



U.S. Department
of Transportation

Region IV Technical Training Workshops in Transportation

Financing the 1990's
Selected Presentations

May 1993



FEDERAL TRANSIT ADMINISTRATION

Region IV Technical Training Workshops in Transportation

**Financing the 1990's - Selected
Presentations**

**Final Report
May 1993**

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METRIC / ENGLISH CONVERSION FACTORS

ENGLISH TO METRIC

LENGTH (APPROXIMATE)

1 inch (in) = 2.5 centimeters (cm)
 1 foot (ft) = 30 centimeters (cm)
 1 yard (yd) = 0.9 meter (m)
 1 mile (mi) = 1.6 kilometers (km)

AREA (APPROXIMATE)

1 square inch (sq in, in²) = 6.5 square centimeters (cm²)
 1 square foot (sq ft, ft²) = 0.09 square meter (m²)
 1 square yard (sq yd, yd²) = 0.8 square meter (m²)
 1 square mile (sq mi, mi²) = 2.6 square kilometers (km²)
 1 acre = 0.4 hectares (he) = 4,000 square meters (m²)

MASS - WEIGHT (APPROXIMATE)

1 ounce (oz) = 28 grams (gr)
 1 pound (lb) = .45 kilogram (kg)
 1 short ton = 2,000 pounds (lb) = 0.9 tonne (t)

VOLUME (APPROXIMATE)

1 teaspoon (tsp) = 5 milliliters (ml)
 1 tablespoon (tbsp) = 15 milliliters (ml)
 1 fluid ounce (fl oz) = 30 milliliters (ml)
 1 cup (c) = 0.24 liter (l)
 1 pint (pt) = 0.47 liter (l)
 1 quart (qt) = 0.96 liter (l)
 1 gallon (gal) = 3.8 liters (l)
 1 cubic foot (cu ft, ft³) = 0.03 cubic meter (m³)
 1 cubic yard (cu yd, yd³) = 0.76 cubic meter (m³)

TEMPERATURE (EXACT)

$$[(x - 32) (5/9)] ^\circ\text{F} = y ^\circ\text{C}$$

METRIC TO ENGLISH

LENGTH (APPROXIMATE)

1 millimeter (mm) = 0.04 inch (in)
 1 centimeter (cm) = 0.4 inch (in)
 1 meter (m) = 3.3 feet (ft)
 1 meter (m) = 1.1 yards (yd)
 1 kilometer (km) = 0.6 mile (mi)

AREA (APPROXIMATE)

1 square centimeter (cm²) = 0.16 square inch (sq in, in²)
 1 square meter (m²) = 1.2 square yards (sq yd, yd²)
 1 square kilometer (km²) = 0.4 square mile (sq mi, mi²)
 1 hectare (he) = 10,000 square meters (m²) = 2.5 acres

MASS - WEIGHT (APPROXIMATE)

1 gram (gr) = 0.036 ounce (oz)
 1 kilogram (kg) = 2.2 pounds (lb)
 1 tonne (t) = 1,000 kilograms (kg) = 1.1 short tons

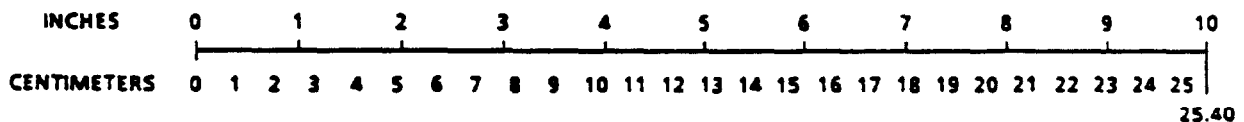
VOLUME (APPROXIMATE)

1 milliliter (ml) = 0.03 fluid ounce (fl oz)
 1 liter (l) = 2.1 pints (pt)
 1 liter (l) = 1.06 quarts (qt)
 1 liter (l) = 0.26 gallon (gal)
 1 cubic meter (m³) = 36 cubic feet (cu ft, ft³)
 1 cubic meter (m³) = 1.3 cubic yards (cu yd, yd³)

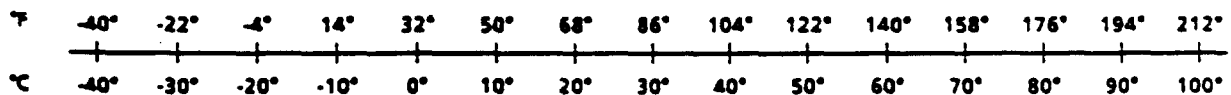
TEMPERATURE (EXACT)

$$[(9/5)y + 32] ^\circ\text{C} = x ^\circ\text{F}$$

QUICK INCH-CENTIMETER LENGTH CONVERSION



QUICK FAHRENHEIT-CELCIUS TEMPERATURE CONVERSION



For more exact and/or other conversion factors, see NBS Miscellaneous Publication 286, Units of Weights and Measures. Price \$2.50. SD Catalog No. C13 10 286.

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Introduction

The Region IV Technical Training Workshops in Transportation: Financing the 1990's were held in Nashville, Tennessee June 21 - 24, 1992. The Workshops were funded by a grant from the Federal Transit Administration (FTA) of the U.S. Department of Transportation. The Workshops were sponsored by the FTA, the Region IV Transportation Consortium, the Tennessee Commission on Aging and the Tennessee Department of Transportation.

The U.S. Department of Health and Human Services was a cooperating organization. Additionally, the state transit associations in Alabama, Georgia, Kentucky, North Carolina, South Carolina and both Tennessee associations were co-sponsoring organizations.

The Public-Private Transportation Network (PPTN) played a key role by funding the participation of the resource persons who participated in two workshops. The Alabama Transit Association and the Alabama Highway Department played critical roles as the grant executing and grant recipient organizations respectively.

The Workshops offered sixteen individual workshops and five group sessions dealing with a variety of topics related to generating funding, operating efficiencies and cost savings for rural and small urban providers of fixed route and specialized transit services.

The topics ranged from current changes in federal transit funding laws to coordination to vehicle maintenance programs to tax referendums and educating elected officials. A holistic approach to financing the transit organization was taken by the Workshop organizers. This approach recognizes the many factors which come to bear in a transit organization: external funding is only one aspect of transit financing while internal operations are critical elements in the overall financial health of the organization. The Workshops recognized this and included several speakers who addressed factors which contribute to efficient system operations and to utilizing system operations to generate additional financial resources.

Thirty-seven speakers shared their thoughts and experiences with one-hundred persons participated in the Region IV Workshops. The Workshops drew these participants from fifteen states and the District of Columbia.

This report contains twelve presentations either in full or in summary form. The material included herein is based on information provided by the speakers. The other workshop presentations are presently unavailable due to difficulties in audio tape transcription.

Unfortunately, these difficulties mean that several excellent presentations cannot be reported herein. Readers with a particular interest in one of the unreported workshops may contact the presenters directly. All persons who shared their expertise with the Workshop participants will be happy to provide additional information to any interested transportation professional. Please refer to the list of presenters in this report for contact information.

Persons interested in the Cost Allocation Workshop may obtain a detailed report by the Workshop presenter, Cost Allocation and Cost Estimation For Better Management, Lewis Polin (57 pages) by calling PPTN at 1-800-522-7786. This excellent document is too lengthy to reproduce here.

A special thank you is due to Jean Lyons of the Tennessee Commission on Aging and Jim Ladieu of the Tennessee Department of Transportation who provided invaluable local support and assistance. The Tennessee Commission on Aging also provided personnel who worked registration during the Workshops. For all of the countless hours devoted to making the Workshops a success, heartfelt gratitude is extended.

Keynote Address: Federal Funding Becomes More Flexible

The keynote luncheon featured an overview of the key changes in federal transit funding that were made by the Intermodal Surface Transportation Efficiency Act of 1991. ISTEA, as the Act has come to be called, made important changes in the way federal transportation funds can be used. It is now possible for federal highway funds to be used for transit purposes. This address notes these changes and suggests factors that transit operators should consider if they are interested in benefiting from the new funding flexibility permitted by the 1991 legislation.

The remarks were originally scheduled to be delivered by Roland Mross, Deputy Administration of the Federal Transportation Administration. Unfortunately, Mr. Mross was injured while attending the International Conference on Specialized Transportation and was unable to attend. His remarks were delivered by Lawrence L. Schulman, Associate Administration for Technical Assistance and Safety of the Federal Transit Administration.

The remarks prepared for Mr. Mross follow.

Lawrence L. Schulman
Associate Administrator
Technical Assistance and Safety
Federal Transit Administration
U.S. Department of Transportation
400 Seventh Street, SW
Washington, DC 20590

REMARKS OF ROLAND MROSS

I would like to thank you for the opportunity to appear before you today. I am also sorry that I am here under these unfortunate circumstances. My boss Deputy Administrator Roland Mross had a serious accident and could not attend. But I'm happy to report that he's recovering nicely and will be back on the circuit soon, visiting grantees and attending meetings and workshops like this one.

In asking me to come here, however, Roland gave me one very stern directive. And that is, I'm supposed to talk about the federal transit assistance program in general, not the particular part of it I normally run which is the research program.

So, let's talk about transit. And let's talk about the new world of financing for transit that was initiated late last year when congress passed. And the president signed into law. A new re-authorization measure for federal transportation assistance.

You can look at this new measure in either of two ways:

You can look at the new bill and see, basically, a continuation of program categories that are all very familiar.

The name of the agency that dispenses the money may have changed from the Urban Mass Transportation Administration to the Federal Transit Administration, but the basic structure of transit assistance that is provided by the FTA looks pretty much like the one that used to be provided by UMTA:

- There's a basic Section 9 formula program for both capital and operating assistance;
- And there's a supplementary Section 3 discretionary program to meet any extraordinary needs that can't be accommodated under the formula.

Actually, there is one interesting change under the Section 3 program. The portion of this resource that's used to pay for the rehabilitation of older rail transit systems in places like Boston, Philadelphia and New York is now distributed by statutory formula, not discretionary grants.

So the discretionary Section 3 program isn't 100% discretionary any more. However, with the amount of current earmarking, the word "discretionary" is probably a misnomer already.

Frankly, there's an awful lot less to the rail mode formula than meets the eye. Since, even when these funds were distributed by discretionary grants, we exercised our discretion and allocated the money by formula anyway.

But getting back to the things about the transit assistance program that have remained stable and familiar under the new authorization:

- there's still a Section 18 program for rural transportation. FY 1992 funding for the program is \$106 million — up from \$68 million in FY 1991. And these higher levels will continue. I'm sure this is good news to many of you;
- and there's still a Section 16(b)(2) program for capital assistance for specialized transportation.

In fact, if you want to get really precise about it, we don't call this the Section 16(b)(2) program any more. It's simply Section 16.

Let me say a few things about the changes to the Section 16 program. Under the new law 16 vehicles may now be leased to local public bodies. And FTA will soon issue regulations to that effect.

There are also additional capital expenses allowed this year. Acquisition of transportation service under contract, lease, or other arrangement is allowed. Also, STP funds can be transferred to the Section 16 program, as well as any other FTA programs. But more about this in a minute.

In any event, if you feel so inclined, it's perfectly correct to say that the federal mass transit assistance program emerged from the 1991 reauthorization with its program categories very much intact. No big deal. And no big changes. And this is a valid way to characterize things.

But it's not the only way. And quite frankly not the way I hope you will view it. Because in addition to retaining the basic categories of federal financial assistance for mass transit, the new authorization also opens up some extremely interesting new possibilities for all of you.

There's nothing mandatory about any of this. You can stick with the old categories and do business the old way. If that's what you prefer. But if you don't think the old categories provide you enough money. Or if you think it's time to do some fundamental re-thinking how transportation investments are made in your community. Then you might want to listen to what else the new authorization bill provides. Because what it provides is nothing less than a revolution in the way federal and state and local interests have invested money in transportation infrastructure up until now.

Up until now, there have been federal financial assistance programs with very rigid rules and equally rigid areas where money could be spent.

There was highway assistance. And it could only be spent on highways.

There was transit assistance. And all you could use it for was transit.

But real communities don't have highway problems over here and transit problems over there. They have mobility problems, and they have them all over the place. And sometimes, rigidly defined categories of federal assistance aren't much help in solving those mobility problems. In fact, sometimes they can even make matters worse.

That's the beauty of the new authorization. A law, by the way, whose formal name is the Intermodal Surface Transportation Efficiency Act of 1991.

Incidentally, when President Bush signed this law last year at a ceremony in Texas, he was reading his prepared remarks and when he got to the formal name of the law. When he read the words "Intermodal Surface Transportation Efficiency Act of 1991, he paused, he looked up from his speech, and I quote verbatim and entirely what the President said, He said; "We have to get a new name for this thing."

Well, we have. And in the world of Washington acronyms, the new authorization law has been nick-named the "Ice Tea."

I is for intermodal

S is for surface

T is for transportation

E is for efficiency

A is for act but the "a" is silent.

We don't want anyone going around asking to discuss "Ice Tea(a) " That just isn't the in thing.

But "Ice Tea," in this case, isn't just a drink you can order in a restaurant. It's a whole new way of conducting public business.

It's a new way that gives state and local decision makers the ability to decide how a whole range of federal assistance should be spent in their area. An area where they're the ones who know what the real mobility problems are and where they're the ones who have the first line responsibility for solving those problems.

That's what the Intermodal Surface Transportation Efficiency Act is all about. The significance of these changes is major. In FY 1992 the entire FTA discretionary and formula program totals 3.7 billion dollars. This of course is generally transit money. But the two new programs which can, at local discretion, now be used for highway or transit use:

Are the Surface Transportation Program (STP) which totals 3.8 billion dollars.

And the Congestion Mitigation and Air Quality Improvement Program (CMAQ) which totals \$810 million.

These additional possible sources of funds are significant and double possible funding for transit.

But let me voice one caution to you today. A warning that our Administrator, Brian Clymer, has been telling transit audiences all across America. There's nothing automatic about these new flexible funding provisions.

Just because the "Ice Tea" has introduced revolutionary new possibilities to the world of transportation finance, that doesn't mean a transit manager can afford to sit around and wait for the state highway commissioner to drop by his office and hand him a big check. Because what flexible funding really means is that the transit manager now has to go out and argue the case for greater transit investment.

The federal resource is there. But unless the transit manager can produce facts, figures and convincing reasons why a transit investment is the better answer to a particular local mobility program, local decision makers aren't going to be willing to shift money from the highway repair account to make the transit investment.

In some cases, this means that the transit manager is going to have to invest some resources ... Staff time, for instance ... In learning about procedures and processes that previously he or she didn't have to know anything at all about. A new lingo may have to be learned.

Because when the "Ice Tea" made federal assistance flexible, that wasn't the end of the game, that was just the beginning of a brand new game.

So that's the message Roland wanted me to deliver to you.

Something else that the "Ice Tea" provides is a totally new approach to the whole question of transportation planning and research. And that's a subject I'd be happy to discuss with you for as long as you're interested in hearing about it.

But unless you beg I will confine my remarks to just the following summary:

- * Three percent of the total annual appropriation is now available for planning and research.
 - * Forty-five of this is for metropolitan level planning.
 - * Ten percent is for state level planning and research.
 - * Another ten percent for an operator based problem solving program
 - * Five percent for RTAP
- * And last but not least — 30 percent for the national research and planning program administered in Washington.

This will provide a needed increase in funds and a sense of stability and flexibility to approach some of the new challenges of the future.

Well it's been a pleasure to be with you here in Nashville. And thank you very much for your attention.

State Tax Financing: Pennsylvania

The relatively new and highly innovative state transit financing plan adopted by Pennsylvania was described by John Dockendorf, Pennsylvania Department of Transportation. Mr. Dockendorf described the enactment and early workings of Act 26, The Public Transportation Law which was enacted in August 1991. An official summary of the provisions of the Act is reproduced on page 15.

A summary of Mr. Dockendorf's presentation follows.

John Dockendorf, Chief
Mass Transit Assistance Division
Bureau of Mass Transit
Pennsylvania Department of Transportation
1215 Transportation and Safety Building
Harrisburg, Pennsylvania 17120

ESTABLISHMENT OF A STATE DEDICATED TRANSIT FUND

Act 26, The Public Transportation Law, was enacted in August 1991, establishing a State dedicated fund for public transportation to help fund capital assistance and asset maintenance projects. This fund, The Public Transportation Assistance Fund, is supported by a series of new taxes and fees including a 3% tax on auto leases, a \$2 a day tax on car rentals, a 6% tax on magazines, a \$1 tax on tires and a 12 mill increase in the Public Utility Realty Tax (PURTA) which are projected to yield up to \$200 million this fiscal year. These taxes become effective October 1, and vendors are required to report tax proceeds for the first four fees to the Department of Revenue on a quarterly basis beginning in mid-January. The PURTA fee for calendar year 1990 is payable to the Department of Revenue in April. Transit systems will receive their share of funds for the first quarter for the first four taxes in mid-February and the PURTA fee in mid-May.

The funds are distributed to the Department and urban and rural transit systems through a series of set-asides and formulas authorized in Act 26. This year the Department expects to receive set-aside funds of approximately \$2.5 million to fund project management oversight, research, demonstrations and other Department initiated projects, plus \$1.7 million for Community Transportation capital projects. Rural transit systems are expected to receive a set-aside of \$4 million for capital assistance and asset maintenance projects.

After these set-asides totaling \$8.2 million are taken off-the-top, the balance of remaining funds is distributed by formula to the state's urban transit systems for capital assistance and asset maintenance. SEPTA is entitled to receive 70.3%, PAT 25.4% and other urban transit systems 4.3% of available dedicated transit funds after the forenamed set-asides are deducted. SEPTA can use up to 30% of its available funds for asset maintenance projects and all other urban and rural systems may use up to 50% of their available funds for asset maintenance. Any funds not used for asset maintenance may be used to finance capital assistance projects. These dedicated transit funds require 3 1/3% local matching funds and may be carried over from year-to-year as they do not

lapse. Any interest earned on dedicated funds carried over can also be used for capital assistance and asset maintenance.

The Department has an administrative oversight role in the use of dedicated transit funds. The Department must review and approve all capital assistance and asset maintenance projects for which urban and rural transit systems desire to use State dedicated transit funds.

The following outline provides an overview of the key features of our new Pennsylvania program:

**SUMMARY OF PENNSYLVANIA'S DEDICATED
PUBLIC TRANSPORTATION ASSISTANCE FUND (PTAF)**

1) Authorization of PTAF

Act 26 of August, 1991, The Public Transportation Law

2) Revenue Sources for PTAF

- a. 12 mill increase in the current Public Utility Reality Tax (\$80 million)
- b. 3 % tax on Auto Leases (\$45 million)
- c. \$2 a day tax on Car Rentals (\$40 million)
- d. 6% tax on Magazines (\$30 million)
- e. \$1 tax on Tires (\$5 million)

3) Projected PTAF Revenue (FY 1991-92) Up to \$200 million (1)

4) Eligible Uses of PTAF

- a. Conventional Capital Assistance Projects (Eg. acquisition of buses, construction of maintenance facilities, etc.).
- b. Asset Maintenance Projects (Vehicle and Non-Vehicle maintenance and parts and supplies).

5) Distribution of PTAF

(See Below)

6) Disbursement of PTAF

Direct quarterly payments to transit systems from Treasury the first year - Direct monthly payments from Treasury thereafter.

7) Oversight of PTAF

- a. Department must approve capital assistance and asset maintenance project applications for PTAF funds to be used for these projects.
- b. Transit systems must submit PTAF budgets, and PTAF progress reports to Department for review and approval. Department is authorized to conduct audits as needed.

8) Other important Features of PTAF

- a. Total matching funds equal to 1/30 of total project costs are required to qualify for PTAF. (2)
- b. PTAF funds do not lapse.
- c. PTAF funds can be invested and any interest earned may be used for capital assistance and asset maintenance projects.
- d. PTAF funds can be provided in advance of actual need rather than on a cost reimbursement basis.

- e. No state contracts or state invoices are required to receive PTAF funds.
- f. Only 50% of PTAF funds may be used for asset maintenance projects by Class 2, Class 3 and Class 4 transit systems. Class 1 systems (SEPTA) may only use 30% of PTAF funds for this purpose.

Footnotes:

- (1) Estimate will be revised when the first quarter of tax collections are received in January.
- (2) The Local match requirement for asset maintenance projects for Class 3 and Class 4 transit systems may be waived if a local funding hardship is justified.

Distribution of Estimated Dedicated Transit Funding in FY 1991-92

Dedicated Fund Set-Asides

- 1. Department Set-Aside,
Project Management Oversight \$1.0 Million
- 2. Department Set-Aside,
Technical Assistance Activities (Research, Planning) and Other
Department Initiatives 1.5 Million
- 3. Department Set-Aside,
Community Transportation 1.7 Million

4.	Class 4 Set-Aside, Rural Capital Assistance/Asset Maintenance	<u>4.0 Million</u>
	Total of Set-Asides	\$ 8.2 Million

Distribution of Remaining Dedicated Transit Funds

1.	Class 1 System (SEPTA) (70.3% of Remaining Funds)	\$134.8 Million
2.	Class 2 System (PAT) (25.4% of Remaining Funds)	48.7 Million
3.	Class 3 Systems (other Urban Systems) (4.3% of Remaining Funds)	8.3 Million
	Total of Remaining Dedicated Funds	<u>191.8 Million*</u>
	Statewide Total of All Estimated Dedicated Transit Funds	<u>\$200.0 Million*</u>

*Dedicated transit funds for Class 1, 2, 3 and 4 transit systems require a 1/30 local match; do not lapse; and up to 30% of SEPTA's funds, and 50% of every other agency's funds may be used for asset maintenance activities such as maintaining vehicles.

Summary Of The Features Of Act 26 Of 1991



REV-172 AS (8-91)

PA DEPARTMENT OF REVENUE
BUREAU OF BUSINESS TRUST FUND TAXES
DEPT. 280905
HARRISBURG, PA 17128-0905

PUBLIC TRANSPORTATION ASSISTANCE FUND TAXES AND FEES

Act No. 26 of 1991 established a special fund to be known as the "Public Transportation Assistance Fund" (PTA). (75 Pa. C.S.A. § 1314) The Act imposes new fees and taxes which shall be deposited into the Public Transportation Assistance Fund. This fund will be distributed throughout the Commonwealth for urban common carrier mass transportation.

REGISTRATION:

Any person making sales, rentals or leases subject to a tax or fee imposed under this Act shall be required to apply on or before October 1, 1991 for a Public Transportation Assistance Tax License Number on a form prescribed by the PA Department of Revenue. These taxes and fees are in addition to sales and use taxes collected on tires, vehicle leases and vehicle rentals. Separate registration for the collection of these taxes and fees is required.

RETURNS

The act provides that the rules and procedures for the filing of these PTA returns are the same as for sales and use tax. However, sales tax must be reported on the sales tax return and taxes and fees collected under this Act are to be reported on the Public Transportation Assistance PTA return. Each new licensee will be required to file a return on a quarterly basis. As the taxes and fees are effective October 1, the return for the final calendar quarter of 1991 will be due January 21, 1992. Prior to that date, the Department will be providing return forms to the licensees.

NEW TIRE FEE

The Act provides that a fee is imposed "on each sale in this Commonwealth of new tires for highway use at the rate of \$1.00 per tire". The fee is imposed only on the sale of new tires for highway use. Therefore, the sale of used tires or tires which are for other than highway use shall not be subject to the fee. If a vehicle or equipment on which the tires are placed is licensed for highway use, then the tires also will be deemed for highway use regardless of the actual use of said property. The purchase of new tires in conjunction with the purchase of other property, for example a motor vehicle, shall be subject to the fee.

This Act specifically provides that no exclusion or exemption allowed under the sales tax applies other than that allowed for governmental entities. For example, a common carrier is required to pay the tire fee on its purchase of tires for highway use vehicles even though the same purchase may be exempt from the PA sales tax under the public utility exemption.

PERIODICAL TAX

The Act imposes a six per cent periodical tax on "the purchase price on each separate sale at retail of a periodical and upon each separate mail-order subscription for a periodical." "Periodical" is defined in Section 1314(d) (2) as:

"A periodical regularly published at intervals not exceeding three months, which is circulated to the general public and which contains either matters of general interest or reports of current events or is devoted to literature, sports, the sciences, art of some other special industry or area of interest."

Therefore, the tax shall apply to what commonly are referred to as "magazines" but not to newspapers. Tax is due not only on newsstand sales, but also on subscriptions for these publications. Again, other than the governmental exemption and the resale exemption, none of the sales tax exemptions or exclusions shall apply to this tax. If the sale of a periodical is taxable and if the purchaser of a periodical does not pay this tax to the vendor for any reason, the purchaser is required to pay the tax directly to the PA Department of Revenue. The tax imposed by this act should not be confused with the 6% state sales tax and the 1% Philadelphia sales tax which is not imposed on periodicals. The periodical tax should not be reported on the sales tax return.

MOTOR VEHICLE LEASE ADDITIONAL TAX

The Act provides for the imposition "on each lease of a motor vehicle subject to tax under Article II of the Tax Reform Code an additional tax of 3 percent of the total lease price charged." The term "lease" is a contract for the use of a motor vehicle for a period of 30 days or more. Neither the 6% sales tax nor the 3% PTA tax shall be included in the lease price used to calculate the other tax. As the tax is imposed only on the leases which are subject to the PA sales tax, if a lease is exempt from the PA sales tax then the lease also is exempt from this tax. For leases in effect prior to October 1, 1991, any lease payments due on or after that date shall be subject to the additional 3 percent tax. If the lease is subject to tax and if the lessee does not pay this tax to the lessor for any reason, the lessee must pay the tax directly to the PA Department of Revenue.

MOTOR VEHICLE RENTAL FEE

The Act imposes "on each rental of a motor vehicle subject to tax under Article II of the Tax Reform Code of 1971 a fee of \$2.00 for each day or part of a day for which the vehicle was rented." The term "rental" is a contract for the use of a motor vehicle for a period of less than 30 days. As with the lease tax, the rental fee is due only on those leases which are subject to PA sales tax.

If you have any questions, please call (717) 787-2104.



Participants in the Nashville Workshops: Back row: Harry Reed, Florida Department of Transportation; Erskine S. Walther, Walther Consultancy. Front Row: Ed Ward, West Alabama Health Services, Eutaw, Alabama; Scott Richardson, Sandy Valley Transportation, Pretonsburg, Kentucky; Vickie Bourne, Kentucky Transportation Cabinet and Bobby Armstead, West Alabama Health Service, Eutaw, Alabama.

System Maintenance Programs: Efficiencies and Revenues

This Workshop focused on sound innovative methods for reducing vehicle maintenance costs. By making existing funds buy more services, all who rely on public transit benefit.

Buster Stockon of the Upper Cumberland Area Regional Transit System (UCARTS), which is part of the Upper Cumberland Human Resources Agency, has a state-wide reputation for keeping his vehicles in top condition while carefully controlling his costs. His secret is a detailed preventative maintenance program. By preventing problems from becoming PROBLEMS, he keeps costs in line without any reductions in quality or vehicle safety. A summary of his program follows.

Richard Holst of the North Alabama Transportation Association (NATA) of the North Alabama Council of Local Governments shared with the Workshop participants an innovative and very transferrable approach to vehicle maintenance which has reduced NATA's maintenance costs as well as provided valuable community service. NATA contracts with a local community college for its vehicle maintenance. The college obtains a steady supply of vehicles for use in its educational activities and NATA receives well maintained vehicles at a lower cost. An overview of Mr. Holst's presentation, including a tracking of NATA maintenance costs follows the UCARTS material.

Buster Stockton
Upper Cumberland Area Regional Transit System
Upper Cumberland Human Resource Agency
150 West Church Street
Algood, Tennessee 38501

Preventative Maintenance Overview

- (a) Rural-serving a 14 county area - 1,000,000+ miles/year
- (b) Demand-responsive and fixed route
- (c) Centralized maintenance facilities - 4 employees

Number of Vans — 66 vans/buses

Table listing vehicle information is displayed on next page.

Garage Maintenance Schedule

4 - 6 week intervals or 3-5,000 miles (depends on the route as to the frequency of maintenance checks)

Maintenance Checklist

1. **BRAKES:** -Pull front wheels, check brakes and rotors and replace as needed; rotors turned if needed; bearings inspected at 20,000 miles. -Rear wheels **and** brakes are checked on adjustment screw and by record of last replacement; closer inspection is warranted if there is a seepage of oil or fluid on rear drums; bearings are checked at 25,000-30,000 miles; shoes are replaced as needed.
2. **STEERING:** -Ball joints, drag links, idlers, tie rods, steering pump, belts and rubber bushing in suspension arms are checked and lubed at each scheduled maintenance visit.
-Shocks are checked and replaced as needed, with manufacturer's specification types.
3. **EXHAUST SYSTEM:** -Checked at each scheduled maintenance visit for leaks; replace as needed.

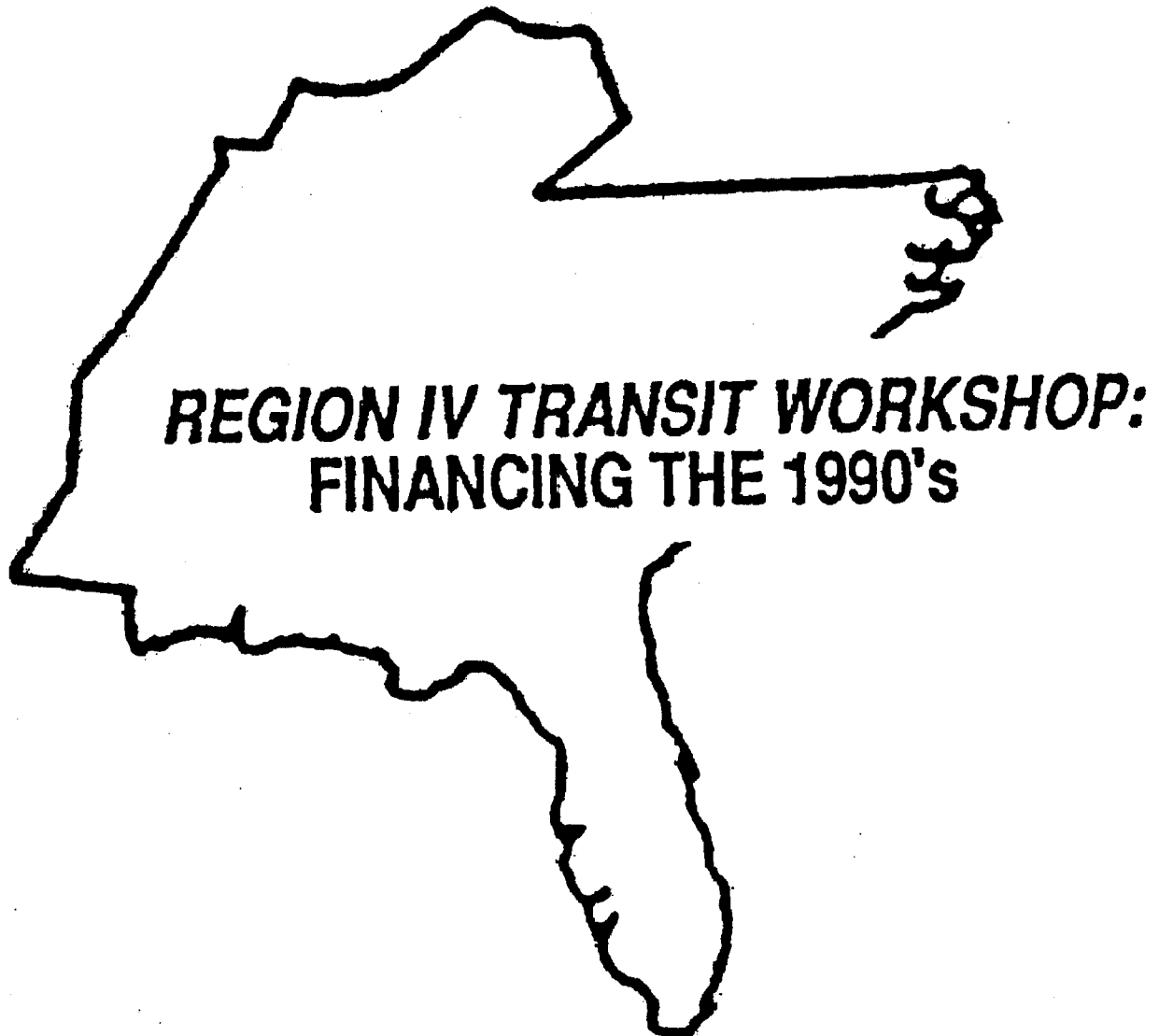
Vehicle Mileage Comparisions				
Make	Year	Passenger Capacity	Engine Size	Millage/ Gallon
Dodges	1985/1987	15	360	9 mpg
Fords	1984	15	460	12 mpg
Fords	1988/1989/ 1990	15	460	11 mpg
Fords (Blue Birds)	1990	11	460	8 mpg
Fords (BlueBirds)	1990	13	460	8 mpg
Ford (Diamonds)	1991	11	460	7.5 mpg
Ford Aerostar	1990/1991	7	V6	16 mpg

4. DRIVE LINE: -Checked and lubed at each visit.
-Recommend that all U-joints have grease fittings so regular lube of joints can be made.
-Strongly recommend that all drive lines have a holder to keep the drive shaft in place if a U-joint fails or line breaks.
5. ENGINE: -Oil change, filter and lube at each scheduled maintenance visit (3,000-5,000 miles).
-Fuel lines checked.
6. CLEANLINESS: -Drivers are responsible for the cleanliness of their van; some utilize community resources for washing (i.e., jail inmates).
-Compliment the drivers on a clean van; encourage other to do the same.
7. RADIOS: -All vans are equipped with mobile radios.
-Checked at each maintenance visit.
8. OTHER: -Electrical system checked.
-Windshield wipers and washer checked.
-Windows checked for air leaks.
-Entrance steps are checked for safety.
9. ROAD TEST: -All vans are road-tested for proper operation of engine, transmission, brakes, lights, steering and radio before it returned to the county.
-All complaints of unusual operation are checked thoroughly and corrected to the driver's satisfaction.
10. DRIVER'S TRAINING: The most important item that drivers are faced with:
Drivers are the heart of any transit system:
 - a. Public Relations Officer
 - b. Record Clerk
 - c. Agency Doctor
 - d. Delivery Person, Banker, Grocery Clerk and All
11. Daily Maintenance Checks - see form on page 22.

Vehicle Condition Report (daily walk around)
Pre-Trip Inspection (top portion)
Post-Trip Inspection (bottom portion)

-
12. The above form of maintenance has done a great job for us. In nine years, 12,750,000 miles, we have blown three engines and this is a major factor in the loss of so few trips due to vehicle failure.
-

Workshop Logo



LEFT FRONT FENDER _____ HOOD _____ RIGHT FENDER _____
 R/FRONT DOOR _____ NO 2DOOR _____ NO 3 DOOR _____ BACK LEFT SIDE _____ L/REAR CORNER _____
 BACK BUMPER _____ R/R DOOR _____ L/R DOOR _____ R/REAR CORNER _____ BACK WINDOWS _____
 BACK RIGHT SIDE _____ RIGHT SIDE _____ DRIVERS DOOR _____ MIRRORS/LEFT _____ MIRRORS RIGHT _____
 WINDSHIELD _____ OTHER GLASS _____
 FRONT BUMPER _____ OTHER NOT MENTIONED _____
 LEFT FRONT TIRE _____ RIGHT FRONT TIRE _____ RIGHT REAR TIRE _____ LEFT REAR TIRE _____ SPARE _____

VEHICLE CONDITION REPORT

Driver Defect or Operator's Daily Vehicle Condition Report

No. _____

VEHICLE NO. _____

PRE-TRIP INSPECTION

<input type="checkbox"/> SERVICE BRAKES	<input type="checkbox"/> TIRES	<input type="checkbox"/> EMERGENCY EQUIPMENT
<input type="checkbox"/> PARKING BRAKES	<input type="checkbox"/> HORN	<input type="checkbox"/> WINDSHIELD WIPERS
<input type="checkbox"/> STEERING	<input type="checkbox"/> GLASS	<input type="checkbox"/> REAR VISION MIRRORS
<input type="checkbox"/> LIGHTING DEVICES & REFLECTORS		<input type="checkbox"/> RADIO EQUIPMENT
<input type="checkbox"/> WHEELCHAIR LIFT & SECUREMENT SYSTEM		<input type="checkbox"/> BODY
		<input type="checkbox"/> OTHER (SEE REMARKS)

DRIVER'S REMARKS _____

DATE _____ SIGNATURE _____

POST-TRIP INSPECTION

DRIVER SHOULD (X) ITEMS WHICH ARE NOT SATISFACTORY

<p>BRAKES</p> <input type="checkbox"/> Need adjust <input type="checkbox"/> Unequal	<p>TIRES</p> <input type="checkbox"/> Flat <input type="checkbox"/> Leak <input type="checkbox"/> Damage	<p>LIGHTS</p> <input type="checkbox"/> Head <input type="checkbox"/> Tail <input type="checkbox"/> Stop <input type="checkbox"/> Dash <input type="checkbox"/> Body <input type="checkbox"/> Turn Signals	<p>TRANSMISSION</p> <input type="checkbox"/> Leaks <input type="checkbox"/> Noisy <input type="checkbox"/> Jumps out of gear
<p>ENGINE</p> <input type="checkbox"/> Overheats <input type="checkbox"/> Starts hard <input type="checkbox"/> No Power <input type="checkbox"/> Misses <input type="checkbox"/> Stalls <input type="checkbox"/> Oil Leak <input type="checkbox"/> Oil Pressure <input type="checkbox"/> Gen./Alt. <input type="checkbox"/> Battery	<p>DOORS</p> <input type="checkbox"/> Exit <input type="checkbox"/> Front <input type="checkbox"/> Emer.	<p>STEERING</p> <input type="checkbox"/> Hard <input type="checkbox"/> Shimmy <input type="checkbox"/> Free Play	<p>WATER LEAKS</p> <input type="checkbox"/> Radiator <input type="checkbox"/> Hoses <input type="checkbox"/> Cab Heater <input type="checkbox"/> Circ. Pump
<p>REAR END</p> <input type="checkbox"/> Noisy	<p>SEATS</p> <input type="checkbox"/> Back <input type="checkbox"/> Cushion <input type="checkbox"/> Driver	<p>GLASS</p> <input type="checkbox"/> window/Rear <input type="checkbox"/> window/Side <input type="checkbox"/> windshield <input type="checkbox"/> Mirrors	<p>WHEELS</p> <input type="checkbox"/> Loose/Missing <input type="checkbox"/> Lug <input type="checkbox"/> Cracks <input type="checkbox"/> Nuts <input type="checkbox"/> OTHER (See Remarks)

WHEELCHAIR SYSTEMS

 Lift Equipment
 Securement

RADIO EQUIPMENT

DRIVER'S REMARKS _____

FLUIDS ADDED: OIL _____ QTS. TRANS. _____ PTS./MILEAGE _____

SHOP REMARKS: _____

Signature/Date _____ Ref. V.O. No. _____

Richard Holst
Director of Transportation
North Alabama Transportation Association
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Coordination with Community College Auto Mechanics Program for Transit Vehicle Maintenance

I. History

1. Contract Maintenance
2. Maintenance Feasibility Study
3. In-House Program Development

II. Program Implementation

1. Facility Selection
2. Mechanic Search
3. Solicit Parts Supplies
4. Bulk Purchase
5. State Bid List
6. Sublet Work

III. Projected Cost Saving

1. Labor Cost
2. Parts Cost
3. Sublet Work
4. Facility Cost
5. In-Kind

IV. Intangibles

1. Vehicle Inspection
 2. Preventive Maintenance
-

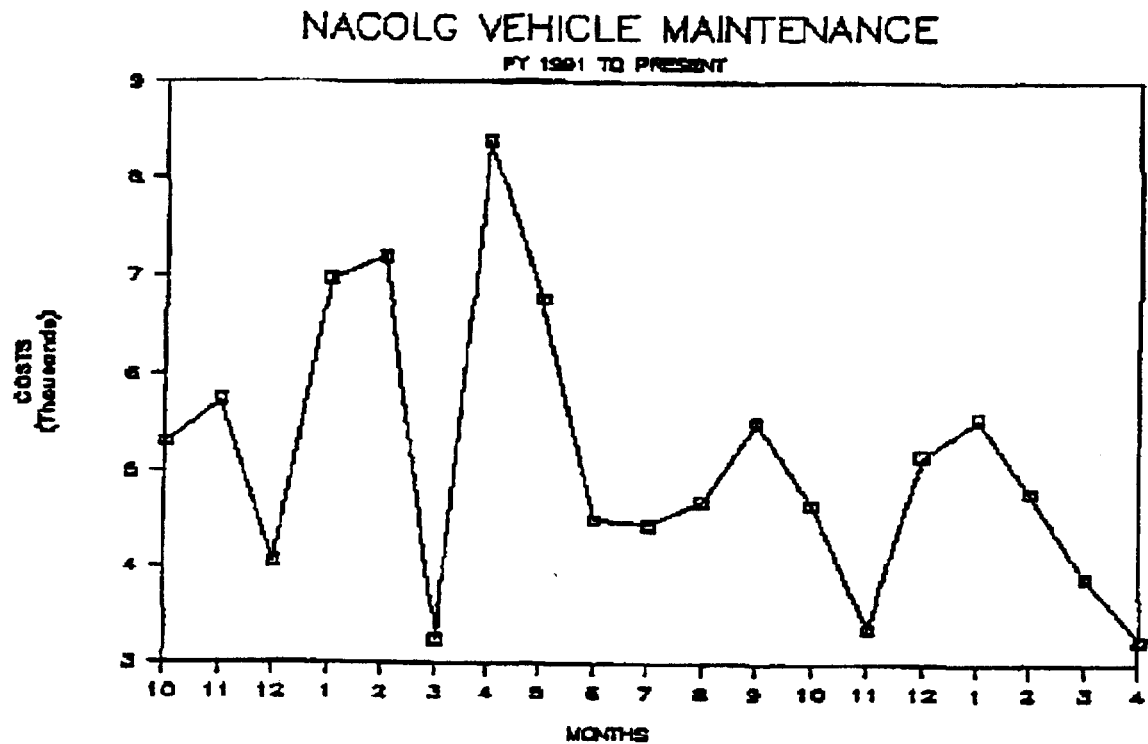
- 3. Safety
- 4. Warranty Work
- 5. No Profit Incentive
- 6. Driver/Mechanic communication
- 7. Down Time
- 8. Administration

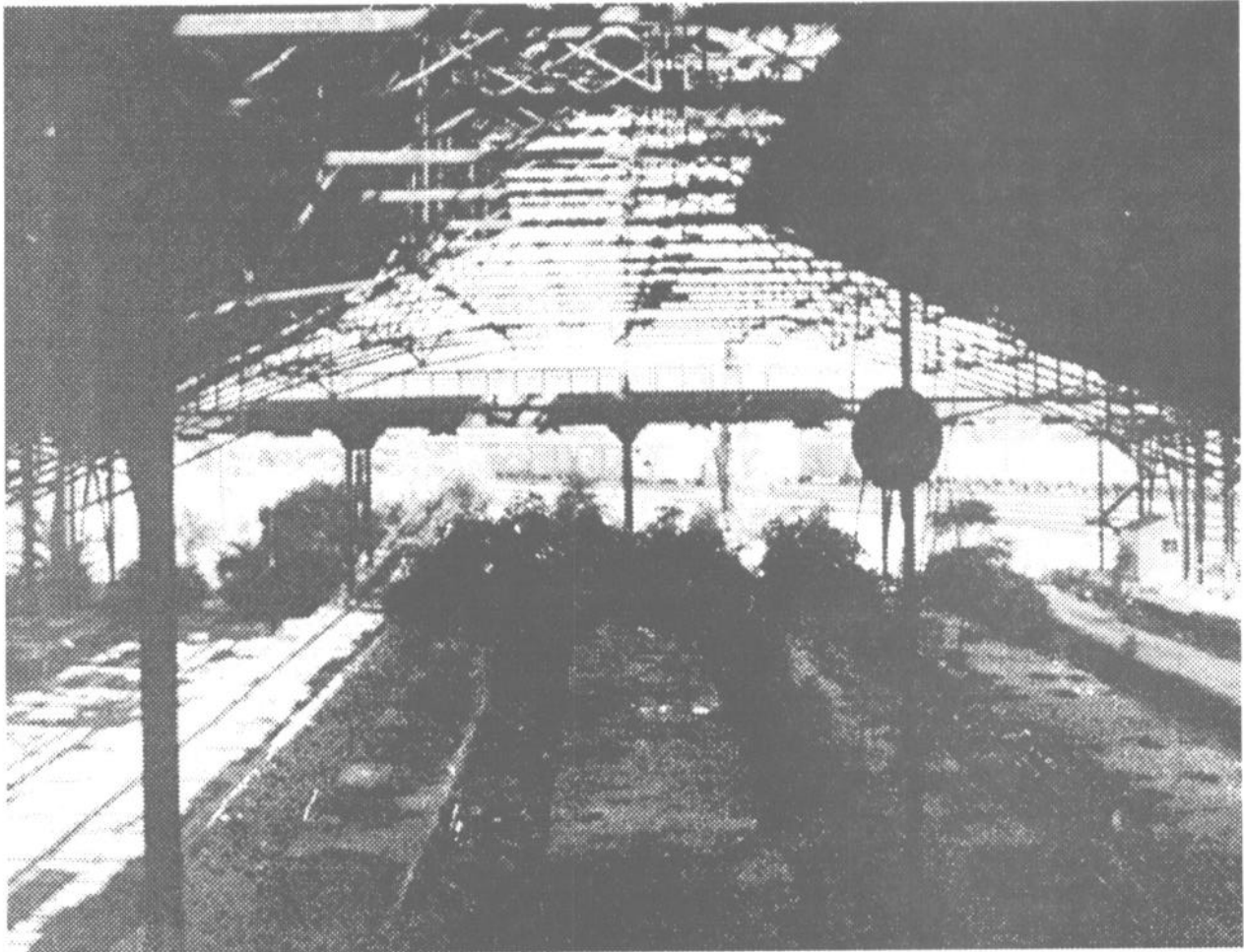
V. Start up Cost

- 1. Facility
- 2. Equipment/Tools
- 3. Parts and Supplies
- 4. Federal Rules and Regulations

VI. Long Term Commitment

- 1. Benefit to both parties
- 2. Employment/Intern Program
- 3. Facility Use
- 4. Equipment Upgrade
- 5. Lower operating Cost





Train shed at Nashville's old train station. It may be the nation's largest remaining open air train shed. This location is under consideration for use as a multimodal transfer facility. Light rail may one day run in the shadow of iron horses.

Harry Reed
Florida
Department
of Transportation



Working With The Private Sector

This workshop included presentations by three speakers providing different perspectives on the contracting process. Many transit providers have found contracting with the private sector to be an effective method of saving money and/or increasing service levels. The information presented in this Workshop enabled participants to make more informed contracting decisions.

A review of the four major forms of privatization was provided by Hal Morgan of the Public-Private Transportation Network (PPTN). Each of these forms was illustrated by a site specific case study report. Mr. Morgan also detailed the support services available to transit operators from PPTN.

James McLary of American Contract Management provided a detailed presentation of what the private sector operator is seeking from the public sector in the contracting relationship. Mr. McLary's guides for public systems wanting to contract with the private sector begins on the next page.

Beverly Ward of the Center for Urban Transportation Research (CUTR) of the University of South Florida provided a public sector perspective on the contracting process. Previously, Ms. Ward managed a public sector specialized transit operation in Alabama.

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Principal
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CONTRACTING OF SERVICES FROM THE PRIVATE PERSPECTIVE

This paper presents a private perspective on contracting of public transit services. There are many reasons for public agencies to consider contracting with the private sector. There are already many public agencies that have chosen to use the competitive contracting process to control cost and to have maximum flexibility in the provision of services.

The Federal Government through the Federal Transit Administration (FTA) has required competitive contracting since 1986, when the Urban Mass Transportation Administration (UMTA) issued the private sector policy statement. The UMTA Act always encouraged grant recipients to utilize the private sector to the maximum extent possible. The 1984 UMTA Privatization Policy formalized the requirement and included the private sector in the planning process.

Not only is competitive contracting required by Federal policy, but it is also good public policy to review all options and choose the best solution, whether the result is to use the private sector or not. Whenever a monopoly exists, the possibility of overcharging and inefficiency is higher. Government has had a monopoly on many services and this created a less competitive and therefore less efficient system.

Transit authorities and agencies should also be aware that transit is not the only area where public services are being privatized. Some of the other areas include:

Hospital Management
Trash Collection
Prison Management
Education
Consultants, Design, studies etc.

The Private-For-Profit Market

There are different types of private companies based on geographic location, size of company, and type of service operated. A public agency should know who the potential bidders are before the RFP is developed and issued. This can be accomplished by talking with other public agencies that have bid the type of contract that the agency is considering, and also by talking with private operators.

National

There are a number of larger private-for-profit transportation companies that will bid on large turn-key contracts (management, vehicles and operating personnel). These contracts tend to be larger since smaller contracts cannot support a high overhead support cost. Some of the national companies are:

ATE Management & Service Co., Inc., owned by Ryder Truck
Laidlaw Transit Systems
ATC, owned by VanCom
Mayflower

Regional

In addition to the national carriers there are a number of regional operators that tend to stay within specific geographic regions. These companies tend to be larger than local operators, but may not have all the resources of a large national company. Some of the regional operators and their regions are:

DAVE Systems, California
TMSI, East Coast
American Contract Management, East Coast
CTS, North Carolina

Local

The final category of operators are local operators that tend to bid only in their community and do not extend beyond for financial and control reasons. Many of these operators are taxi companies that have expanded their sphere of influence to include paratransit and sometimes fixed-route service. This is a logical extension, since most of the infrastructure and expertise is already available. There are so many local operators

that only a few will be mentioned to show that the expertise does exist. Representative of the local companies are:

Central Transit, Orlando, FL
Barwood Incorporated, Montgomery, MD
Diamond Transportation, Alexandria, VA
Metro Ride, Inc., Minneapolis, MN
Paratransit Services of West Florida, Pensacola, FL

Specialty Market Areas

In addition to special geographic areas, many companies tend to focus on special market areas. This does not preclude them from operating in other environments, but does give the public sector an idea as to whom is qualified in certain areas. One special market is in the provision of management services only, in contrast to turn-key services. ATE is the largest company providing this service for fixed-route services, although ATC and McDonald Transit both have many of these contracts. These contracts are less risky, less capital intensive, and more profitable than turn-key contracts. There are fewer of these contracts as public agencies now feel that they can hire the necessary expertise with an individual, rather than pay a management firm a fee. The other type of management contract that is becoming more popular is the brokerage. These contracts tend to be for paratransit operations and often include billing services, scheduling and reservations personnel, and sometimes dispatch operations. There are at least four companies that are presently providing these services; COMSIS, Ketrion, Multisystems, and Automated Dispatch Systems. Other companies have the expertise and will probably be joining this market area.

In the turn-key area the larger companies tend to bid all kinds of contracts, including both fixed-route and paratransit. Smaller companies focus their efforts and many tend to the paratransit contracts. The reason for this is that the contracts are generally smaller, which keeps some of the larger national firms out of the competition, the service delivery is as much political as technical, which requires a strong local presence, and many small companies (i.e. taxi companies) already have dispatch and scheduling capabilities.

Advocacy Groups

Finally, while there are national, regional, and local operators who compete on individual projects, there are also National, State, and Regional organizations that represent the interest of private-for-profit operators. Within the last five years, the FTA has

funded a number of advocacy groups designed to educate and inform locally elected officials as to the positive benefits of competitive contracting. The first group was in California, which is now totally supported with private money. A Chicago group was funded for three years by the FTA and is now self-supported. A Pennsylvania group is in the second year of their contract and a Washington, DC group is in the first year of their contract. New groups have been formed in Florida and New England. These advocacy groups are a good source for information and assistance in how to work with the private sector.

WHAT DO PRIVATE-FOR-PROFIT OPERATORS OFFER?

Private operators have many benefits to offer to public sector agencies and departments. There have been many recent articles discussing the cost savings of private sector contracting, but there have also been improvements in the delivery of services. Competitive contracting also helps control the cost of publicly operated services.

Competitive Pricing

One of the requirements of the FTA competitive contracting regulations is that fully allocated costs be used when comparing bids by private-for-profit, private-nonprofit, and public agencies. This has created some problems for public agencies, since most public departments have separate capital and operating budgets. In addition, the public and private-non-profit companies have traditionally had Federal and State government capital support for the purchase of vehicles and facilities, and have not generally included the full cost of capital in the cost comparisons. The private-for profit sector has creative ways to keep costs down and therefore can often provide capital cheaper than the public sector. Two examples of where competitive contracting has worked are in Houston, Texas and Allentown, Pennsylvania where bids submitted by unions were lower than the public sector cost and also lower than some of the private-for-profit companies.

Quality Service

Where possible, public agencies should not automatically accept the low bid in a Request-For-Proposals (RFP) process. While procuring parties are interested in the lowest cost, agencies are also interested in quality service. The City of Los Angeles recently evaluated their contracted service and compared the results to the SCRTD. The results showed that service quality (miles between roadcalls, % pullouts late or canceled, passenger satisfaction, and accident per 100,000 miles) was better than the SCRTD in most

cases. The changes included a 1,287% improvement in miles between roadcalls for County Express service, a 99.9% decrease in complaints per 100,000 riders, and an 11% decrease in accidents per 100,000 miles for all city service. This improvement in service quality was accomplished with cost that were 60% less than SCRTD would have changed.

Flexibility

Another benefit that the private sector can offer is flexibility. An example of this was where a County required the private sector to purchase vehicles as part of the proposal. The County then paid the private contractor for the vehicles upon contract signing. The reason for this was to allow the fast purchase of vehicles that could not have been accomplished with County, State, and federal procurement regulations.

Demonstration Service

Often times public agencies want to test whether a concept will work, but do not want to capitalize an operation or build a staff to manage or operate such a service. This is where the private sector can help the public sector evaluate a program and still allow the public sector to retain maximum flexibility. It is much easier for the private sector to down scale than it is for the public sector.

WHAT DOES THE PRIVATE SECTOR NEED?

Clear Request for Proposals

Any Request for Proposals (RFP) that are being developed by an agency unfamiliar with contracting should be reviewed by either a private-for-profit council, a consultant with experience in contracting, or another public agency that has contracted for services. The reason for this is to avoid problems that have been solved by some else and to ensure that the bidding companies have enough information to make an informed and responsive bid. The better the RFP, the better the responses. A good source for sample RFPs is the Public Private Transportation Network (PPTN). Some of the basic items that should be in an RFP are: due date, number of copies, annual miles and hours, vehicle requirements, insurance requirements, primary contact, and bid units (per mile, per hour, fixed per month, etc.)

Good Contract Language

If possible the proposed contract should be included in the RFP. This allows possible bidders to raise questions before contract award and will minimize any misunderstandings. The contract should clearly state the length, payment terms, any incentives or penalties that are to be included, insurance requirements, how to handle disputes, and most of the technical requirements such as vehicle standards, performance standards, driver standards, etc.

A "TEAM" approach

The contracting environment can present a very adversarial relationship. If the agency was **forced**, by local regulation or by an externally imposed policy for example, to solicit bids and contract with the private sector then there could be some hard feelings. The private sector wants a cooperative environment where the public agency maintains quality service and saves money and where the private sector can operate the service and make money. To obtain these results requires all parties to work toward a win-win situation. Most contracting relationships are this way, but some situations do exist where both parties are tense and unable to arrive at mutually satisfying solutions. A team approach is needed, where both the public sector and the private sector each bring our expertise to the table and work together to arrive at creative, innovative solutions to problems.

Full Cost Allocation Comparison

As discussed previously, the private sector needs a fully allocated cost analysis to be competitive. If the public sector uses "local" cost only then private providers are competing on an uneven playing field. The use of a full cost allocation process is one of the major provisions of FTA's competitive contracting policy. If all costs are used I strongly believe that private providers will be competitive and can provide a high quality service at a lower cost than many publicly operated services.

Involvement

Finally we need to be involved in the planning process. The more advance information we have the better we are able to respond. The Washington Council of Governments holds an annual workshop for all private and public transit agencies. At this forum all

jurisdictions report on their upcoming contracting possibilities and informs the private sector as to what stage they are in. The private sector in return presents their capabilities and offers their assistance in identifying other opportunities. The Washington Private Operators Council (WPOC) also is active in identifying opportunities and encouraging public agencies to create contracting options.

WHAT FEATURES ENCOURAGE PRIVATE OPERATORS TO BID?

Agency Track Record of Contracting

Many transit agencies have multiple contracts for service. Private operators are familiar with how transit agencies have worked with, or not worked with, existing private contractors. Private operators are more willing to respond to agencies with good track records of contracting than those agencies who have created adversarial relationships. The private operators want to operate service and not fight political or bureaucratic battles. New start-ups also can be a problem because the service is not always well defined and/or the contracting agency is still trying to convince the funding agencies to join the system. A successful track record of contracting also makes the private operators more willing to sharpen their pencil in an effort to win the bid.

Volume of Work is Adequate

As mentioned before the various types of private-for-profit operators (local, national, regional) have different thresholds for bidding on contracts. The national and regional companies tend to need larger contracts to help cover overheads. Local companies can bid very small contracts because most of them have existing facilities and sometimes staff that can handle a small incremental contract. Taxi companies are natural operators for small contracts if they are willing to provide reports and documents required by government agencies. It is very difficult to speak for all private operators, but generally speaking any contract with less than 300,000 miles or 20,000 hours is too small for regional or national operators. However depending on the location and the situation a public agency might get some interest from larger companies for very small contracts. Some public agencies try to make the bid packages as large as possible to attract national firms, but breaking up a large contract might get more bidders and possibly more competitive pricing. The secret is to know what you want and discuss options with other agencies that already contract.

Good Cash Flow

One of the critical parts of a private operation is "cash flow." Public agencies don't tend to worry about cash flow since they have other departments that pay bills and meet payroll. However, private operators live and die with cash flow. Anything that a public agency can do to expedite payments helps all private operators. Examples of assistance include advance payments, quick (less than 15 days) payments, and steady, predictable payments. Quick and prompt payments provided for in RFPs and contracts also encourages private operators to bid.

Informed Bureaucracy

Last, but certainly not least, a well informed agency staff is an encouragement for private operators to bid. If the public staff understands cash flow, operational issues such as breakdowns, accidents, complaints, etc., and that the private sector wants to do a good job, not just make money, then the relationship will tend to be supportive rather than confrontive. Supportive relationships tend to deliver good results, both in terms of cost savings and service delivery.

WHERE CAN YOU GET INFORMATION ON CONTRACTING?

There are a number of places where an agency interested in contracting can get information. Many have been discussed before, but will be discussed here also. The first place to look is within your own agency or unit of government. Purchasing people have probably been involved with private contracts for other services and have a number of ideas and suggestions. Other local governments or agencies in your area may also have ideas and suggestions. After that check with your State DOT or transit section for ideas and people to talk with.

The Federal Transit Administration (FTA) has information and resources that can guide an agency interested in contracting. The Office of Private Sector Initiatives, Mr. Doug Birnie (202-366-1666) has a wealth of knowledge and information and is very willing to provide assistance. There is also the Competitive Services Board (CSB) and the Public Private Transportation Network (PPTN). The PPTN can be reached at 1-800-522-PPTN. All of these programs are designed to help you with answers on issues as you enter into the contracting environment.

Last, but not least, don't forget your local transportation operators. If they are involved from the beginning on a contracting possibility, they can probably offer some insights into options or standard practices. Don't be afraid to ask: you might like the results.

SUMMARY

In summary, the contracting of public services to the private sector is good public policy. Many government agencies are experimenting with contracting, including transit agencies. The benefits of contracting are generally lower cost and often better service. In this day of reducing government spending, while demands for public service are increasing, every government agency should consider competitive contracting. Often contracting with the private sector can help an agency provide more service for the same money or provide the same service for less money. Many cities have contracted transit service and the results have been generally good.

COMPETITIVE CONTRACTING — TRY IT YOU'LL LIKE IT.

Selected References

1. U.S. Department of Transportation, Urban Mass Transportation Administration, Private Enterprise Participation in the Urban Mass Transportation Program. October 22, 1984.
2. Bus Service Continuation Project: Final Report, Price Waterhouse. January 1992.

Creative Local Non-Tax Financing Techniques

This session concentrated on various innovative methods that have been successfully used at the system level to generate revenues. A key feature of these techniques is that none involve imposing taxes or other fees on the general public.

Otis Livingston, Pee Dee Regional Transportation Authority, Florence, South Carolina, detailed a highly successfully advertising approach whereby system vans are "adopted" by an advertiser. Part of this approach is the use of the entire vehicle as a traveling billboard rather than using just a sign holder on part of the vehicle. The Adopt-A-Van program is described starting on next page.

Judith Mahoney, Upper Cumberland Human Resource Agency, Algood, Tennessee, described an innovative approach to obtaining state highway funds for transit purposes. Tennessee law allows county highway commissioners to transfer county highway funds to local transit services. Ms. Mahoney has developed a systematic manner of requesting funds. A creative method of rewarding and recognizing the highway commissioners who contribute funds for transit is annual banquet which serves as an important element in this process.

Otis Livingston
Executive Director
Pee Dee Regional Transportation Authority
313 Stadium Road/P.O. Box 2071
Florence, South Carolina 29503-2071

EVERYBODY WINS WITH PDRTA 'S ADOPT-A-VAN PROGRAM!

The Pee Dee Regional Transportation Authority (PDRTA) in Florence, South Carolina has hit upon a money-making venture which has brought the organization thousands of dollars, advanced the idea of public-private partnerships and improved its overall transportation program.

Like many other systems, PDRTA has offered advertising frames on its vans and buses for advertising space. The effort has produced a small amount of revenue. Most return has been in the form of advertising trades with local radio and television stations. And that has not been all bad.

In 1988, however, PDRTA launched a new concept in "outdoor advertising". Patterned after the successful "Adopt-A-Bus" program of the Peninsula Transportation District Commission (PENTRAN) in Hampton, Virginia, PDRTA calls its program, "Adopt-A-Van". Under this program a business firm contracts with PDRTA and "adopts" one of its public transit vans so that it can have the exclusive use of the exterior of the vehicle for advertising space. The business firm then has a graphic artist paint or a sign shop install the firm's logo and advertising message on the vehicle. PDRTA retains a small space on the van to display its identity and logo.

The program offers advertisers some special advantages. By placing their message on one of PDRTA's highly visible transit vehicles, advertisers have the opportunity to exhibit their company logo, product, or service throughout the local community. Of course, since the van is mobile the advertising sign can go into areas where stationary billboards are prohibited. And, the cost of the advertising is quite reasonable compared to conventional outdoor billboard advertising.

The Adopt-A-Van program involves a contract between the PDRTA and a commercial advertising client. The contract can run in length from 12 to over 36 months. Fees for this service depend on the duration of the contract and size of the vehicle and start at \$200 per month for vans serving primarily rural areas. There have been special promotions for minivan "adoptions" and they have been offered for \$100.00 a month. PDRTA

requires the advertising client to pay a two months' deposit at the time the contract is signed. This deposit represents the last two months' rental fee for the contract. The balance of the fee is due in equal monthly installments beginning the first month the van is put into operation.

What does the rental fee include? As indicated, the rental fee provides the advertiser access to the exterior of the public transit van for the purpose of promoting a product or service. PDRTA guarantees full maintenance of the van with extended credit of days if the van is taken out of service for more than five consecutive work days. Although it is not guaranteed in the contract, PDRTA will, if possible, schedule the advertiser's vehicle to operate on different routes to provide exposure in different localities. Often times, PDRTA will schedule the vans to operate in or near specific advertising target areas. Here, the vans will operate in the vicinity of industrial sites, shopping centers, schools, and subdivisions and other places to accommodate the special desires of the advertiser. As an added bonus to the advertiser PDRTA displays the vans at public events and enters them in 4th of July, Christmas, and other local parades.

The advertiser has the responsibility to pay for the application of the advertising message on the vehicle. The application and design of the material is subject to PDRTA's prior approval. Generally, advertisements must be of a reputable character and limited to standard commercial advertising.

There are a few limitations on the advertising that can be portrayed. PDRTA does not accept advertising which promotes the use of alcoholic beverages, tobacco products, or politicians. The Authority encourages advertisers to use "cooperative advertising". Here the advertiser can split or reduce his cost by cooperatively advertising with another firm. For example, on the radio station MIX 102 Mini Van you will find a sign advertising Diet Coke.

Palmetto Tire Service has their franchiser "Bandag" sharing the cost of the advertising. So advertisers can be shown how to cut their costs. This, of course, helps you sell your program.

PDRTA seeks potential Adopt-A-Van advertisers by a number of means. Knowing which hometown companies use billboards help provide good leads. PDRTA advertises its program in the newsletters of the local Chambers of Commerce and uses direct mail to send brochures to potential advertisers. The PDRTA Board members provide leads in their hometowns and sometimes help arrange appointments with prospects.

Businesses contracting with PDRTA for an Adopt-A-Van have included banks, automobile and mobile home dealerships, hospitals, a pharmacy, and other businesses. Each time a new Adopt-A-Van is ready to go into service, PDRTA arranges an "acceptance ceremony" with representatives of the advertising business. Appropriate photos are made of the occasion and press releases prepared and distributed. This helps PDRTA further promote its program and simultaneously gives the advertising client free news media exposure. PDRTA also purchases ads which look like news releases.

All of the businesses contracting for an Adopt-A-Van have found the advertising idea clever, unique, and economical. In addition, many support the program and like the idea because it gives them the opportunity to work with and support a community service organization such as the PDRTA.

Since inception of the program, PDRTA has "sold" seventeen Adopt-A-Vans and all of the advertising clients have contracted for over 36 months. Total value of the contracts now exceeds \$100,000! PDRTA anticipates earning well over \$150,000 in the first three years of this program.

With over \$150,000 anticipated in the first three years, it is obvious that the program offers considerable financial potential; but it goes beyond that. Perhaps of equal or greater value is the benefit PDRTA has derived from the partnership it has developed with the local business community. The public-private nature of the Adopt-A-Van program has helped PDRTA to become recognized as a full-fledged member of the business community. This has significantly improved the image of the organization.

Other benefits accrue from the Adopt-A-Van program. PDRTA has found that the passengers who ride the vans like the idea. Why? Because the vans are cheerful with their bright colors and advertising messages. This gives the vans an appealing uniqueness and helps remove any social service stigma.

It is obvious that the advertising clients benefit from this program. They have an advertising billboard the size of an elephant roaming about the community. This provides miles and miles of exposure to the buying public.

Under Adopt-A-Van, PDRTA benefits from the program. This is "positive cash flow". The organization receives cash from the advertising and recycles it back into the system to improve the overall service that it is providing the public. So, the ultimate beneficiary is the public. The money earned by PDRTA through this unique advertising concept helps reduce the amount of local government matching funds needed for the

system. And, it helps to defer fare increases. And there are no strings attached to money earned.

The PDRTA Adopt-A-Van program has proven that it works to everyone's advantage. It is good for the business community, the PDRTA itself, its passengers, and the public. So everybody comes out a winner!

Editors Note: A photograph of a Pee Dee "Adopt-A-Van" vehicle is shown on page 98.



Erskine S. Walther, Walther Consultancy, and Victor Dodier, Oregon Department of Transportation, tour the train shed at the old Nashville train station.

A Laypersons Guide To FTA Programs

The major purpose of this session was to present an overview of Federal Transit Administration (FTA) funding programs. A special focus was placed on providing information to managers of programs funded by the U.S. Department of Health and Human Services. A key intent of the session was to enable extensive questions and answers between the Workshop participants and the FTA representative. Hopefully, the participants in this Workshop will be better able to establish coordination relationships with FTA funded systems.

Tony Dittmeier of the Atlanta Office (Region IV) of the Federal Transit Administration provided the overview and responded to questions. A summary of the session follows.

Tony Dittmeier
Region IV
Federal Transit Administration
U.S. Department of Transportation
1720 Peachtree
Atlanta, Georgia 30309

**A LAYPERSONS GUIDE TO FTA PROGRAMS:
SESSION SUMMARY**

National Transportation Policy - The role of transit was discussed from an historical perspective as well as its future role, especially in light of the Clean Air Act Amendments of 1990.

Intermodal Surface Transportation Efficiency Act (ISTEA) - The significance of this major piece of legislation, particularly the funding levels and flexibility aspects, was examined.

ISTEA - The funding levels and program requirements of each major section of the act were presented. Major considerations were the amount of funding from the Mass Transit Account of the Highway Trust Fund, increased flexibility and increased funding levels for the Section 18 program. The new start criteria for discretionary funding was also presented. A comparison of the changes under each section of the act was displayed.

ISTEA Planning Requirements - The ramifications of the planning requirements in the new legislation were debated. It was imparted upon the participants that a detailed knowledge of this section of the Act was imperative for all transit professionals.

Benefit Assessment District: Savannah, Georgia

The focus of the session was the innovative approach to transit financing taken in Savannah, Georgia. While benefit assessment districts are not new to the field of urban transit finance, they are unusual in the small urban and rural service. The Savannah experience shows that sophisticated financing techniques can be successfully accomplished in these settings. This informative presentation details the development of the Benefit Assessment District and provides a valuable listing of do's and don't for others considering this financing approach.

Michael Harbour
Director
Chatham Area Transit Authority
P.O. Box 9118
Savannah, Georgia 31412

SPECIALTY FINANCING APPROACHES: BENEFIT ASSESSMENT DISTRICTS: THE CHATHAM AREA TRANSIT AUTHORITY EXPERIENCE

In January, 1987 the Chatham Area Transit Authority, or CAT, was formed. In forming CAT, a special district was created and a property tax was levied on all property within the district. Residents and businesses within this district are provided with access to regular, fixed-route transit service and demand responsive service for disabled persons. Areas outside of the special district are not subject to the tax and cannot receive service.

This method of funding public transportation services is most often applied to smaller areas such as central business districts or areas surrounding a transit station as a rail line or other high capacity transit facility.

The philosophy behind this method of funding is simple: "Those who receive service pay for service and those who do not pay for service do not receive service."

The funding method has been extremely beneficial to CAT over the past five years, providing a stable and ample source of funds that has allowed CAT to expand service, increase ridership, and aggressively market its services. The method has many advantages, but also has several disadvantages that should be carefully considered.

Background

The Chatham Area Transit Authority (CAT) was formed in January, 1987 to take over the assets and services of the Savannah Transit Authority. CAT was formed in recognition of the need to reverse the trend of declining ridership and revenue caused by an aging fleet, rising fares and deteriorating service. Ridership had fallen from 6,390,000 passengers in 1982 to 3,860,000 passengers in 1985, to a low point of 2,700,000 passengers in 1987. Fares had risen from \$.50 to \$.85 during this period.

At the heart of these problems was the inability of the Savannah Transit Authority (STA) to obtain a stable and sufficient source of local funds. Like many transit systems,

the Savannah Transit Authority served several jurisdictions and depended on the general funds of these jurisdictions to provide needed funding. The STA served the City of Savannah, parts of unincorporated Chatham County, and the small incorporated cities of Garden City, Port Wentworth, Thunderbolt, and Vernonburg. Funding for the STA came from the City of Savannah (78%) and Chatham County (22%). This funding came from the general funds of these two jurisdictions with no agreement as to how transit funding would be shared. In 1985, the City of Savannah allocated \$1,041,500 to the STA and Chatham County contributed \$260,000. This level of funding was marginally adequate for the STA to maintain service levels but few funds were provided to meet capital needs, replace equipment, or market the service.

By 1987, the transit fleet had an average age of over 18 years, passenger ridership was falling at an annual rate of 10%, and no source of funding to drastically reverse this situation was evident. Chatham County felt that the City of Savannah was the primary beneficiary of the service and was unwilling to increase its contribution to more than the \$260,000 level. The City of Savannah's budget was stressed by other demands and the City was unwilling to take on an even greater share of the cost of a service that had benefits that extended beyond the City's boundaries.

In 1987, new state legislation was developed and passed with the goal of revitalizing the public transit system. This new legislation allowed the Chatham County Commission to form a special transit district and to levy a special ad valorem tax on all property located within the district. The key elements of this legislation were:

All of the City of Savannah was to be in the transit district.

The Chatham County Board of Commissioners was given the authority to determine what portions of unincorporated Chatham County would be included in the district.

The small incorporated cities would make their own determination as to being in or out of the transit district.

The CAT Board was to include the nine (9) County Commissioners and three (3) appointees - one each from the City of Savannah, Chatham County, and the incorporated cities.

The Chatham County Board of Commissioners was to set the millage rate on an annual basis.

No service could be provided by CAT outside the district except by a contract that covers full cost of the service.

All areas within the district would receive a "reasonable" level of service.

A study was made of the service needs of the area and a financial plan was developed to define the special district and to set the initial millage rate. The Chatham County Commission adopted a special transit district smaller than that proposed by the consultant and by a community-based advisory committee. The new transit district included the City of Savannah, a portion of unincorporated Chatham County, and a portion of the City of Garden City. Areas not included were the growing suburban areas located primarily on the islands east of Savannah, the Savannah River Industrial Corridor which included a number of major employers, and the City of Tybee Island which is the nearest beach area to the City of Savannah and is a major recreation destination and the location of many motel and restaurant jobs. Based on the financial plan, a millage rate of 1.3 mills was established.

The initial effect of these actions was very positive. The influx of new funds (\$1.6 million in 1987 and \$2.45 million in 1988) allowed CAT to purchase 35 new buses and adopt a reasonable bus purchase program. The stable nature of the funding also allowed the initiation of a marketing program, the implementation of new routes and the expansion of the service area, and the adoption of a new fare structure. Ridership began increasing immediately and is now 35 percent higher than the 1987 level. Service to areas not providing local subsidy was discontinued and service was extended and improved to all areas included in the special transit district. CAT also assumed responsibility for the door-to-door service for disabled persons and has expanded this service from one van in 1987 to twelve vans in 1992. The 1.3 mill tax rate has been more than adequate to meet CAT's operating and capital needs and has allowed CAT to accumulate a \$2.1 million operating reserve to meet future capital and operating needs.

The problems with the new legislation and the special benefit district began to develop in 1990 and were fully illustrated in 1991. The initial problem arose on the edges of the transit district. As with any special district, the boundary line is in many way arbitrary. The benefit received by a property owner who must pay the tax and who lives just within the district differs little from the benefit received by a property owner who lives just outside the district and pay no tax. In addition, the level of service provided throughout a special district will vary. The level of service and ridership levels in sparsely populated areas on the edge of the district is much less than that in the central part of the district.

In 1990 two areas on the boundary of the special district began an effort to withdraw from the district. Both of these areas were in the unincorporated portion of the county and the efforts were motivated by a desire not to have to pay the 1.3 mill tax (\$52 per year on a house valued at \$100,000) and the appearance of low ridership on buses passing through the areas. At the same time there were several areas just outside the district requesting service and where there was a need for some level of service. Efforts to extend the district to include these areas were met with strong opposition from property owners in these areas who felt they did not need and would not use public transit service and who did not want to pay any additional taxes. The number of persons in these areas who would not use transit clearly outnumbered those that would and the efforts to extend the service area was defeated on the "majority rules" premise.

This proposal was adopted by the CAT Board which included the nine Chatham County Commissioners who would have to approve the actual extension of the tax to the new areas. The adoption of the proposal by the CAT Board generated significant attention particularly in the areas where the services and the tax were to be extended. This led to the holding of nine public hearings with large numbers of opponents to the tax increase and the extension of transit service showing up at meetings outside the transit district while support was expressed for the extension of services from areas within the current district. The final result was that the County Commission voted not to extend the transit district to new areas. This reversal by the County Commission resulted from the issue being changed from, "Is it beneficial for the entire community to expand the transit district," to "Will each specific area receive an adequate benefit to justify a new 1.3 mill property tax." With the question redefined in this manner the expansion had no chance.

Advantages and Disadvantages of the Special Benefit District

The above background information illustrates some of the advantages and disadvantages of a special benefit district.

Advantages:

1. Provides a stable and predictable source of funds.
2. Provides a sufficient source of funds if the initial millage level is set at a reasonable level.

3. Eliminates competition with public safety and other public services in the budgeting process.
4. The concept of, "those who pay for service receive service and those who do not pay do not receive service," is politically popular.
5. It is possible to define a district that will extend funding over several jurisdictions while avoiding the problems of how much each jurisdiction will contribute.
6. One is able to define a district that excludes areas that clearly do not need public transit service or are very difficult or expensive to serve.

Disadvantages:

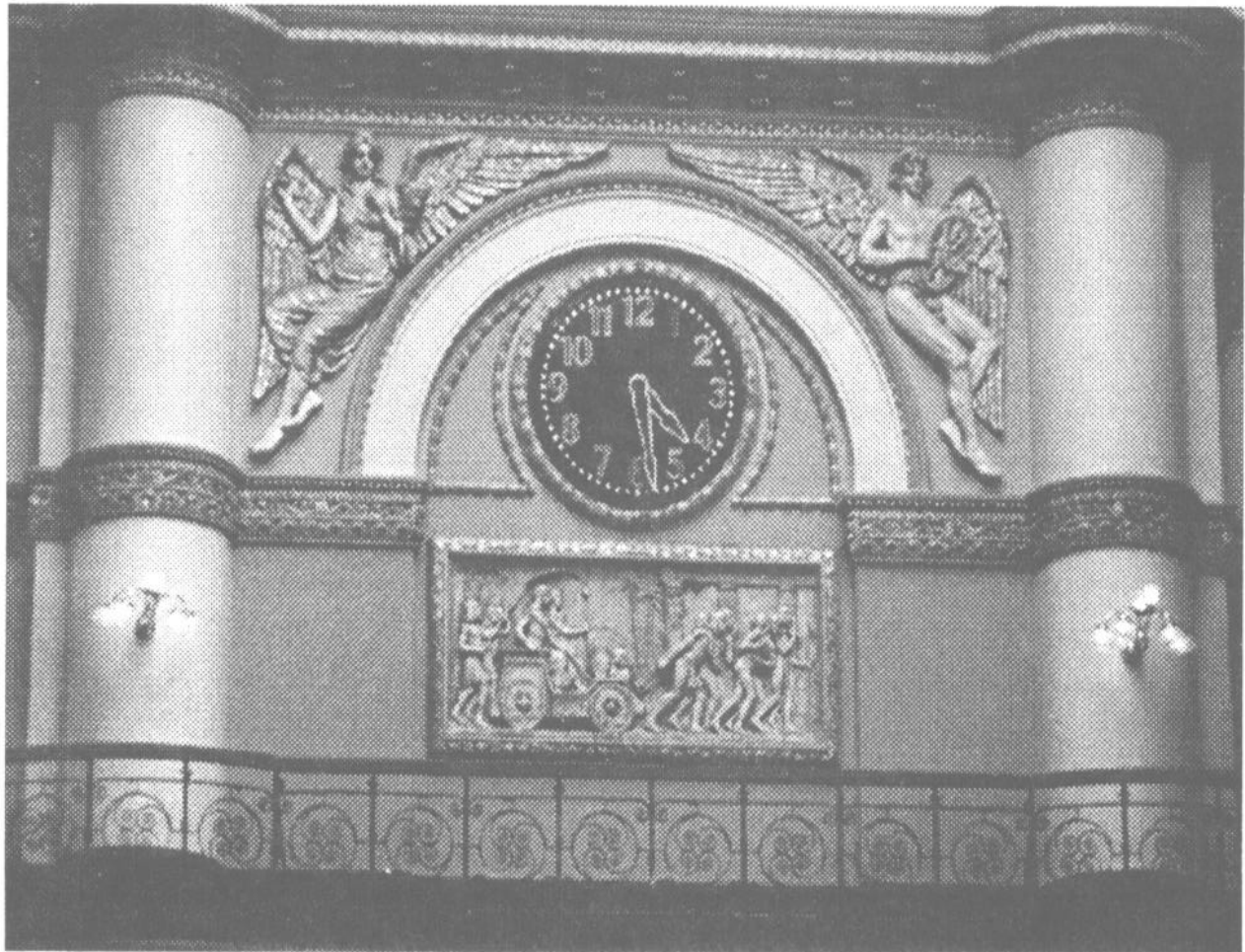
1. Boundaries can be arbitrary and difficult to defend.
2. Difficult to expand from the initial base district as the number of potential transit riders in areas outside the original district may be a small percentage of the population.
3. It is difficult to define who benefits from transit service.
4. The level of service and benefits may vary greatly from one area within the district to another.
5. The question of who should be in and who should be out of the district can dominate discussions by the policy board and draw attention from other issues.

Recommendations

The establishment of a special transit district has many advantages but also has pitfalls that can be at least partially avoided by the following actions:

1. Define the initial district to include all areas where it is envisioned transit service may be needed in the near future.
2. Set an initial tax rate that generates adequate revenues to cover operating and capital-expenses and that will provide funding for a reserve fund.

3. Define the district with district geographical boundaries such as rivers, limited access highways, or railroad tracks.
 4. Minimize the number of government bodies involved in defining the district boundaries and in setting the millage level.
-



Interior view of Nashville's old train station.

Realizing the Benefits of System Coordination

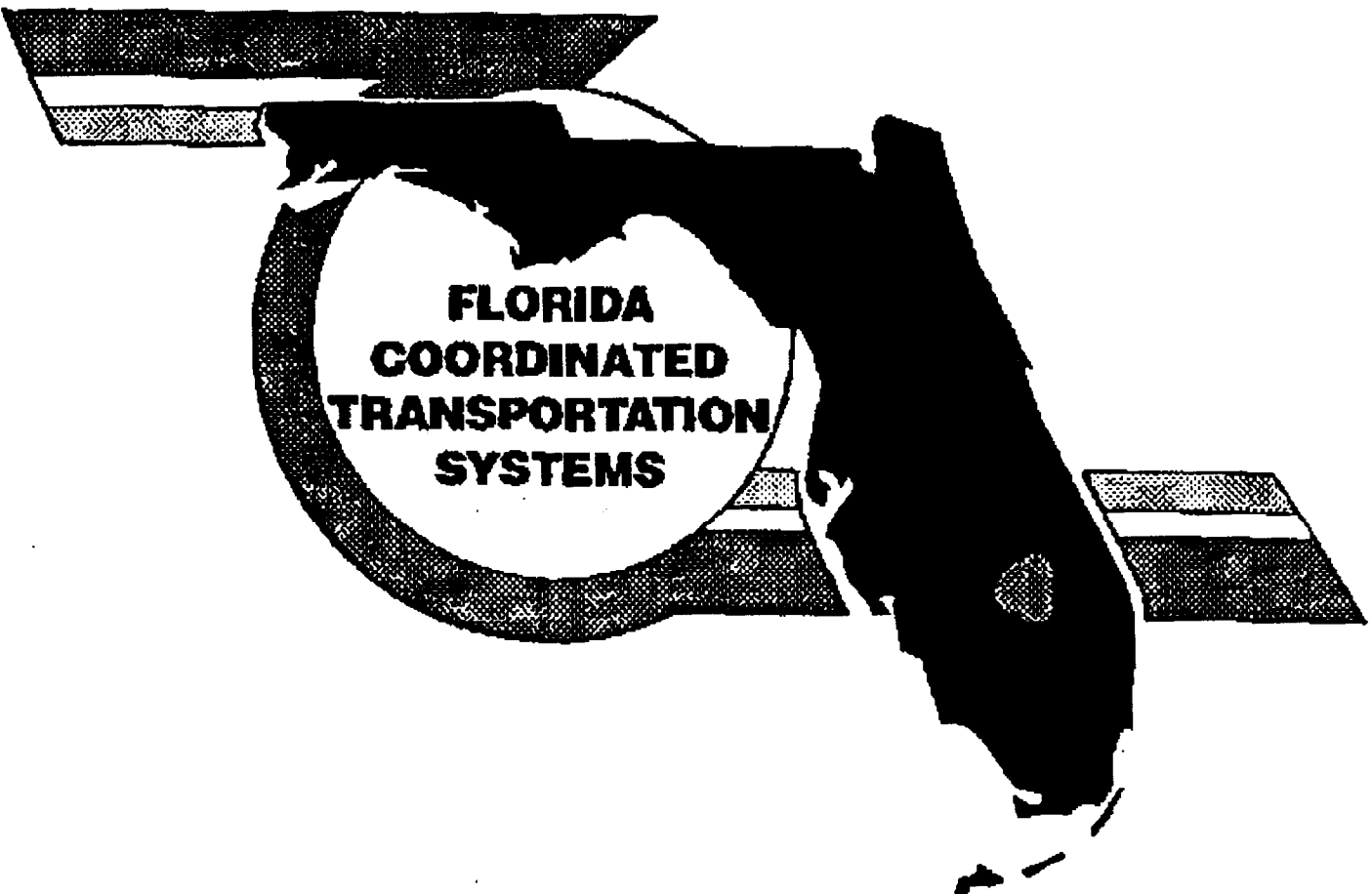
The experiences of the State of Florida in developing a state level organization to foster system level coordination, the state's law mandating coordination and examples of the benefits received from coordination were the focuses of this Workshop. The information presented during the session should assist transit operators in developing coordination approaches and identifying and quantifying the benefits of coordination.

Jo Ann Hutchinson, Executive Director, Florida Transportation Disadvantaged Commission, Tallahassee, Florida provided a detailed history of the development of the Florida approach and specifics regarding the benefits that have flowed to users and to taxpayers from Florida's coordination activities.

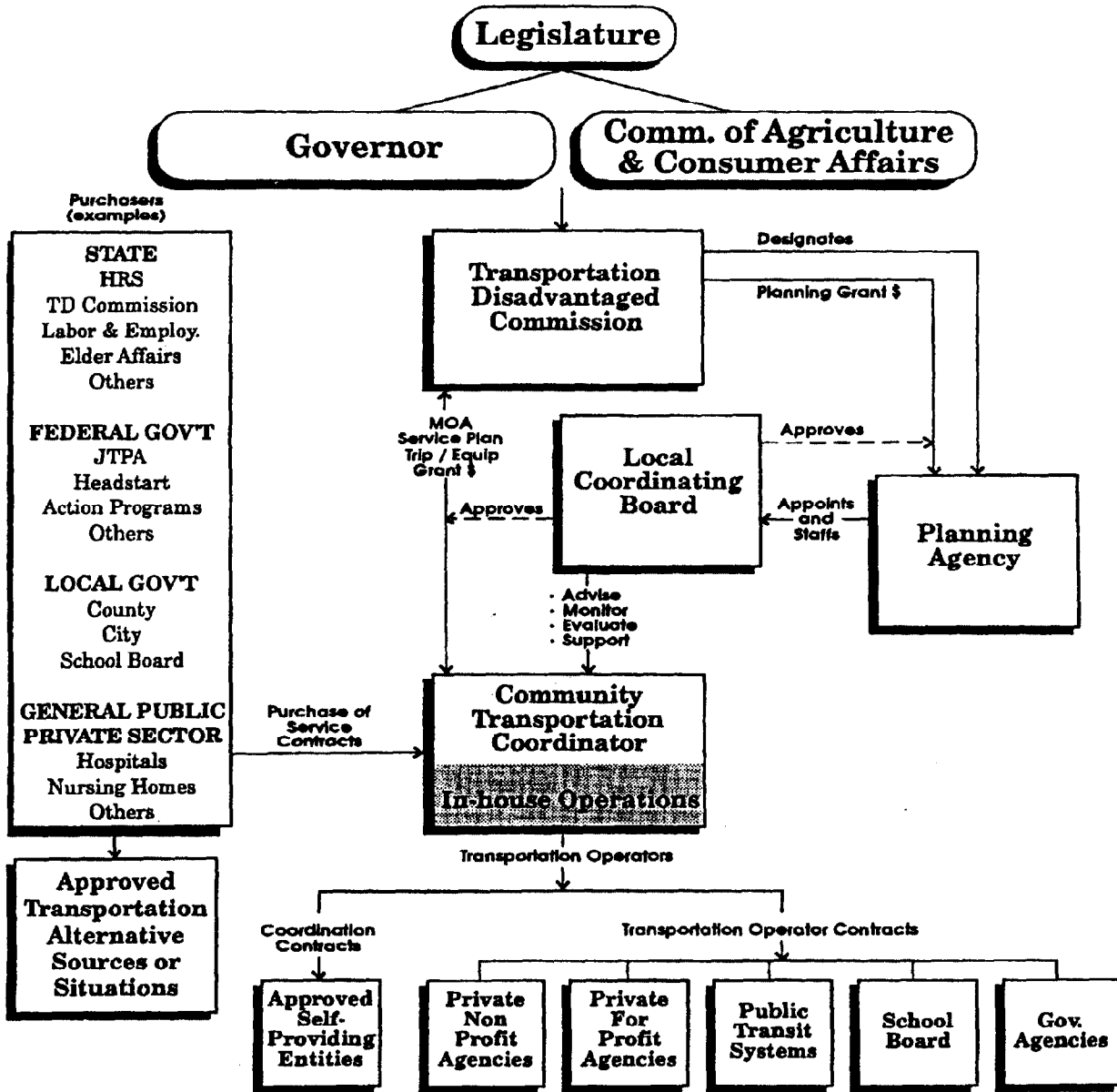
These overall benefits were brought home to the system level in presentations by two Florida transit service providers who detailed the experiences in their communities. Mrs. Sidney Moss, Hillsborough County Department of Social Services, Tampa, Florida, spoke of the gains made in specialized service to an urban area with a large number of elderly residents. Mr. Dick McCormick, United Systems Transportation, South Daytona, Florida, shared with the participants the experiences and benefits found by a system with a more rural focus.

Ms. Hutchinson's visual presentation follows.

TRANSPORTATION DISADVANTAGED COMMISSION



Florida Transportation Disadvantaged Program Concept



Transportation Disadvantaged Commission (TDC)

PURPOSE: To accomplish the arrangement for the provision of transportation services to the transportation disadvantaged in a manner that is cost-effective, efficient, and reduces fragmentation and duplication of services. The TDC membership consists of:

1. The secretary of the Department of Transportation.
2. The secretary of the Department of Health and Rehabilitative Services.
3. The Commissioner of Education.
4. The secretary of the Department of Labor and Employment Security.
5. The executive director of the Department of Veterans Affairs.
6. The secretary of the Department of Elderly Affairs.
7. The president of the Florida Association for Community Action.
8. A person over the age of 60 who is a member of a recognized statewide organization representing elderly Floridians.
9. A handicapped person who is a member of a recognized statewide organization representing handicapped Floridians.
10. A representative of the community transportation coordinators.
11. A member of the Early Childhood Council.
- 12/13. One rural and one urban citizen advocate.
- 14/15. Two representatives of current private for-profit or private-not-for-profit transportation operators

History

- o 1974-1979
Agencies became concerned about duplication and fragmentation of services among the various social service programs being created at that time. Two large agencies, DOT and HRS, joined together with an interagency agreement to begin to coordinate and review transportation activities.

 - o 1979
The concept of coordinated transportation became known expressed by not only agencies but members of the legislature and particularly the Silver Haired Legislature. A draft bill was written in late 1978 and 1979 it was enacted into law.

The legislation creating Chapter 427, FS, was a beginning to review what every state agency was doing and the funds being expended in the area of T.D. Created within the DOT was a Coordinating Council who oversaw this coordination effort. The Council was staffed by DOT personnel and received no direct funding to accomplish their tasks.

 - o 1979-1989
A period of learning and understanding of transportation disadvantaged issues, expenditures and ways to better utilize limited resources.

 - o 1984
The first Five-Year Statewide Plan for TD was developed and provided limited, but first time, information on population and a profile of local services.
-

o 1989

The second Five-Year TD Plan (currently being finalized) revealing a more extensive data collection, actual performance and recommendations for more success in the future, including performance measures and strategies for the Commission to utilize for the future. The plan revealed the following during this period of time about the program:

- o Program has grown significantly since 1985.
- o Majority of service and passenger trips in the urban counties.
- o Annual growth in service and passenger trips greater in the rural areas where often little or no transportation existed prior to the program.
- o Operating characteristics differ by county type:
 - cost per trip and cost per mile lower in rural counties
 - passengers per mile higher in urban counties
- o Local financial support has increased significantly.
- o Use of contracted services has increased.
- o Transportation is more available and accessible.
- o Additional service level increases have occurred utilizing the same available funding.
- o Cost growth has been moderate through the five-year period, with some reduced costs for specific programs.
- o Average statewide per trip cost is \$5.39.

-
- o 1989
Florida Legislature extensively modified Chapter 427 to create an independent Commission authorized to hire its own staff and to administer Florida's first time state funding for specialized transportation with the creation of the TD Trust Fund. The legislation increased the Commission's responsibilities from 11 major duties to 21, excluding administering the trust fund. To fund the trust fund, a 50 cents license tag fee was established.
 - o 1990
The Legislature again amended Chapter 427 to provide two additional revenue sources into the trust fund. 15% of the DOT's public transit funding was authorized for transfer annually to the Commission and \$5 for each temporary handicapped parking placard sold was also authorized.
 - o 1991
A representative of the Early Childhood Council was added as a voting member to the Commission to insure coverage for handicapped children at risk.
 - o 1992
3 more members were added to the Commission: Elder Affairs, and two private operators. Chapter 427 was also amended to redefine "transportation disadvantaged" and increasing the duties of the Commission.
-

TRANSPORTATION DISADVANTAGED COMMISSION

MISSION STATEMENT

Approved March 11, 1992

**TO INSURE THE AVAILABILITY OF EFFICIENT,
COST-EFFECTIVE, AND QUALITY
TRANSPORTATION SERVICES FOR
TRANSPORTATION DISADVANTAGED PERSONS.**

FLORIDA TRANSPORTATION DISADVANTAGED COMMISSION
STATEWIDE ANNUAL BUDGET ESTIMATE FY 1991-92

<u>AGENCIES REPORTING</u>	<u>ESTIMATED NUMBER OF TRIPS</u>
TRANSPORTATION DISADVANTAGED COMMISSION	TOTAL \$ 10,135,494 1,386,293
DEPARTMENT OF TRANSPORTATION	
o 16(b)(2) (Capital)	\$ 2,211,020 **
o Section 18 (Capital & Operating)	\$ 2,907,324 **
	<u>TOTAL \$ 5,118,344</u>
DEPARTMENT OF HEALTH and REHABILITATIVE SERVICES	
o Part A	\$ 45,231,969 7,400,763
o Part B	\$ 18,353,105 4,637,117
	<u>TOTAL \$ 63,585,074 12,037,880</u>
DEPARTMENT OF EDUCATION	
o Carl D. Perkins Vocational Educational Act	\$ 68,653 **
o Division of Blind Services	\$ 194,000 **
o Job Training Partnership Act	\$ 77,800 **
	<u>TOTAL \$ 340,453</u>
DEPARTMENT OF LABOR AND EMPLOYMENT SECURITY	
o Vocation Rehabilitation	TOTAL \$ 1,973,980 406,770
FEDERAL DIRECTLY FUNDED PROGRAMS	
* o Head Start	\$ 1,109,386 **
* o Action Programs	
o RSVP	\$ 429,992 **
o Foster Grandparents	\$ 399,102 **
o Senior Companion Program	\$ 80,720 **
	<u>TOTAL \$ 2,019,200</u>
LOCAL GOVERNMENT TRANSPORTATION DISADVANTAGED FUNDS REPORTED	TOTAL \$ 39,132,451 **
	<u>GRAND TOTAL \$ 122,304,996 13,830,943</u>

* Based on a 2.5% increase from the 1990-91 ABE

Approved by: Florida Transportation Disadvantaged Commission

Date: January 9, 1992

Local Government Funds include Federal Funds and is overstated.

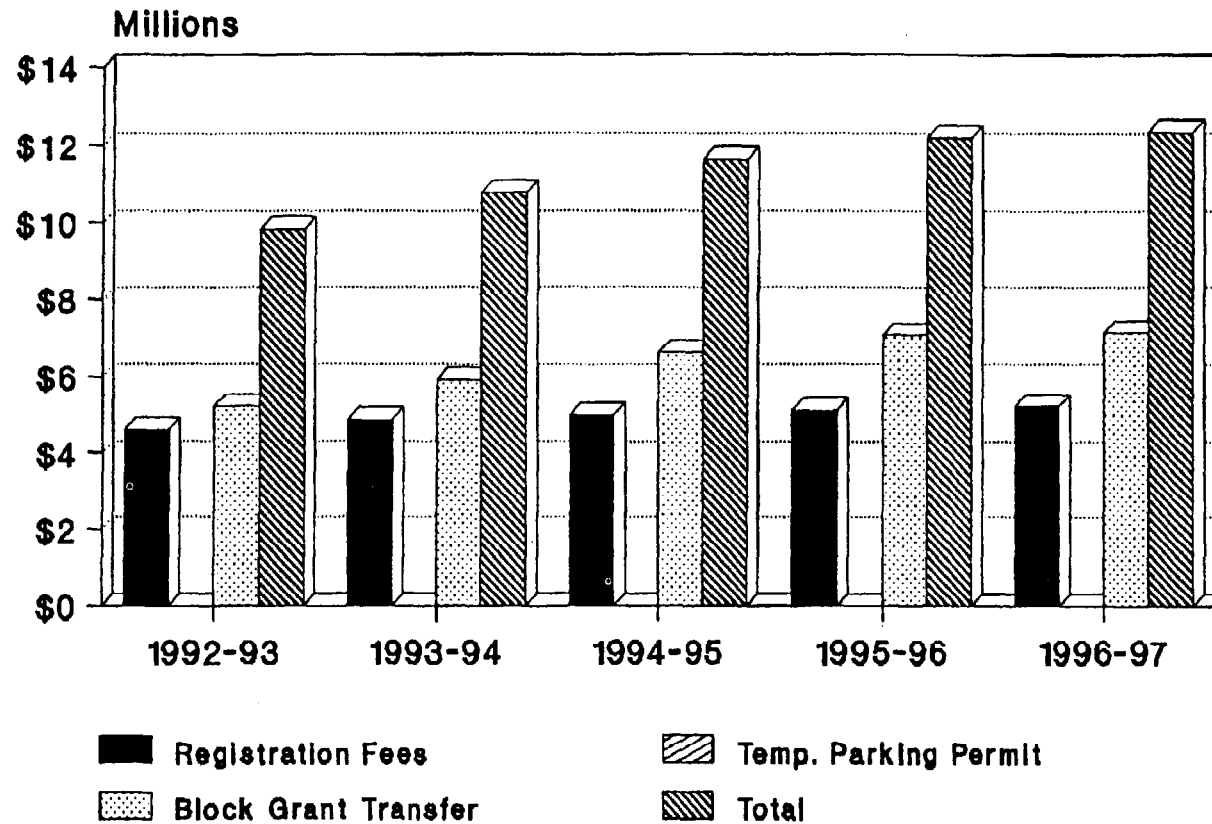
05/05/92

As of this date not all Counties have reported Local Government Transportation Disadvantaged Funds.

The estimated number of trips are being reported for the first time. Budget estimates do not include administration, except for the TDC.

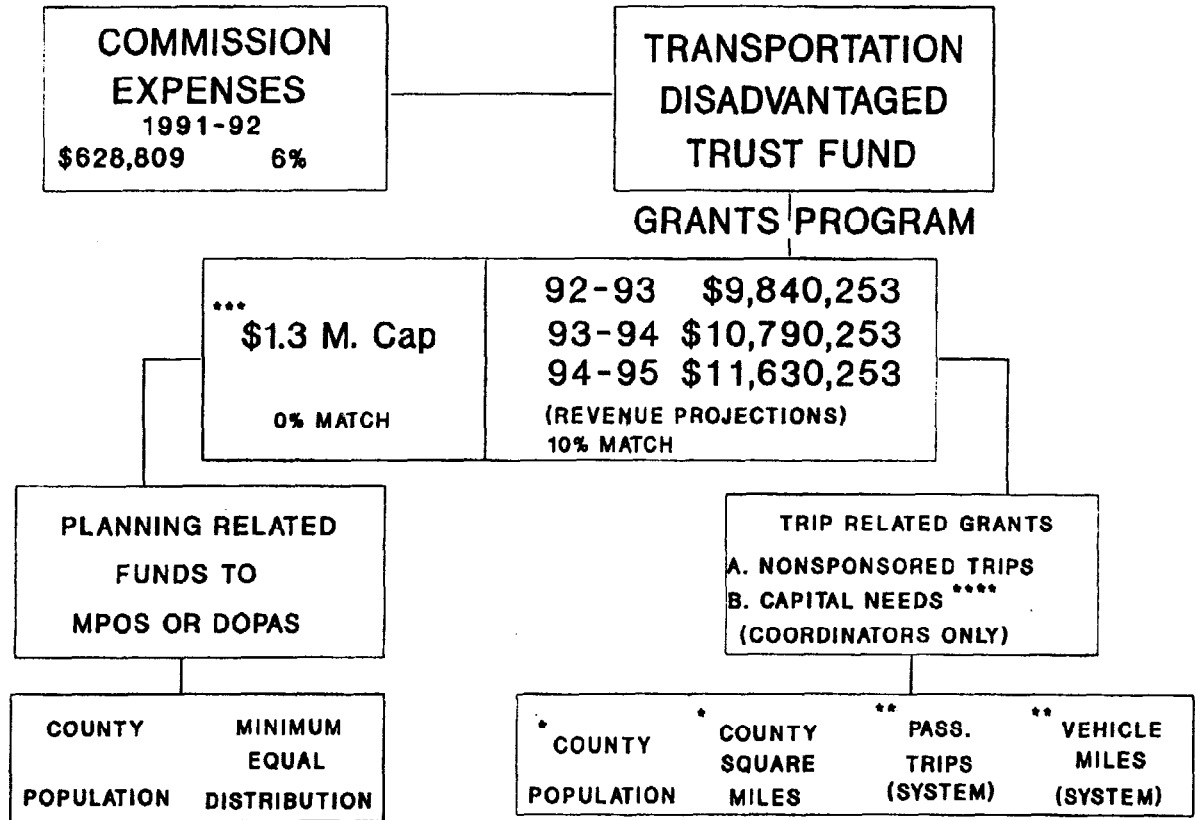
** No estimate of trips.

TRANSPORTATION DISADVANTAGED COMMISSION 5 Year Revenue Projections



Temporary Handicapped Parking Permit revenues are estimated to be \$10,000 per year.

FLORIDA TRANSPORTATION DISADVANTAGED TRUST FUND DISTRIBUTION



* Population & Co. Square Miles based on UF most recent dat.
 ** Passenger Trips & Vehicle Miles based on most recent AOR of CTC.
 *** Planning related maintained at FY 91-92 level of \$1.3 M.
 **** Capital equipment phased out in FY 93-94.

Official Planning Agency

PURPOSE: To fulfill the functions of long range transportation disadvantaged planning, and assist the Commission and local Coordinating Board in implementing the TD program within a designated service area.

1. Prepare and submit applications to the TDC for transportation disadvantaged planning funds.
2. Appoint a local Coordinating Board in each service area.
3. Provide each Coordinating Board with sufficient staff support and resources to enable the Coordinating Board to fulfill its responsibilities.
4. In consultation with the CTC and Coordinating Board, develop and annually update a Coordinated Transportation Development Plan (CTDP) which will function as a long range plan for transportation services, and a resource document regarding all transportation services needed and programmed.
5. Recommend to the Commission an entity to serve as the Community Transportation Coordinator (CTC).

Coordinated Transportation Development Plan

PURPOSE: To provide each local area with a strategic or long range plan and resource document aimed at improving coordinated transportation services. Each CTDP contains information in regard to the following seven elements.

1. Establishes Mission, Goals and Objectives.
2. Data Base Compilation.
3. Inventory of Transportation Disadvantaged Operators and Plans.
4. Transportation Demand and Needs Estimation.
5. Evaluation of Existing Service vs. Transportation Needs and Demands.
6. Development of Alternatives for Improvement of Service.
7. Service Plan Preparation.

Coordinating Boards

PURPOSE: To identify local service needs and to provide information, advice, direction, and support to the CTC on the coordination of transportation disadvantaged services.

1. Review and approve the Coordinated Transportation Development Plan (CTDP) developed by the Official Planning Agency.
2. Review and approve the CTC's MOA and service plan for the provision of transportation services.
3. Review and support coordination strategies of service provision in the service area which improve cost-effectiveness, efficiency, and safety.
4. Evaluate multi-county or regional transportation opportunities.
5. Review and provide recommendations, in coordination with the CTC, on all funding applications relating to the transportation disadvantaged.
6. Monitor and evaluate the services provided by the CTC in accordance with the approved service plan.
7. Investigate and provide recommendations for the resolution of grievances.

Coordinating Board Composition

1. A local elected Official (Chair)
 2. A local representative of the Florida Department of Transportation
 3. A local representative of the Florida Department of Health and Rehabilitative Services
 4. A local representative of the Florida Department of Labor and Employment Security
 5. A representative of the public education community
 6. A person who is recognized by the Florida Department of Veterans Affairs, representing the veterans of the county
 7. A person who is recognized by the Florida Association for Community Action (President), representing the economically disadvantaged in the county
 8. A person over sixty representing the elderly in the county
 9. A handicapped person representing the handicapped in the county
 10. The Chairperson or Designee of the local mass transit or public transit systems's Board, except where they are also the CTC
 11. A local representative of the Florida Department of Elder Affairs
 12. A local representative recommended by the State Coordinating Council for Early Childhood Services
 - 13/14. Two citizen advocate representatives in the county, one who must be a user of the system
-

Community Transportation Coordinators

PURPOSE: To ensure the delivery of transportation services in the most cost-effective, efficient, unduplicated and unfragmented manner possible.

1. In cooperation with the Coordinating Board, develop an approved service plan, and implement and monitor services in accordance with the approved plan. The CTC is responsible for the arrangement of all Federal, State and Local Government sponsored services on a 24 hour, 7-day per week basis, as needed.
2. Execute and annually review uniform service contracts for transportation operators.
3. Approve and coordinate the utilization of school buses and public mass transit services in the area.
4. Collect annual operating data for submittal to the Commission.
5. In cooperation with the Coordinating Board, review all applications for funding of services and develop cost effective coordination strategies.
6. Serve as the conduit through which the TDC's non-sponsored trip grant funding is expended.

Approved Transportation Alternatives

Those specific transportation services that are approved by rule or the Commission as a service that is not normally arranged by the Community Transportation Coordinator but is provided by the purchasing agency.

1. Fixed route/fixed schedule public transit services if more cost-effective and efficient.
2. Transportation services provided by official agency volunteers who are covered under ss. 110 and 410 F.S., and are reimbursed at no more than the state approved mileage rate, when more cost-effective and efficient.
3. Services to clients who are transported against their will and require a special type of handling that is not suitable or available from a CTC.
4. Transportation services by clients or family members, and court appointed custodians or guardians, and reimbursed at no more than the state approved mileage rate, when clearly more cost-effective and appropriate.
5. Transportation services for special or emergency situations in which agency or contract case management staff must make immediate decisions on the appropriateness of the available coordinated modes of transportation for an individual client's need, on a client by client and trip by trip basis.
6. Transportation services provided by a common carrier such as commercial airlines or buses, for persons who are travelling outside the service area and require transportation that is not available through the CTC.
7. Emergency medical transportation or other transportation requiring medical personnel to be present during transport.
8. Transportation provided directly by state institutions and facilities.
9. Services which are denied or unavailable from the CTC.

CTC Service Plan

PURPOSE: To provide each service area with an annually updated, short range (one year), tactical plan which describes how the CTC will implement operations to achieve the long range objectives set forth in the Coordinated Transportation Development Plan (CTDP).

1. An operations element which provides a profile of the CTC's past and current system.
2. A short range implementation plan element which describes how the CTC will implement operations to achieve the long range objectives set forth in the CTDP.
3. An evaluation criteria element containing measurable criteria which the Coordinating Board (CB) will utilize to monitor and evaluate the services provided by the CTC.
4. A financial element which is intended to be used as an analytical tool by the CB and purchasers of service to evaluate the specific cost elements of the CTC's operations.
5. A cost/revenue allocation and fare structure element which provides detailed information on how the overall costs of the CTC's operations will be allocated to various services, including the historically substantiated basis for such allocation. This element ultimately leads to equitable fare structures for the various segments or modes of service available, and will also delineate the use of subsidies to specific fare structures.
6. TDC non-sponsored funds element which will describe in detail the specifics regarding the utilization of such funds.

Challenges For The Future

- o Improved and expanded coordination has recently been a higher priority by the federal programs which fund transportation services. The states will be expected to utilize existing funds in a more effective and efficient manner.
 - o The passage of the Americans with Disabilities Act will provide many challenges for Florida in the areas of accessibility and equal services to all disabled in the areas of public services, including transportation. The Commission will serve at the central forum for those with disabilities relating to the transportation components of the act.
 - o Funding will continue to be an area that will need to be addressed in order to better meet the demands for services to a growing population of transportation disadvantaged. Increased efforts and strategies to obtain more federal funding for the State of Florida is a must.
 - o Improve and expand program performance monitoring.
 - o Refine and develop more detailed and appropriate service standards.
 - o Assure the development of equitable fare structures for various segments or modes of service.
 - o Develop and implement various demand control measures.
-



Lextrans, Lexington, Kentucky, is considering utilizing Schedule Information Displays like the above in their downtown transfer facility which is currently nearing completion.

Educating Your Legislature

Since state government's are becoming an increasingly important source of funding for transit systems, the Workshops included a session on "Educating Your Legislature" about the benefits which transit provides the community. The methods and suggestions for doing this can easily be applied to local governmental bodies or to congressional delegations. Two experienced educators of elected officials shared their experiences with the Workshop participants.

The presentations of Jo Ann Hutchinson, Executive Director, Florida Transportation Disadvantaged Commission, Tallahassee, Florida and Marilyn Skolnick, Board Member, Port of Allegheny County, Pittsburgh, Pennsylvania are reproduced.

Marilyn Skolnick, Board Member
Port Authority Of Allegheny County
2235 Beaver Avenue
Pittsburgh, Pennsylvania 15146

EDUCATING YOUR ELECTED OFFICIAL

Always keep in mind, that in spite of holding elected offices, your officials are human. They respond to the same external pressures as you do. Remember this as you go about making plans to educate your legislator. Be positive as much as possible.

There are a few resources you should have to help you do your job. Depending upon what level of elected official you want to educate, you will need these tools.

If you are attempting to reach someone on a national level, you should have access to or own a few basic tools:

1. Almanac of American Politics

This gives you a complete and current run-down on federal senators and congressmen, that is, vital statistics, political history, phone number and address. This costs about \$50.00.

2. The United States Government Manual

Available from your federal senator or congressmen. A complete run-down on congress and every administrative agency. (Generally your representative or senator will provide a free copy; otherwise, it is available for a fee from the Government Printing Office.)

3. Start a newspaper clipping file regarding your senators and congressmen. In so doing, you will discover what he or she is interested in, and how they voted.

On a state level, you should have the equivalent of the following: (Available from your state official — senator or legislator)

1. The Pennsylvania Manual

2. Legislative Directory
3. Legislative History Of Bills
4. A Newspaper Clipping File

On a local level, if you have a League of Women Voters present, they generally put out a local directory of elected officials. It is considerably easier to start a clipping file on this level from your local newspapers.

A clipping file is probably the easiest way to become familiar with your elected official. It will reveal what type of meetings he or she will attend as well as his or her likes and dislikes. And particular interests after an election or during the campaigning process.

Find out who the financial contributors are to the official's election campaign. This is very important information. I'll talk about this later.

When you want to educate an elected official, you must prepare yourself as much in advance as is possible.

If the individual is to appear in your area, make the effort to attend the event and make a point of identifying yourself to the official. You can make a general statement without compromising your principles.

Example: Mr. Jones. I'm Mary Smith from Port Authority. I really enjoyed your presentation this morning. The point you made about _____ (you fill in the blank) was well-taken. May I give you my card. If possible, have a follow-up "please call" or "I'll be in touch," especially if you really have something to add to what the official said.

We live in a card society. Everyone should have a card. They are not expensive. One printer in my hometown advertises 100 cards for \$9.95. Your card should also have a fax number if one is available. Whenever you write to an elected official, attach your card.

You should be sharing information with your elected officials on a continuing basis - news releases, newsletters, any new accomplishments, honors, etc. That you generate. You don't want to have contact only when you want something from him or her. Your aim should be to establish a friendly relationship, not an adversarial one.

Learn who his or her chief assistants are; who in the office specializes in your interests. Establish a relationship with the secretary — know his/her name.

If the official has a local office, follow the same procedure. Stop by once in a while, arrange for a meeting with the assistant to find out what might be coming up that would be of interest to you, perhaps over lunch or dinner if your budget permits.

If there is an issue coming up for which you would like to have the elected official's support, you should be educating the community and educate the official at the same time you develop these positions (coalitions, leaders of the community).

Stop and think. What is probably the most important concern any elected official has? To be elected. As a result, they respond to constituents. If his or her constituents are supporting your request, it will be far more difficult for the official to refuse or ignore your request.

When you visit your official, it helps to have constituents with you.

When you have a particular issue you want to present to your elected official, you must be prepared. Have a plan - know in advance who will say what.

1. Write the official to outline your concern and thoughts. This will set the stage for your personal dealings and encounter with officials.
2. Make an appointment. If the elected official won't see you, then settle for the chief assistant. Don't just drop in — you might never get to see anyone.
3. By now you should have a good background on the individual. Is it an election year or, if not, how big a margin did he or she win by: Close race - or by a wide margin.
4. Prepare all pro and con arguments ahead of time. Think of every possible argument and have an answer that makes sense to support your request or position.
5. Prepare a packet of material to leave behind with your card. Follow up with a call - "Any questions about the material I left on ____ date?"
6. Do not cover over any arguments that will do damage to your cause. Have answers ready. Do not lie!!

7. Relate the issue to his or her constituents and how benefits accrue — What are the consequence of not acting — do not exaggerate. Do not threaten.

Finally, leave everyone smiling. Do not burn your bridges behind you. You will have to return another day with another issue.

Earlier on, I mentioned finding out who the financial contributors to and supports of the candidate. Should your elected official be opposed or disinterested in your cause, determine who among his or her contributors you know or believe is sympathetic. Listing of contributors can be found in newspapers or government offices (in Pennsylvania it is in the county courthouse.) Meet with the individual supporter and make your pitch and ask if the contributor (usually a close friend of the elected official) could convince the official (because of the benefits to the community) to support your cause.

You would be amazed how this can work. But — use this only as a last resort.

Good luck — and go prepared!



Detail of fountain in lobby of old Nashville train station.

Jo Ann Hutchinson, Executive Director
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EDUCATING YOUR LEGISLATURE

Background

Being successful in the passage of budget issues or law changes depends on many factors and steps that need to be carefully planned and appropriate strategies developed in order to accomplish whatever goal is needed. Effective lobbying is crucial to funding and statutory changes - without it, you may not only be unsuccessful but you may end up with changes that could be in conflict with your goal. It is important to analyze the task as you would any program implementation and develop an action plan to accomplish your goal. The following steps are recommended in working with your legislature. There may be additional steps in your area depending on the situation.

Steps

1. Before there is a determination for legislative changes, it is crucial to develop and maintain a close working relationship with all members of the legislature. This is best achieved by regular visits in their area, inviting them to tour the system and honoring them at local events. Let them know you are there and are providing a needed service that benefits their constituents.
2. Determine first if legislation or funding is necessary. It may be an issue that can be resolved through some state policy change, administrative rule change or an improvement in the communications.
3. If legislation or funding is crucial, many activities need to occur:
 - * An analysis needs to occur of the specific changes that are needed. This analysis should be developed with all parties that are impacted working on recommended changes. If you get those impacted involved early, there is more of a change of a success in its passage.

- * After an analysis has occurred, actually draft the needed language changes and prepare detailed explanations of why the change is needed, the benefits to be derived from those changes, a fiscal impact statement, and an implementation plan. This allows the legislators involved to better support the issue once they are approached by interested parties.
- * Obtain consensus from those involved on the proposed legislative language prior to seeking a sponsor.
- 4. Seek key sponsors, those legislators who are sensitive and supportive to the issue at hand. Preferably, the proposal should be sponsored through a committee, like a transportation committee of the Senate or House. This type of sponsorship, if supported up front, usually has a better chance of survival and carries more clout with the leadership and the legislative membership.
- 5. Once there is a sponsor, both in the House and Senate, assist the sponsor with insuring passage of the bill. Always remember that legislators LIKE to be lobbied. They are PEOPLE persons. Any legislator or committee who sponsors a bill always wants it to be successful, so it is crucial that you assist in this effort by:
 - * Visiting each legislator, first on the committees that will be hearing and analyzing the bill and ultimately every voting member. This is a large task and usually cannot be accomplished by one single person. The most effective way to accomplish this is a local visit in their respective district prior to the legislative session beginning. The visit should be brief and local representatives who benefit from the proposal should accompany you to gain a commitment for the support. With proper planning and site visits, this is a very effective way to gain support.
 - * Prepare a brief summary in brochure format of the issue, its benefits to the legislator's local constituents, and a listing of supporters (organizations that are impacted or citizen groups, etc.) Include a contact person with telephone number so the legislator or their staff can contact you for questions that may arise during the legislative session.

-
- * If a legislator or staff need additional information or analysis, prepare it in a timely manner. Often there is a limited time period involved and the effective lobbyist has to be aware of this and be able to respond.
 - * Keep the lines of communication open by visiting the legislator or calling their staff once they are in session or prior to. It is crucial that you develop a good working relationship with the staff. The staff are depended on almost entirely in most legislative issues.
 - * Assist the legislator or their staff with responding to questions about the issue once the bill is filed. It is most useful to develop a "hypothetical" list of questions that may be asked and to have those answers available for their use. The most embarrassing thing that can happen is where no one had thought an issue out and an opponent of the measure provides negative feedback and there is no available response. This can delay passage or sometimes kill the bill.
6. Involve others by:
- * Seeking letters of support from all those involved and organizations that have influence and clout with the legislators. Make sure key legislators and especially leadership and key committee members receive copies.
 - * Seek the support of other lobbyists. This is important because they have the ear of the legislator at a crucial time when you may not. Often legislators rely on a few lobbyists' recommendations since they are usually overwhelmed by everyone wanting something.
- Whenever possible, let others lobby as well:
- Board members
 - County and City Commissioners
 - Local organizations
 - Labor leaders
 - Local constituents who are or may benefit
- Involve the media by:
- Meeting with editorial boards
 - Providing articles in local journals and papers

- Possibly obtaining air time
- Encourage letters to the editor of those involved

7. Always:

- * Provide accurate and defensible materials;
- * Never mislead a legislator or others;
- * Be available for any assistance or written materials;
- * Never attempt to turn the legislator against an opponent; and
- * Be pleasant and act professional in all settings

How This Plan Worked In The State of Florida

The State of Florida has had the coordinated transportation legislation (Chapter 427, Florida Statutes) sunset in 1984 and in 1989. It has also had various bills filed since its original enactment in 1979 that would have negatively impacted the program. The above techniques were used in all instances. The most effective legislative sessions were in 1989 and 1990 where there was a sunset review process of the program after its ten-year existence. Through effective lobbying and statewide consensus and support, the 1989 Legislature upgraded the state effort by creating the Commission, funded it by the creation of an independent trust fund and expanded the Commission's responsibilities. In 1990, additional funding was authorized from two difference sources and again in 1991 proposals were made, but due to state financial constraints, the issues did not pass. However, proposals are still at the concept stage. These activities have resulted in a new funding source for transportation disadvantaged services in excess of \$10 Million annually and as important, a state commitment to coordinate transportation services.

Summary

Lobbying the legislature is not an easy task. It requires early planning, strategic planning, consensus, the ability to document the issue and its benefits and an understanding of the political process. If all these factors are planned, some form of success will usually occur. It must be remembered that the legislative process is one of negotiation and often there are many compromises made but usually in the end, the best approach is what occurs.

**EXAMPLE OF MATERIAL PRESENTED AS PART OF AN
EDUCATIONAL EFFORT:**

**DOCUMENTATION SHOWING POTENTIAL COST SAVINGS OR
OTHER BENEFITS**

COST BENEFIT ANALYSIS

FUNDING REQUEST TO ASSIST THE TRANSPORTATION DISADVANTAGED

CS/SB 232 - HB 1730

TRANSPORTATION DISADVANTAGED POPULATION

4.4 million individuals can be classified as "transportation disadvantaged" which means "those individuals who because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities or other life-sustaining functions."

57% (2.5 million) of this population is estimated to be in need of some assistance in order to have access to needed services. The remaining 43% are provided limited transportation for those programs of which they are enrolled.

FUNDING AND INVESTMENT OPPORTUNITIES

The bill seeks \$3.9 million (FY 89-90) generated from a 50 cents license tag fee to be deposited into the Transportation Disadvantaged Trust fund. A local match will be required which would fund the program at approximately \$7 million for costs associated with providing transportation services.

Based on an average \$5.00 per trip cost, the funds would provide an estimated 1.4 million trips for the State's elderly, handicapped and economically disadvantaged. The primary trip purposes would be for employment and medical reasons.

Calculations:

\$7 million estimated revenue (all sources)
divided by \$5.00 per trip = 1,400,000 trips.

I. Transportation For Employment

Transportation has been cited as the number one barrier for the disabled and other disadvantaged who want to work. It is expected that approximately 67% (or 938,000 trips) would be eligible to enter the work force. A realistic estimate is that 2/3 of this estimate (625,333 trips) would be able to work on a regular basis with available transportation.

Calculations:

$1,400,000 \times 65\% = 938,000$ eligible trips
 $938,000 \times 2/3 = 625,333$ actual trips anticipated.

Based on 150 work days each year and the need for 2 trips per person each day or 500 trips, the 625,333 trips would serve 1,251 transportation disadvantaged persons.

If these 1,251 individuals were on public assistance, which is estimated at \$2,741 per person each year, and because of transportation availability on a regular basis, were removed from public assistance, **THE SAVINGS TO THE STATE WOULD BE \$3,423,991 THE FIRST YEAR. IF ALL THE 938,000 TRIPS WERE PROVIDED, A SAVINGS OF \$5,142,116 COULD BE REALIZED FOR REMOVING 1,876 INDIVIDUALS FROM PUBLIC ASSISTANCE.**

In addition to the savings of public assistance dollars, the **earning potential** for these 1,251 individuals would be **\$11,259,000.**

Calculations:

250 work days \times 8 hrs. per day = $2,000$ hours
 $2,000$ hours \times $1,251$ = $2,502,000$ hours
 $2,502,000$ hours \times $\$4.50$ hourly wages = $\$11,259,000$ of earning potential.

SAVINGS: Public Assistance Potential Savings:	\$3,428,991
Earning Potential due to Employment:	\$11,259,000.

II. Transportation for Medical Related Purposes

Handicapped and elderly organizations continue to cite transportation as a major problem when medical attention is needed. Medical transportation is often limited to those programs who serve clients of sponsoring agencies and only allows certain medical trips (i.e. doctor only; not drug store or other related trips.) For example, if you were elderly or handicapped and not enrolled in a program, no assistance is available to reduce or provide your transportation costs. It is estimated that the remaining 33% of the 1,400,000 trips or 462,000 trips would be provided for medical related purposes.

Medical transportation should be viewed as an investment since the current cost per person to provide home care services is \$1,016 each year and the annual cost per person for nursing home care is \$23,725. If the estimated 462,000 trips were for either home care services or nursing home care, because there was not adequate access to receive better medical care, the following costs to the State or individual would be incurred:

Home Care:

An average of 28 trips per month per person is estimated to support home care: 28 trips per month x 12 months = 336 trips.

Calculations:
 462,000 total trips divided by 336 trips =
 1,375 individuals in home care.

SAVINGS: \$1,016 Home Care Cost x 1,375 = \$1.4 million.

OR

Nursing Home Care:

Cost for nursing home care: 823,000 per year

SAVINGS: \$23,000 per person x 1,375 persons = \$31.6 million.

Hal Morgan
PPTN

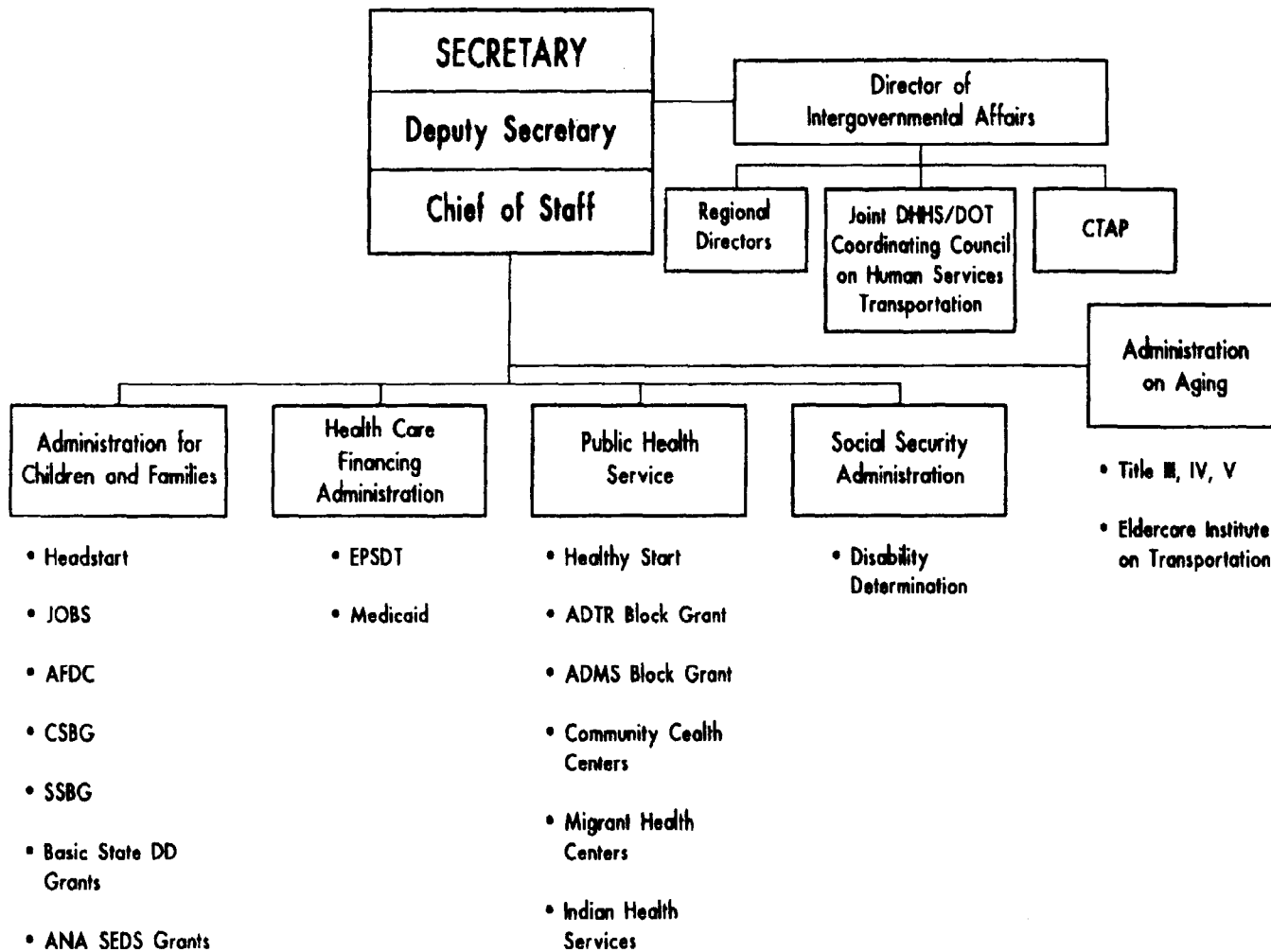


A Layperson's Guide To HHS Programs

The major purpose of this session was to present an overview of U.S. Department of Health and Human Services programs that fund transportation. A special focus was placed on providing information to managers of programs funded by the Federal Transit Administration. A key intent of the session was to enable extensive questions and answers between the Workshop participants and the USDHHS representative. Hopefully, attendees at this Workshop will be better prepared to seek coordination opportunities with USDHHS funded providers.

Simpson Clark of the Atlanta (Region IV) Office of the U.S. Department of Health and Human Services provided the overview and responded to questions. A summary of USDHHS agencies funding transportation follows.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES Programs Funding or Reimbursing Transportation Services



Final Workshop Agenda

Region IV Technical Training Workshops in Transportation: Financing The 1990's

Sponsored by:

The Federal Transit Administration
U.S. Department of Transportation

The Region IV Transportation Consortium

Alabama
Florida
Georgia
Kentucky
Mississippi
North Carolina
Puerto Rico
South Carolina
Tennessee

Tennessee Commission on Aging

Tennessee Department of Transportation

In Cooperation with:

U.S. Department of Health and Human Services

Marilyn Skolnick, Port Authority of Allegheny County,
Pittsburgh, Pennsylvania

5:00 pm - 6:00 pm Reception: Tennessee Room

June 22, 1992: Monday

8:00 am - 5:00 pm Registration: Nashville East Room Lobby

9:00 am - 5:00 pm Resource Center Open: Nashville East Room

10:00 am **Welcomes By Federal, State and Local Officials**

Central Ballroom

Mal Baird, Director of Public Transportation, Rail and Aero-
nautics, Tennessee Department of Transportation

Emily M. Wiseman, Director, Tennessee Commission on
Aging

Robert T. Babbit, Executive Director, Metropolitan Transit
Authority - Nashville; and President, Tennessee Public
Transit Association

Alvin Pearson, President, Tennessee Association for Special
Transportation

Lawrence L. Schulman, Associate Administrator for Techni-
cal Assistance and Safety, Federal Transit Administration,
U.S. Department of Transportation, Washington, D.C.

11:30 am Break

Noon

Keynote Luncheon
Future of FTA Funding and Current FTA Policy
and Initiatives

West Ballroom

Lawrence L. Schulman
Associate Administrator for Technical Assistance and Safety,
Federal Transit Administration, U.S. Department of Trans-
portation, Washington, D.C.

2:00 pm - 4:30 pm

Concurrent Sessions

State Tax Financing: Pennsylvania

Davidson A Room

John Dockendorf, Pennsylvania Department of Transporta-
tion

Energy Overcharge Funds

Ryman North Room

Chester Smith, Director of Public Transportation, Mississippi
Department of Economic and Community Development

Basic Budgeting

Davidson B Room

Beverly Ward, CUTR, University of South Florida, Tampa,
Florida

7:00 pm

Keynote Dinner

USDHHS Transportation Policy and Financing

West Ballroom

Dr. Thomas T. Williams
Regional Director, U.S. Department of Health and Human
Services, Atlanta, Georgia

June 23, 1992: Tuesday

8:00 am - Noon

Registration: Nashville East Room Lobby

9:00 am - 5:00 pm

Resource Center Open: Nashville East Room

8:00 am

Break for Eye Opening
Davidson Room Lobby

9:00 am - 11:30 am

Concurrent Sessions

**Joint Development in Rural and Small Urban Areas:
Cases, Project Designs, Politics and
Financing**

Davidson A Room

Bobby Armstead and Edward Ward, West Alabama Public
Transportation Service, Eutaw, Alabama

Rick Sparer, LEXTRAN, Lexington, Kentucky

Harry Reed, Florida Department of Transportation

Cost Allocation and Cost Estimation

Davidson B Room

Lewis Polin, Polin and Associates, Laguna, California

State Tax Financing: Oregon and Washington

Ryman South Room

Victor Dodier, Oregon Department of Transportation

Jim Slakey, Washington State Department of Transportation

Noon

**Lunch:
Intermodal State Plan Requirements**

East Ballroom

David Raphael, Executive Director, Community Transportation Association of America, Washington, D.C.

2:00 pm - 4:30 pm

Concurrent Sessions

**System Maintenance Programs:
Efficiencies and Revenues**

Ryman South Room

Richard Holst, North Alabama Council of Local Governments, Muscle Shoals, Alabama

Buster Stockton, Upper Cumberland Human Resource Agency, Algood, Tennessee

Working With The Private Sector

Davidson A Room

Hal Morgan, Public-Private Transportation Network, Silver Springs, Maryland

James McLary, American Contract Management, Alexandria, Virginia

Beverly Ward, CUTR, University of South Florida, Tampa, Florida

Creative Local Non-Tax Financing Techniques

Davidson B Room

Otis Livingston, Executive Director, Pee Dee Regional Transportation Authority, Florence, South Carolina

Judith Mahoney, Director of Transportation, Upper Cumberland Human Resource Agency, Algood, Tennessee

June 24, 1992: Wednesday

9:00 am - Noon Resource Center Open: Nashville East Room

8:00 am Break for Eye Opening
Davidson Room Lobby

9:00 am - 10:00 am **Concurrent Sessions**

Packaging and Promoting Local Tax Referendum

Davidson A Room

Tom McLoughlin, Vice President, Government Finance Advisory Group, Arlington, Virginia

A Laypersons Guide To FTA Programs

Davidson C Room

Tony Dittmeier, Region IV Federal Transit Administration, Atlanta, Georgia

Specialty Financing Approaches: Benefit Assessment Districts

Ryman North Room

Mike Harbour, Executive Director, Chatham Area Transit Authority, Savannah, Georgia

Realizing the Benefits of System Coordination

Ryman South Room

Jo Ann Hutchinson, Executive Director, Florida Transportation Disadvantaged Commission, Tallahassee, Florida

Sidney Moss, Hillsborough County Department of Social Services, Tampa, Florida

Dick McCormick, United Systems Transportation, South Daytona, Florida

10:00 am

Break: Davidson Room Lobby

10:30 am - 11:30 am

Concurrent Sessions

Educating Your Legislature

Davidson C Room

Marilyn Skolnick, Board Member, Port Authority of Allegheny County, Pittsburgh, Pennsylvania

Jo Ann Hutchinson, Executive Director, Florida Transportation Disadvantaged Commission, Tallahassee, Florida

A Laypersons Guide To HHS Programs

Davidson A Room

Simpson Clark, Region IV, U.S. Department of Health and Human Services, Atlanta, Georgia

A Laypersons Guide To Technical Assistance Programs

Ryman South Room

Barbara Rasin Price, Community Transportation Association of America, Washington, D.C.

Hal Morgan, Public-Private Transportation Network, Silver Springs, Maryland

Noon

Lunch: Food and Visiting

Tennessee Room

1:30 pm

Summary and Evaluation Session

Tennessee Room

2:30 pm

Have A Safe Trip Home



Adopted "Adopt-A-Van" vehicle, Pee Dee
Regional Transportation Authority, Florence, South Carolina.

For the discussion of the "Adopt-A-Van" program, please see pages 37-41.

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Front view of old Nashville train station showing clock tower.

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