the interviews. A complete list of interview results is included in Appendix D.

- Travel training for JARC target groups
- Expand van pool program
- Implement Ways to Work Program
- Expand free/subsidized pass programs for JARC target groups
- Expand public transit cross-town services and improve time transfers
- Expand public transit services to suburban employment centers and provide better schedules to meet shift times
- Provide more public transit service on current services to major employment areas (add weekend service, earlier and later service on weekdays, etc.)
- Expand service to employment training centers and childcare facilities

Some of the key destinations within Mecklenburg County that stakeholders feel are underserved with the current public transit services are:

- Idlewild-Highway 51
- Thermal Road
- Coliseum Drive & Independence Boulevard
- Eastfield Road
- Statesville Road

- Harris Boulevard
- Lake Norman
- University area & JW Clay Boulevard areas
- Ballantyne area
- Westinghouse Boulevard/Arrowood area
- Monroe Road
- Albemarle Road
- Lake Norman area
- Concord Mills
- Airport area
- Yorkmont / Tyvola Road
- Freedom Drive
- Billy Graham Parkway
- Rozzelles Ferry Road
- Tuckaseegee Road

6 TRANSPORTATION STRATEGIES / PROJECTS

Workshop II, to develop strategies, was held on February 22, 2008. A total of 21 agency representatives attended. Participants again met in small and large groups to develop and prioritize strategies to address the previously identified transportation needs and priorities. The prioritized strategies obtained during the JARC interviews are also incorporated below.

During the update meeting on March 31, 2010, the participants considered the current strategies and determined that the four strategies identified in 2008 should remain. The participants then identified additional projects to address each of the strategies. The strategies and proposed projects are as follows:

Strategy 1: Mobility Management

Facilitate coordination among existing public and human service transportation providers in Mecklenburg County through mobility management.

Mobility Management projects include:

1. Create a department of transportation coordination
2. Integrate social services sites (Nevins, Lifespan, etc.)
3. Centralize demand responsive dispatching with on-line options (Red Cross, STS, DSS)
4. Establish a centralized intake-dispatch brokerage to integrate STS, PVH, county and city transportation resources
5. Hire a mobility manager to coordinate community transportation resources
6. Implement technology for one-stop transportation
7. Facilitate regional communication
8. Develop and implement standardized demand responsive ridership eligibility guidelines
9. Establish transportation kiosks in senior and low income housing

10. Create a demonstration bus
11. Create a mobile classroom
12. Develop and market “How to Find a Ride”
13. Develop and implement a travel companions program

Strategy 2: Improve Existing Services

Improve existing services that increase reliability and expand transportation options for people with disabilities, seniors, and individuals with low incomes.

Improving existing service projects include:

1. Provide same day STS
2. Expand STS II
3. Expand dialysis transportation
4. Expand/improve volunteer driver programs
5. Purchase larger vehicles to accommodate over-sized mobility aids
6. Expand CATS neighborhood circulators
7. Provide disability sensitivity training to taxi and limousine drivers
8. Improve transportation options for employment and related needs
9. Improve access to transportation for veterans and others with visual impairments
10. Improve access to transportation to basic services for individuals who are homeless
11. Improve bus stop environment, accessibility, and amenities for seniors and people with disabilities
12. Improve transfer connections, times and locations

Strategy 3: Develop New Services

Develop new services that expand transportation options for people with disabilities, seniors, individuals with low incomes, and veterans.

Develop new service projects include:

1. Provide general purpose transportation for people with disabilities.
2. Provide transportation to veterans' medical facilities in Asheville, Salisbury and Durham.
3. Provide fixed route service along Highway 51.
4. Provide service to unserved areas within Mecklenburg County.

Strategy 4: Expand Employment Transportation Options (JARC)

Develop/expand transportation services for employment and related needs for individuals with low incomes.

Expanding Employment Transportation Options projects include:

1. Expand public transit services to suburban employment centers and provide better schedules to meet time shifts
2. Provide more service on existing public transit to major employment areas (add weekend service and earlier and later service on weekdays)
3. Expand service to employment training centers and childcare facilities
4. Expand public transit cross-town service and improve time transfers

7 CONTINUING COORDINATION STRATEGIES

Coordinated transportation planning activities will continue, but not be limited to the following activities:

- The human services transportation planning committee will continue to serve as a forum to discuss coordination issues in the region; meetings will be held as needed.
- Committee members will review applications and make recommendations for funding through the JARC and New Freedom competitive selection process.
- To avoid duplication of efforts, the existing human services transportation planning committee structure will be maintained and incorporated within the Council on Aging, Transportation Committee. This structure will be formalized to ensure the continuation of coordination efforts.

8 PLAN ADOPTION

On Wednesday, June 18, 2008, the Metropolitan Transit Commission adopted Resolution No. 2008-03, *Adoption of Human Services Transportation Plan for Charlotte-Mecklenburg.*

APPENDICES

Appendix A: CATS Survey of Transportation Services in Mecklenburg County

Appendix B: Transportation Providers Surveyed

Appendix C: Workshop Results-Transportation Needs

Appendix D: JARC Interview Results

Appendix E: JARC / New Freedom Solicitation Process

Appendix F: JARC / New Freedom Completed Projects

APPENDIX A

CATS SURVEY OF TRANSPORTATION SERVICES IN MECKLENBURG COUNTY

The purpose of this survey is to develop an inventory of the transportation services available in Mecklenburg County. This survey is being conducted as part of the Charlotte Area Transit System Coordinated Public Transit-Human Service Transportation Plan. Your cooperation and assistance is appreciated. Please complete and return your survey to SIMON & SIMON Research Associates, Inc. by **May 2, 2008**.

Email your survey to CATSsurvey@simonandsimon.org, or fax your survey to **410-480-9094**. You may also mail your survey to:

SIMON & SIMON Research and Associates, Inc.
3213 Corporate Court
Ellicott City, MD 21042
Thank you!

GENERAL INFORMATION

1. _____
Agency, Community, or Company Name

2. _____
Street Address

3. _____
City, State, Zip Code

4. _____
Telephone# Fax#

5. _____
Name of Agency Director

6. _____
E-Mail Address

7. Please describe your services or enclose a brochure about the services you provide.

8. Which of the following best describes your situation regarding transportation service? (Please check one). **[If you offer no transportation service now, please skip to Question #24.]**

____We offer transportation service.
____We would like to offer transportation service in the future in some way.

GENERAL CHARACTERISTICS OF TRANSPORTATION SERVICE

Questions 8 through 18 address the transportation service you provide or purchase from someone else. **[If you do not offer transportation service of any kind, please skip to Question #24.]**

9. Do you provide transportation service in any of the following ways (check all that apply)?
____ We operate our own vehicles.
____ We operate door-through-door.
____ We contract with someone else who provides transportation service for us.
____ Some of our clients reach our services using CATS regular bus service.
____ Some of our clients reach our services using CATS Special Transportation Service (STS).
____ We purchase and provide CATS tickets and passes so that our clients can ride CATS and STS.
____ Some of our clients reach our services using other transportation services.
____ We provide no transportation services to our clients.
____ We provide travel training.
____ Other (please explain)

10. Which of the following describes the type of transportation service you offer (check all that apply)?

____ Service that operates door to door and requires a schedule for each day of service
____ Service that operates door to door on a route that is revised periodically as required
____ Service that operates on a route and requires people to meet a vehicle at a fixed location for pickup

11. Please check each of the days of the week that you provide transportation services. On the right, indicate the hours during which service is available to your clients:

Day of the week:	Hours of service availability each day:
____ Monday	_____
____ Tuesday	_____
____ Wednesday	_____
____ Thursday	_____
____ Friday	_____
____ Saturday	_____
____ Sunday	_____
____ Holidays	_____

12. What are the eligibility requirements for people who use your transportation service?

13. What is the geographic area (counties, communities, etc.) that your transportation serves?

14. Do you limit the kinds of trips for which people can use your transportation service?

____ No
____ Yes (Please explain)

15. Please describe any special needs that passengers on your transportation service may have.

16. What is the passenger cost for a one-way trip? _____

17. How do you provide vehicles, drivers, and maintenance? (Please check all that apply)

____ We own our own vehicles.
____ We lease our vehicles.
____ We have paid drivers.
____ We have volunteer drivers.
____ We perform our own vehicle maintenance.
____ We contract out for maintenance service.

18. How many vehicles do you have available for your transportation service? _____

19. How many of these vehicles do you operate in transportation service on an average day?

20. How many of your vehicles are of the following passenger capacities?

____ # of vehicles that are 9 or fewer passengers ____ # that are wheelchair lift-equipped
____ # of vehicles that are 10 to 14 passengers ____ # that are wheelchair lift-equipped
____ # of vehicles that are 15 to 24 passengers ____ # that are wheelchair lift-equipped
____ # of vehicles that are 25 or more passengers ____ # that are wheelchair lift-equipped

21. How many of your vehicles need to be replaced:

____ Now
____ Within the next year
____ Within the next two years

22. On an average day of transportation service,

How many miles do your vehicles in total operate? _____
How many hours are your vehicles in total in service? _____
How many passengers in total do you transport? _____

23. For your most recent operating year (or 12-month period),

		(Please Circle)
What were your total transportation expenditures?	$_____	Estimate or actual
How many total miles did your vehicles operate?	_____	Estimate or actual
How many total passengers did you transport?	_____	Estimate or actual

TRANSPORTATION NEEDS AND INTEREST IN COORDINATION

24. Please describe transportation needs, specific to your agency or community, that you feel are not being adequately met. Please be as specific as you can. (Please include any special needs or requirements your clients or passengers may have.)

25. Please describe other transportation needs in Mecklenburg County that you feel need to be addressed?

26. Please indicate below areas of your *potential interest* in becoming involved in improving transportation services through better coordination of the services and resources that are available today and can be available in the future (Please check all that may apply):

_____ Joining a network of agencies that coordinate transportation services to better meet travel needs
_____ Pooling of financial resources you budget for transportation services to better coordinate services
_____ Joint use, pooling, or sharing of vehicles among agencies
_____ Purchasing of vehicles cooperatively
_____ Centralized fueling of vehicles
_____ Centralized maintenance services for vehicles
_____ Centralized scheduling of your passenger trips with other agency trip scheduling
_____ Centralized operation of vehicles for your passenger trips and other agency trips
_____ Contracting to purchase transportation service rather than continuing to operate it
_____ Contracting to provide transportation service to other agencies needing service

27. Please provide us with other thoughts you have on how you may participate in efforts to improve transportation services in Mecklenburg County through coordination of services.

APPENDIX B

SELECTED TRANSPORTATION PROVIDERS SURVEYED

Partial List of Transportation Providers Surveyed

A&B Transportation
A-1 Limousine & Airport Towncar
A-1 Wheelchair Patient Transport, Inc.
AAA Transportation Company
Ada Jenkins Center
Adult Care & Share Center
Agape Creative Ministries, Inc.
Al-Anon Family Groups [Meck] [Cabarrus] [Union][Stanly]
Aldersgate
Alexander Youth Network
All City Limousine
Always On Time Limo Service
Alzheimer's Association - Western Carolina Chapter
American Cab Company - Taxi USA, LLC
Americare Transportation & Delivery
Angel Garcia Service
Arc of Mecklenburg County, The
Area Mental Health Authority
At Home Total Care
Atria MerryWood Retirement & Assisted Living Community
Autism Services of Mecklenburg County
Barb's Specialty Transport, Inc.
Behavioral Health Centers - Carolinas Healthcare System
Bethlehem Center
Better Business Bureau of the Southern Piedmont
Big Brothers Big Sisters of Greater Charlotte
Blue Line Limo Service
Boy Scouts of America, Mecklenburg County Council
Boys & Girls Club of Greater Charlotte
Brian Center @ Shamrock Dr.
BRIDGE Jobs Program, Inc.
C. U. P. Ministry
C.W. Williams Community Health Center
Calvary Church
Carmel Baptist Church
Carolina Transportation Service
Carolina Youth Commission, The
Carolinas HealthCare System
Carolina's Medical Center
Carolinas Medical Center - Carolinas HealthCare System
Catholic Social Services
Central House
Central Piedmont Community College
Centralina Area Agency on Aging
Charlotte Center for Aging Services
Choice Tours Transportation Inc
CLT Express Delivery LLC
Comfort Keepers

Community Link
Concierge Unlimited Limousine
Connections Transportation Co.
Council on Aging, Charlotte-Mecklenburg
Crisis Assistance Ministry [Meck]
Crop Walk/Church World Service
Davidson College
Department of Social Services (DSS) [Meck]
Devaughn Limousine Service
Diamond Cab Company
Disability Rights & Resources
Disabled American Veterans
Eagle Cab Company - Taxi USA, LLC
Easter Seals UCP NC
Elegance Transportation
Elite Transportation Company
Emergency Winter Shelter
Employment Security Commission [Meck]
Employment Security/Work First
Executive Express Transportation
Expressway Cab Company
Faith C.M.E. Church
Family Center, Inc., The
Federation of the Blind, Mecklenburg
First Presbyterian Church
First United Methodist Church
G W Limousine, Inc.
Garr Memorial Church
Gents Limousine LLC
Gold Line Express
Goodwill Industries of the Southern Piedmont
Hickory Limousine Service
Island Transportation
J.E.S. Transportation Company
Jacob's Ladder Job Center, Inc.
JB's Limousine Service
Jewish Community Center, Sandra & Leon Levine
L&L Shuttle Service
Lake Norman Limousine
Lake Norman Shuttle LLC
Levine Senior Center-Matthews
Liberty Baptist Church
LifeSpan Incorporated
Lincoln Transportation Service
Loving Care Adult Day Care & Health Center
Loving Touch Adult Day/Health Care Center, Inc.
Luxury Transportation
Matthews Help Center
Mecklenburg EMS Agency
Mecklenburg Ministries

Metrolina AIDS Project (MAP)
Metrolina Association for the Blind
Moore Pleasant Transportation
National Alliance for the Mentally Ill [Charlotte]
Nevins, Inc.
New Friends Adult Day Care/Day Health, Inc.
North Tryon JobLink - Charlotte Enterprise Community
PALS Adult Day Care
Passenger Vehicles for Hire Section
Pearl Limousine Co.
Peoples Special Transportation
Philadelphia Presbyterian Church
Piedmont Adult Living Services (PALS)
Pineville Rehabilitation & Living Center
Point to Point Transportation
Queen's Transportation Company
Queens University of Charlotte
Red Cross, American, Greater Carolinas [Meck] [MSI]
Rose Chauffeured Transportation
Rowan-Cabarrus Community College/South Campus
Salvation Army of Greater Charlotte, The
Salvation Army, Statesville Corps., The
Samaritan Adult Day Health Home
Shining Stars Adult Day Respite
Sierra Transportation Inc.
Sky Cap Limo Service
Speedy Cab Company
Super Shuttle
Trips for Kids Charlotte
Turning Point Services, Inc.
United Limousine
United Way of Central Carolinas, Inc.
University Adult Care, Inc.
University of North Carolina at Charlotte (UNCC)
Uptown Limousine
Urban League of Central Carolinas, Inc.
Veterans Service Office [Meck]
Vocational Rehabilitation Services [Meck]
Walker Transportation Shuttle Service
Yellow Cab Company - Taxi USA, LLC
Young Wheelchair Transportation
Your Pleasure Limousine Service

APPENDIX C

WORKSHOP I RESULTS TRANSPORTATION NEEDS

Group 1

IDENTIFYING AND PRIORITIZING TRANSPORTATION NEEDS
IN MECKLENBURG COUNTY
JANUARY 30, 2008

Target Group	Type of Service Needed	Frequency of Service Needed	Geographic Need	Reason for Need
Elderly-Ambulatory/non-ambulatory hospital patients without private transportation	After hours medical transportation	Daily	City of Charlotte Mecklenburg County	Patients with medical needs who are being discharged from the hospital, but have no private transportation
Elderly Hospital Inpatients	Transportation to other facilities	On-demand		
People with disabilities	General Transportation	Daily	Mecklenburg and surrounding counties	Bus stops IADL; quality of life
STS II	Non-ADA Service Expansion	Daily	Mecklenburg County	More stops
General public low income without private transportation	Access to jobs and services beyond the current fixed route system	Daily	Beyond CATS current service	Limited bus access

Group 2

IDENTIFYING AND PRIORITIZING TRANSPORTATION NEEDS IN MECKLENBURG COUNTY
JANUARY 30, 2008

Target Group	Type of Service Needed	Frequency of Service Needed	Geographic Need	Reason for Need
Elderly	Travel Training	On-going	Char-Meck	Increase transportation options
	More circulator routes	On-going	CATS Service Area	Increase transportation options
Individuals with Disabilities	Travel Training	M-F On-going	CATS Service Area	Increase CATS ridership
				Decrease STS ridership
	Reverse Buses	CATS Operation	CATS Service Area	Reliable Transportation
	PVH	On-going 24/7	County	Not STS/CATS Eligible
	Better STS Route Scheduling	All hours of operation	CATS Service Area	More efficient use of STS
Low Income				
Homeless	Basic Transportation	Daily M-F	Charlotte	Break the cycle
				GED, Skills Training, Medical Treatment

Group 3

IDENTIFYING AND PRIORITIZING TRANSPORTATION NEEDS IN MECKLENBURG COUNTY
JANUARY 30, 2008

Target Group	Type of Service Needed	Frequency of Service Needed	Geographic Need	Reason for Need
Seniors 60 and over	EGP	7 Days/Wk	Meck Co.	Cannot meet demand
People with Disabilities	STS II General Purpose Transportation	7 Days/Wk	Meck Co.	Cannot meet demand
	Wayfinding			
	• Improved information on CATS website re:			
	• LRT Stations			
	• Fixed Route Amenities			
	• Bus Stop Identification (Braille about route and # for specific stop)			
	Centralized Dispatch			
	Organized Volunteer Driver Program			
	Fixed Route Service- Hwy 51			
	Neighborhood Circulators			

Group 4

IDENTIFYING AND PRIORITIZING TRANSPORTATION NEEDS IN MECKLENBURG COUNTY
JANUARY 30, 2008

Target Group	Type of Service Needed	Frequency of Service Needed	Geographic Need	Reason for Need
All agencies and private companies	Regional communication with Transportation Advisory Board	Meet bi-monthly	Mecklenburg County	To improve educational services and distribution of information
People with Disabilities, Elderly , Veterans	Mobility Management and expanded travel training	On-going	Mecklenburg County	Lack of knowledge of the availability of funding to teach disability groups the logistics of how to use the bus system
Veterans	Improved Veteran's Transportation	On-going	Regional coordination, starting with Mecklenburg County	Currently limited, just starting, small amount of funds, no dedicated funding,
Seniors	Volunteer Driver Program with mileage reimbursement	On-going	Start with Mecklenburg County, especially unincorporated areas like North Meck where there is limited access to bus transportation	Current barriers are: Cost of gas, liability issues, insurance needs. Benefits: creates community, people can stay in their homes longer, saves taxpayer dollars

Group 5

IDENTIFYING AND PRIORITIZING TRANSPORTATION NEEDS IN MECKLENBURG COUNTY
JANUARY 30, 2008

Target Group	Type of Service Needed	Frequency of Service Needed	Geographic Need	Reason for Need
Veterans	To major medical facilities	M-F	Salisbury, Ashville, Durham	Limited provider sites, income, age, etc.
Low Income	Comprehensive	7 Day	Regional	Job access
Children with mental health disorders	To schools Lack of other???	M-F	Mecklenburg County	Need adult supervisors
Users of over-sized mobility aids	Medical and emergency	7 Day	Mecklenburg County	Most vehicles designed for standard sized mobility aids; Ability to participate in normal, daily activities
Dialysis #1 Destination for EGP and RGP	Dialysis Transportation	7 Day	Mecklenburg County	#1 destination for some programs
Elderly	General Transportation	7 Day	Mecklenburg County	To keep people part of the larger community and to keep them healthy
Visually Impaired	To appointments and employment			350 blind veterans alone; lack of mobility impacts quality of life

APPENDIX D

JARC INTERVIEW RESULTS

Job Access Reverse Commute (JARC) Grant Program
Interview Summaries to Identify Transportation Needs of Low-Income Individuals

Charlotte Housing Authority (CHA)	
Key Points: • Improve transit service connection • Provide subsidies for Bus and Rail • Provide better access to new properties	***Key Locations:*** • Idlewild-Highway 51 • Thermal Road • Coliseum Drive & Independence Boulevard
Crisis Assistance Ministry	
Key Needs: • Improve cross-town connections • Improve service to employment areas • Improve shift work connections with transit • Provide subsidies for Bus and Rail	***Key Locations:*** • Eastfield Road • Statesville Avenue • Harris Boulevard • Lake Norman • University area • Ballantyne area
Department of Social Services	
Key Needs: • Provide travel training for transit • Look into Van-Pool option • Improve timed transfers • Improve service to employment areas	***Key Locations:*** • Westinghouse Boulevard • Statesville Road • Monroe Road • Albemarle Road • Lake Norman area • Concord Mills
Employment Security Commission/Job Links	
Key Needs: • Provide travel training for transit • Look into Van-Pool option • Improve timed transfers • Improve shift work connections with transit • Improve cross-town connections	***Key Locations:*** • Airport area • Westinghouse Boulevard • Statesville Road • Albemarle Road • Monroe Road • Lake Norman area • Westlake –Yorkmont • Arrowood area • JW Clay- University area

United Way of Charlotte	
Key Needs: • Way to Work Program-Cars for Work • Address Job-Hopping (two part-time jobs) • Improve transit service connection • Improve shift work connections with transit • Provide subsidies for Bus and Rail	***Key Locations:*** • Westinghouse Blvd • Statesville Road • Freedom Drive • Billy Graham Parkway
Urban League	
Key Needs: • Provide travel training for transit • Look into Van-Pool option • Improve timed transfers • Improve service to employment areas • Increase trip amounts	***Key Locations:*** • Rozzelles Ferry Road • Tuckaseegee Road • Tyvola Road • Wilkinson Boulevard • Arrowood Road • Northlake area

Transportation Priorities

Based on the transportation needs for low-income individuals identified above the JARC Stakeholders prioritized them as follows:

JARC Transportation Needs	Department of Social Services	Crisis Assistance Ministries	Charlotte Housing Authority	Employment Security Commission	Prioritization Total
Expand public transit services to suburban employment centers and provide better schedules to meet shift times	7	8	6	8	**29**
Provide more public transit service on current services to major employment areas (add weekend service, earlier and later service on weekday, etc.)	8	7	8	6	**29**
Expand service to employment training centers and childcare facilities.	6	2	7	5	**20**
Expand public transit crosstown services and improve time transfers	1	4	5	7	**17**
Expand Free/subsidized pass programs for JARC target groups	5	6	1	2	**14**
Expand Van Pool program	2	5	3	3	**13**
Travel training for JARC target groups	4	1	2	4	**11**
Implement Ways to Work Program	3	3	4	1	**11**

APPENDIX E

JARC / NEW FREEDOM SOLICITATION PROCESS

JARC/ NEW FREEDOM SOLICITATION PROCESS

CATS will conduct a solicitation for proposals to fund JARC and New Freedom projects as funding is available. The next solicitation for proposals will be issued in summer of 2010, and will cover up to a two year funding cycle. The subsequent solicitation for proposals to fund JARC and New Freedom projects will be conducted every two years thereafter.

CATS Call for JARC and New Freedom Projects 2009 and 2010

The schedule for the CATS 2009/2010 solicitation for JARC and New Freedom projects is as follows:

Project Solicitation Issued	July
Proposals Due	July
Proposal Review/Recommendations	August
MPO Final Selections	September
FTA Funding Requests	September

CATS Call for JARC and New Freedom Projects Beyond 2010

Depending on when funding is made available, solicitation for JARC and New Freedom projects should follow the schedule below:

Project Solicitation Issued	July
Proposals Due	July
Proposal Review/Recommendations	August
MPO Final Selections	September
FTA Funding Requests	September

Proposal Selection Criteria

The human services transportation planning committee in 2008 identified the following selection criteria and points to fund JARC and New Freedom projects (Table 2).

Table 2
JARC and New Freedom Project Selection Criteria

Project Selection Criteria	**Maximum Points**
1. Coordination Does this project respond to one of the strategic categories? Does the project meet a regional need? Does this project increase coordination?	**20**
2. Benefits Describe the target group and number of people to be served. Describe the benefits of this project (target group(s), economic, etc.)	**35**
3. Innovation Describe the characteristics that may make this project an innovative solution to meet the needs of the targeted group(s).	**10**
4. Organizational Capability Describe the qualifications and experience of the proposing organization(s).	**15**
5. Budget Is the budget reasonable for the proposed project? Does it meet the requirement for matching funds? Describe sources of on-going funding.	**20**
TOTAL POINTS	**100**

APPENDIX F

JARC / NEW FREEDOM COMPLETED PROJECTS

JARC / NEW FREEDOM COMPLETED PROJECTS

Grant Type	Agency	Strategy	Project Description
JARC	CATS	Strategy 4 Expand Transportation Options	Provide weekend transit services to Concord via Concord Mills Express
JARC	CATS	Strategy 2 Improve Existing Services	Extend transit services to Mount Holly in order to provide more opportunities for jobs
JARC	CATS	Strategy 2 Improve Existing Services	Expand airport route frequency in order to provide better access to jobs and opportunities.
JARC	The Housing Authority of Charlotte	Strategy 4 Expand Transportation Options	Housing Authority will provide bus passes to low income individuals for work related trips through its “Moving Aside the Obstacles to Work” program
JARC	Charlotte Center for Urban Ministry, Inc	Strategy 4 Expand Transportation Options	Urban Ministry will provide bus passes to individuals for employment assistance through its “Get to Work” program
New Freedom	Metrolina Association for the Blind	Strategy 2 Improve Existing Services	Purchased 3 ea. vans in order to transport visually impaired customers. Service allows customers to remain active in the community and independent
New Freedom	Disability Rights	Strategy 1 Mobility Management	Provide and expand the availability of travel training to individuals. Develop a tool box of services for seniors and people with disabilities
New Freedom	CATS	Strategy 2 Improve Existing Services	Enhance bus stops by installing Braille Markers at bus stops so visually impaired individuals may navigate the system more easily
New Freedom	CATS	Strategy 2 Improve Existing Services	Install informational navigation systems on Special Transportation Service (STS) vehicles which would allow the service to operate more efficiently