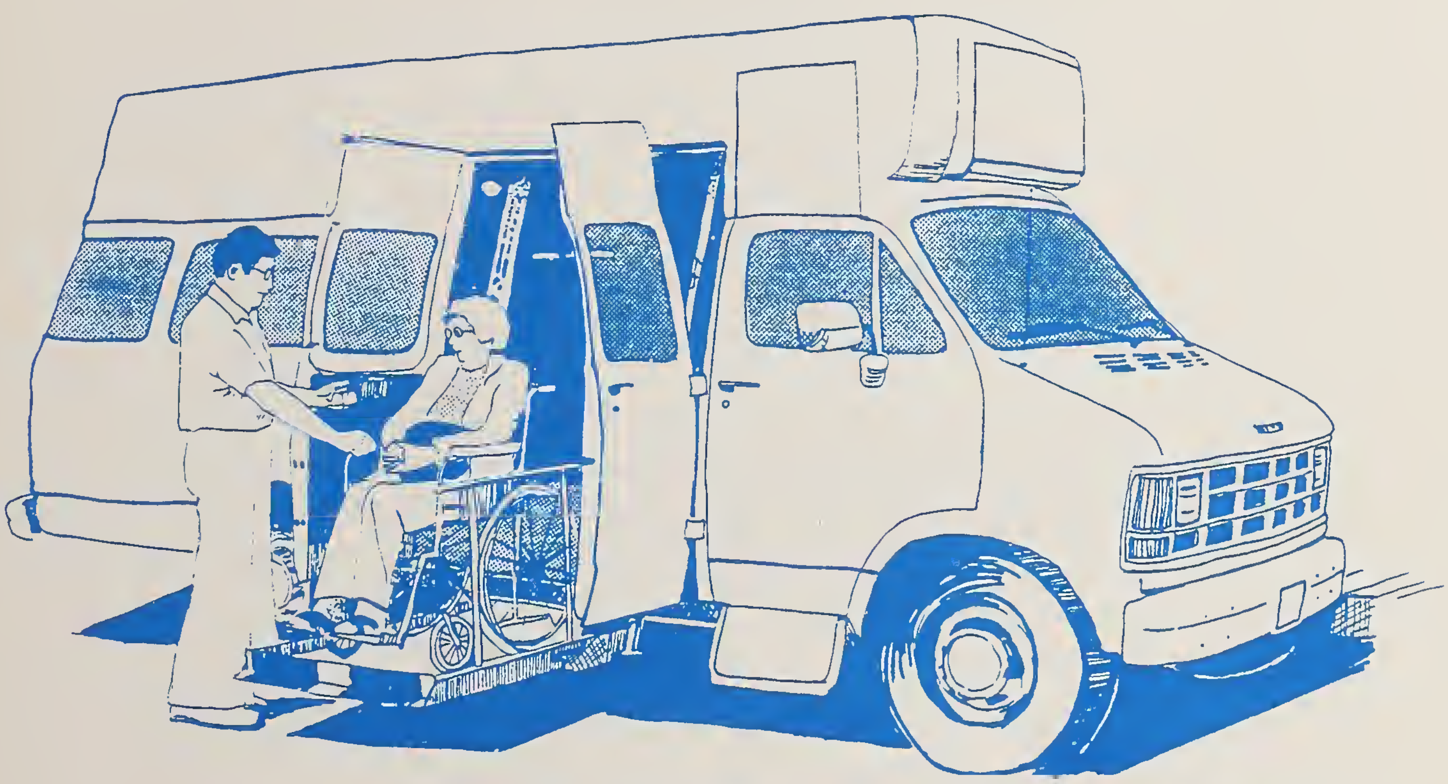
U.S. Department of Transportation

Cost Saving Methods for Special Transportation Programs

December 1988



UMTA Technical Assistance Program

Cost Saving Methods for Special Transportation Programs

Final Report
December 1988

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Introduction

In 1987, the Louisiana Department of Transportation and Development participated in a demonstration project with the Urban Mass Transportation Administration aimed at reducing capital and operating expenses for Section 16(b)(2) operators. The Louisiana Department of Transportation and Development contracted with Urban Systems, Inc., a transportation consulting firm, to work with 16(b)(2) operators in Orleans and Tangipahoa Parishes to find a number of ways to reduce transportation operating costs and to improve transportation services for the elderly and handicapped. This manual presents nine (9) different methods that the contractor identified to help 16(b)(2) operators throughout Louisiana to reduce transportation operating costs and to improve transportation services for the elderly and handicapped. Most of the techniques are generally applicable in other states and can be used by operators nationwide.

Not all agencies will benefit from the same methods. Each agency must examine its own needs and problems and then assess the local community resources to determine which methods will work. Each method presented in this manual may be implemented by itself or in combination with the other methods.

This manual describes those methods that were found to be useful by one or more agencies in Orleans and Tangipahoa Parishes. These methods are as follows:

1. Joint Purchasing of Preventive Maintenance and Repairs
2. Joint Purchasing of Insurance
3. Joint Purchasing of Fuel
4. Joint Purchasing of Tires and Other Parts
5. Timesharing
6. Ridesharing
7. Purchase of Transportation Services

8. Vehicle Leasing
9. Central Referral Service

For each method, the following information is provided: (a) expected benefits, (b) prerequisites for implementation, (c) implementation steps, and (d) other considerations.

Although developed in the context of the Urban Mass Transportation Administration's 16(b)(2) program, most of the options should be directly applicable to specialized transportation services funded from other sources at the state and federal level.

Method #1
Joint Purchasing of Preventive Maintenance and Repairs

Two or more agencies agree to use the same automotive repair shop in order to receive reduced fleet rates for preventive maintenance and repair services. A single agency may be able to receive fleet rates if it has enough vehicles.

A. Expected Benefits

1. Savings on repair bills. Vehicles that receive routine preventive maintenance service generally have lower repair bills. For example, the Louisiana Department of Transportation and Development (DOTD) has a preventive maintenance checklist that they use as a guide for scheduling preventive maintenance service. Other states may have similar guidance.

2. Routine preventive maintenance service will prolong the life of your vehicle and reduce the need for major repairs.

3. Fewer administrative duties. An agency will have less paperwork if the automotive repair shop agrees to: (1) contact the agency and set up an appointment when routine service is due, (2) submit detailed service reports, and (3) use a monthly billing system.

B. Prerequisites for Implementation

For this method you will need:

1. A fleet of vehicles (approximately 5-10 vehicles) that accumulates high mileage, has heavy daily usage, and requires frequent routine preventive maintenance and repair service. A fleet of vehicles may consist of vehicles owned by several different agencies when one agency does not have enough venicles. Also, the minimum required fleet size may vary among the repair shops in your area.

2. Service agencies that are willing to cooperate in order to form a fleet of vehicles and use the same automotive repair shop for purchasing preventive maintenance and repair service.

3. An automotive repair shop that is willing to provide fleet discounts for preventive maintenance and repair services.

C. Implementation Steps

1. Contact automotive repair shops in your area to see which ones offer fleet discounts for preventive maintenance and repair service. Check the Yellow Pages for a listing of automotive repair shops in your area.

2. Find out which shops offering fleet discounts can best serve your needs by asking the following questions:

   - How many vehicles are needed to obtain a fleet discount?
   - What is the cost of preventive maintenance service with the fleet discount?
   - What is included in the routine preventive maintenance service?
   - What is the cost of repair services with the fleet discount?
   - Does the company use new, used, or rebuilt parts?
   - Is the company willing to provide maintenance and repair services at the agency center or after agency hours?
   - What type of billing system will the company use?
   - Is towing provided and what is the charge?

3. Form a fleet of vehicles to meet the minimum requirements set by the automotive repair shops offering fleet discounts. Contact other social service agencies in your area to identify those that use their vehicles to operate a daily transportation service for clients. The Regional Planning Commission (or similar body) in your area can help you identify these agencies, if necessary.

Persuade other agencies to use the same automotive repair shop as your agency in order to create a fleet that will be eligible for discounts on maintenance and repair service costs.

4. Meet with all participating agencies to agree on service parameters and to select an automotive repair shop that all agencies will use for preventive maintenance and repair service.

5. Meet with the manager of the automotive repair shop and establish a verbal or written agreement.

   a. Participating agencies may want some guarantee that fleet prices will not increase for a set period of time, such as one year.

   b. The shop manager may want to stipulate a minimum fleet size for which fleet prices will be guaranteed.

6. Set up a service schedule for each fleet vehicle to be used by the automotive repair shop in performing routine preventive maintenance service.

D. Other Considerations

1. Out-of-pocket expenses may increase initially if the agency has not been using a routine preventive maintenance service.

2. Participating agencies will need to monitor the quality of service provided by the automotive repair shop.

Method #2
Joint Purchasing of Insurance

An agency purchases insurance through a large scale group plan in order to reduce annual premiums. Louisiana's group purchase plan is arranged through the Louisiana Association of Councils on Aging (LACOA).

A. Expected Benefits

1. Savings on insurance costs. In their case, the LACOA Group Insurance Plan offers an estimated 30 percent savings for most agencies, plus a dividend program. Before dividends, participating agencies in Orleans Parish saved from $800-$1,000 per vehicle in 1988 on vehicle insurance.

B. Prerequisites for Implementation

1. For this method you must be eligible to join some large scale group plan. In July of 1988 the Louisiana plan was available only to agencies that received operating funds from the Office of Elderly Affairs. However, other group plans were being set up through the LACOA insurance agent.

C. Implementation Steps

The steps below are specific to Louisiana but are representative of the process an operator goes through to participate in a joint insurance purchase plan:

1. Contact Mr. Bobby L. Cooper, Executive Director, LACOA, P. O. Box 1248, Natchidoces, Louisiana 71458-1248 (318-352-1556 or 57) to find out if you are eligible for the LACOA Group Insurance Plan. If you are eligible, find out how much the annual dues will be.

2. Contact Mr. Gerald Scriber, Cuave and Johnston Insurance Agency, 822 Kinlock Street, P. O. Drawer 110, Winnsboro, Louisiana 71295 (318-435-9771 or 325-4956) to obtain price quotes on the LACOA Group Insurance Plan (if you are eligible) or on other group insurance plans for which your agency may be eligible.

   Group policies are available for property, bonding, workmen's compensation, general liability, commercial auto, and umbrella liability insurance.

3. Compare the amount of coverage, the deductible, and the cost of your current insurance policy with that of the group plan (including any membership dues).

4. Pay membership dues to LACOA or other group as required.

5. Contact the insurance agent, Mr. Scriber, to begin your group coverage and send in your six-month or annual premium.

6. Cancel your old insurance policy and find out if you are eligible for a refund.

D. Other Considerations

1. In Louisiana, there is no minimum amount of coverage required with the group plan.

2. Drivers may be required to meet certain requirements, such as having a good driving record and meeting minimum or maximum age requirements.

Method #3
Joint Purchasing of Fuel

Two or more agencies agree to purchase fuel from a fleet fuel dealer in order to receive reduced fleet prices for fuel. In most areas there is at least one fuel dealer who is set up to provide services for fleet vehicles; however, service stations may also offer fleet prices on fuel. A single agency may be able to receive fleet rates if it has enough vehicles.

A. Expected Benefits

1. Savings on fuel. With the fleet discount, 16(b)(2) operators in Orleans Parish saved an average of 12¢ per gallon, and those operators in Tangipahoa Parish saved an average of 15¢ per gallon in 1988.

2. Savings on fuel tax. Nonprofit agencies are eligible to receive either an exemption or refund on the 9.1¢/gallon Federal gasoline tax. Fleet fuel dealers or the IRS will be able to assist you with the proper forms to either deduct the gasoline tax from the pump price or to provide a tax refund.

3. Some fuel dealers allow agencies to charge maintenance or repair service on a fuel card.

4. Fewer record-keeping duties. If the fleet service dealer will provide monthly summary fuel reports and a monthly billing system, the agency's record keeping requirements can be reduced.

B. Prerequisites for Implementation

For this method you will need:

1. A fleet of vehicles (approximately 10-20 vehicles) that consumes a large quantity of fuel regularly (an estimated 75 gallons or more per vehicle monthly). However, minimum fleet requirements will vary among fleet fuel dealers.

2. A fleet fuel dealer in your area that is willing to provide fleet discounts for fuel. During the Louisiana coordination demonstration, a company offered reduced fuel prices for the 16(b)(2) operators in Orleans and Tangipahoa Parishes.

3. Service agencies that are willing to cooperate in order to form a fleet of vehicles and use the same fleet fuel dealer to purchase fuel.

C. Implementation Steps

1. Contact fleet fuel dealers in your area to see which ones offer reduced fuel prices for a fleet of vehicles. Also contact local service stations to see if any offer fleet discounts. Check the Yellow Pages for a listing of fleet fuel dealers and service stations in your area.

2. Find out which dealers or stations offering fleet discounts can best serve your needs by asking the following questions:

   - How many vehicles are needed to obtain reduced fleet prices?
   - What kind of fuel can be purchased at the reduced fleet prices?
   - What is the fuel savings per gallon with the fleet discount? Is the savings per gallon the same for all types of fuel?
   - Is there more than one station location in this area?
   - When is (are) the station(s) open for service?
   - What type of billing system is available?
   - Will there be any minimum monthly purchase requirements? Any penalties or late fees?

- Can you provide a detailed fuel purchasing report on a monthly basis?
- Can you deduct the federal gasoline taxes from the fuel price for nonprofit agencies?

3. Form a fleet of vehicles to meet the minimum requirements set by the fleet fuel dealers offering fleet discounts. Contact other social service agencies in your area that operate daily transportation service for their clients and persuade them to buy their fuel from the same fleet fuel dealer as your agency in order to create a fleet that will be eligible for discounts on fuel.

4. Meet with all participating agencies to agree on service parameters and to select a fleet fuel dealer that all agencies will use to purchase fuel.

5. Meet with the fleet fuel manager to establish a verbal or written service agreement.

   a. Participating agencies may want some guarantee that fleet prices will not increase for a set period of time, such as one year.

   b. The fleet fuel manager may want to stipulate a minimum fleet size for which prices will be guaranteed.

6. Fill out application forms, receive fuel cards and/or basic training of station pumps, if necessary.

D. Other Considerations

1. Fleet fuel dealers often use pumps that operate only with fuel cards. Agencies must keep track of these cards and make sure that only authorized personnel are allowed to use the fuel cards.

Method #4
Joint Purchasing of Tires and Other Parts

Two or more agencies agree to purchase tires and other parts from the same store in order to receive reduced fleet prices. A single agency may be able to receive fleet rates if it has enough vehicles.

A. Expected Benefits

1. Savings on tires and other parts. One manufacturer offered the 16(b)(2) operators in Orleans Parish an estimated 22 percent discount on its most cost effective tires and a 10 percent discount on other parts.

B. Prerequisites for Implementation

For this method you will need:

1. A fleet of vehicles (approximately 8-10 vehicles) that accumulates high annual mileage, has heavy daily usage, and requires constant replacement of parts and at least one new set of tires per vehicle each year. However, the minimum fleet purchase requirements will vary among tire and parts stores.

2. A store that is willing to provide fleet discounts for tires and other parts.

3. Service agencies that are willing to cooperate in order to form a fleet of vehicles and use the same store to buy tires and other parts.

C. Implementation Steps

1. First you must decide what type of tire you need for your vehicles. The type of tire you need will depend on the number of miles driven each year, road conditions, etc. You may need to consult with a tire dealer to decide what type tire you need.

2. Contact tire and part stores in your area to find out which ones offer fleet discounts on the tires and other parts you need. Check the Yellow Pages for a listing of tire and part stores in your area.

3. Find out which store offering fleet discounts can best serve your needs by asking the following questions:

   - How many vehicles are needed to obtain a fleet discount?
   - What discount can the store offer on tires, batteries, and other parts that you need?
   - Are there any minimum purchase requirements per month in order to obtain fleet discounts?

4. Form a fleet of vehicles to meet the minimum requirements set by the tire and parts stores offering fleet discounts. Contact other social service agencies in your area that operate daily transportation service for their clients. Persuade them to buy their tires and other parts from the same store as your agency in order to create a fleet of vehicles that will be eligible for discounts on tires and other parts.

5. Meet with all participating agencies and select a store that all agencies will use to buy tires and other parts.

6. Meet with the store manager to establish a verbal or written service agreement.

<u>*D. Other Considerations*</u>

1. The stores should also offer discounts on tires and other parts that are included on the state bid list. Be sure to ask the stores for a price quote on those items included on the state bid list in order to compare the price and quality with that of other products available from the store.

Method #5
Timesharing

Two or more agencies jointly purchase one vehicle and set up a schedule to use the vehicle at different times; or one agency shares the use of its vehicle with a second agency. This method works best when there are two agencies located in the same vicinity, neither of which needs a vehicle all the time, that have different transportation schedules.

A. Expected Benefits

1. Savings on vehicle capital costs. When two agencies buy one vehicle, they can cut their capital costs in half. When one agency leases its vehicle to a second agency, both agencies save on capital costs. The agency that owns the vehicle can recover some of its capital cost investment through user fees, and the agency that leases the vehicle avoids capital costs by not buying its own vehicle.

2. Savings on vehicle operating costs. When two or more agencies share the use of a vehicle they also share the cost of operating that vehicle, particularly insurance costs.

3. More transportation service for elderly, handicapped, and disadvantaged persons. When social service agencies share the use of a vehicle, generally more clients are served. Most agencies do not need their vehicles 24 hours a day. For those hours when one agency doesn't need its vehicle, it can loan the vehicle to a second agency to transport clients rather than letting the vehicle sit idle.

B. Prerequisites for Implementation

For **timesharing with a lease arrangement** you will need:

1. A vehicle that your agency does not use full time and that you are willing to share with another agency on a part-time basis.

2. An agency in your area that is in need of a back-up or part-time vehicle and that can schedule their trips during those times when your agency doesn't need the vehicle.

3. An agency that can agree with all the conditions of a lease agreement.

For **timesharing through a joint purchase arrangement** you will need:

1. An agency that is willing to work with your agency to submit a joint application for a 16(b)(2) vehicle.

2. An agency in your area that needs only a part-time vehicle. Your agency must need only a part-time or back-up vehicle, too.

3. An agency that can work its transportation schedule around yours. Or, if your schedule is flexible, you may want to modify your schedule in order to make a cost-saving timesharing arrangement.

C. Implementation Steps

1. Contact other social service agencies in your area to see if any are interested in leasing your vehicle part time or jointly purchasing a new vehicle that will be shared with your agency.

2. You will need to discuss the following items to determine whether or not a timesharing arrangement is feasible:

   - Transportation schedules. Prepare an hourly schedule sheet and mark off those hours that your agency will need the vehicle. If the transportation schedules overlap, you must decide whether or not your schedule or the other agency's schedule can be modified to make the schedules compatible.

   - Driver qualifications or restrictions. Your agency and the other agency may want to designate only one or two drivers from each agency to assure that the vehicle is properly maintained and that qualified personnel with good driving records operate the vehicle.

- Transfer arrangements. Decide who will be responsible for transferring the vehicle from one agency to another. Be sure that enough time is allotted for transfer arrangements so that the transportation schedules for each agency will not be disrupted.

- Joint insurance coverage. Contact your insurance agent and obtain quotes for insuring the vehicle(s) to be shared. Divide the cost of the insurance based on the use of the vehicle. You may want to determine use of the vehicle based on vehicle hours or vehicle miles.

- Maintenance and repair of vehicles. You must decide how the maintenance/repair duties and costs will be shared. Maintenance should include routine cleaning of the vehicle and filling the fuel tank, as well as regularly scheduled preventive maintenance and minor/major repairs as needed.

- Sharing the capital and operating costs. Discuss which share each agency will pay of capital costs, if purchasing a new vehicle, and of operating costs, based on each agency's use of the vehicle. If leasing a vehicle, decide what user fees will be required.

- Shared record keeping requirements. Decide how the record keeping duties will be shared. You should consult your state DOT to see how they want the records reported to their office.

3. Prepare a shared use agreement to be followed by each agency. You may wish to consult an attorney to prepare the agreement for you.

D. Other Considerations

1. Agencies must be willing to make long-term commitments to each other in order for both agencies to benefit from a timesharing arrangement.

2. This method may be time-consuming to set up.

3. There may be some additional bookkeeping requirements for a timesharing arrangement.

Method #6
Ridesharing

When one agency does not have a vehicle to transport a small group of clients, the agency may contact a second agency that has extra space on its vehicle and request that the second agency transport its clients for a fee.

A. Expected Benefits

1. Cost savings. Both agencies should save money on transportation with ridesharing. One agency provides transportation for a small group of clients without assuming high capital costs and overhead operating expenses for a new vehicle that would not be used full time. The other agency receives compensation for transporting additional clients, which offsets some of the high costs of owning and operating a vehicle that is not used full time.

B. Prerequisites for Implementation

For this method you will need:

1. Two agencies (your agency and another) that share similar service areas, similar transportation schedules, and similar clientele. One agency must be able to pick up another agency's clients with minimal deviations from its existing route and schedule.

2. Additional staff driving time for the agency that will be picking up clients for another agency.

C. Implementation Steps

1. Determine whether you can *provide* additional transportation or *need* additional transportation service. Estimate the number of additional passengers you can

carry at any one time or estimate the number of clients who need transportation.

2. Identify agencies in your area that share similar service areas, similar transportation schedules, and the same type of clientele. Discuss ways to set up a ridesharing schedule.

3. You will need to discuss the following items to determine whether or not a ridesharing arrangement is feasible:

   - Service routes
   - Transportation schedules
   - Number of persons to be picked up
   - Special service needs of clients, if any
   - Driver schedules
   - An agreeable per-person transportation fee to cover all costs including increased vehicle costs, driver salary costs, insurance costs, etc.
   - Bookkeeping system to be used, reporting requirements, etc.

4. Prepare a service agreement that is acceptable to both agencies. Consult an attorney if necessary.

D. Other Considerations

1. Agencies must be willing to make long-term commitments to each other in order for both agencies to benefit from a ridesharing program.

2. This method may be time consuming to set up.

3. There may be some additional bookkeeping requirements for a ridesharing program.

4. Ridesharing may increase the period of time that some clients will remain on the bus.

Method #7
Purchase of Transportation Services

An agency buys all of its transportation services from an existing public or private transportation provider. With purchase of transportation services, the transportation provider uses its own vehicles and drivers, is responsible for scheduling and dispatching trips, handles all insurance, maintenance and repairs needed for the vehicles, and maintains a reporting system of all trips.

A. Expected Benefits

1. Eliminate most or all of an agency's transportation responsibilities. A social service agency can concentrate its efforts on the main goals of the agency such as providing education, employment, meals, recreation, medical care, or assistance with a variety of personal needs for the clients.

2. Improved transportation services. Social service agencies are not in the business of providing transportation, while transportation companies are. Transportation companies should be able to provide a more efficient service.

3. Cost savings. An agency may be able to reduce the cost of its transportation service by turning it over to a public or private transportation provider because these providers operate many vehicles and can obtain fleet rates for insurance, maintenance and repairs. Also the providers can use the vehicles to transport other people when service is not needed by the agency.

B. Prerequisites for Implementation

1. A transportation provider that is willing and able to handle transportation services for your clients.

2. Cooperation with other social service agencies is *not* required, but you may be able to obtain a lower contract price if several agencies in your area use the same transportation providers.

C. Implementation Steps

1. Make a list of all the special service requirements you will need, such as door-to-door service, wheelchair services for the nonambulatory, etc. Also identify all specific record keeping requirements you will need.

2. Contact public and private transportation providers in your area to see what services are available. Check the Yellow Pages for a listing of bus lines, taxicabs, and wheelchair transportation companies in your area. Also contact the local public bus company in your area.

3. Find out which company can best serve your needs by asking the following questions:

   - Can the company provide the transportation services your agency needs?
   - What is the cost of the service?
   - Is there a charge for attendants?
   - Will the company transport your clients with other individuals or will they be transported separately?
   - Will there be door-to-door service and special services for the nonambulatory clients?
   - Can the company supply the records you will need in a proper format?
   - Will the company assume the administrative and operating duties you request?
   - What type of billing system will be used?

4. Contact other social service agencies in your area to see if any are interested in contracting out their transportation service to the same provider that you plan

to use. The transportation company may be able to provide the service for less money if more agencies participate.

5. Work out a service agreement with the transportation company and other participating agencies. Consult with your state DOT and an attorney if necessary.

D. Other Considerations

1. The agency should periodically monitor the quality of service provided by the transportation company. This can be done by asking clients to comment on the service and by having a staff person ride the bus or van from time to time to observe how well the clients are served.

2. Transportation companies will charge agencies a management fee. You will want to check this carefully and decide whether or not the savings on the cost of a vehicle and other operating and administrative expenses will offset the cost of the management fee.

3. This method does not work well if agencies already own vehicles and are not ready to dispose of or replace those vehicles.

Method #8
Vehicle Leasing

An agency obtains a vehicle and a maintenance contract for that vehicle from a leasing company.

A. Expected Benefits

1. Savings on vehicle costs. An agency may be able to save on vehicle capital costs when leasing a vehicle. You will need to compare the lease price (maintenance contract included) with the cost of a new vehicle plus your average estimated monthly maintenance expense. Also you will need to estimate the total miles that the vehicle will be driven during the lease period, because there is usually an additional charge, such as 6 cents per mile, after a vehicle has accumulated a certain amount of mileage, usually around 50,000 miles. As a result, savings are greater for vehicles with lower mileage.

B. Prerequisites for Implementation

For this method you will need:

1. A leasing company that is willing to provide the vehicle you need with a maintenance contract.

C. Implementation Steps

1. Contact local leasing companies to see which ones can provide the type of vehicle you need for a reasonable price. Be sure to obtain a maintenance contract for the lease vehicle.

2. Contact your state DOT to see if you are eligible to apply for 16(b)(2) Capital Assistance for the lease vehicle under the UMTA's Capital Cost of Contracting Policy.

3. Sign a lease agreement that is acceptable to both agencies.

D. Other Considerations

1. This method does not work well if agencies already own vehicles and are not ready to dispose of or replace those vehicles.

Method #9
Central Referral Service

A group of agencies set up a central office where individuals who need transportation services are referred to the agency that can best serve their needs. And, when a participating agency needs more transportation for a special occasion, the central office can be used to identify another participating agency or other local transportation provider that can provide transportation services for a fee.

A. Expected Benefits

1. Provide transportation for more individuals. When an agency is unable to provide transportation for an individual, that person can be referred to a central referral office in order to identify another agency that is able to assist.

2. Provide more transportation for special occasions without buying another vehicle. An agency often needs an additional vehicle to transport clients for special occasions. Instead of purchasing an additional vehicle, an agency can check with the central referral office and identify another agency or local transportation provider that can provide the service for a small fee.

B. Prerequisites for Implementation

For this method you will need:

1. Cooperation from the other service agencies in your area, as well as that of several local transportation providers.

2. A phone and office space for the central referral service.

3. A staff person to run the central referral office.

C. Implementation Steps

1. Meet with your local Regional Planning Commission, other social service agencies, and local transportation providers in your area to discuss how a central referral service could benefit everyone. Identify the following:

   - Agencies that receive requests for transportation that cannot be provided.
   - Agencies that occasionally need more transportation.
   - Agencies that don't use their vehicles full-time and would be willing to let other agencies use them occasionally for a fee.
   - Private wheelchair transportation services or bus lines that would be willing to assist agencies on an as-needed basis.
   - Public transportation system that would be willing to provide special transportation services on an as-needed basis.

2. Form an organization of interested agencies that are willing to donate time, supplies, and minimal funding to operate a central referral service.

3. Find available office space. The Regional Planning Commission in your area may be a good place to set up a central referral office. If they can't accommodate you, check with the social service agencies to see if one of them has extra space available.

4. Identify a staff person or persons that would be able to devote several hours a day to answer calls.

5. Set up operating hours (3-4 hours per day, Monday-Friday should be sufficient).

6. Specify other operating procedures to be followed and notify all agencies of the procedures. Be sure to specify a required reservation period to be followed, such as 24 or 48 hours.

7. Advertise the central referral service at all agency offices and in other public places where potential clients are likely to congregate.

8. Participating agencies may wish to sign a service agreement that outlines each agency's duties and responsibilities in this joint effort.

D. Other Considerations

1. If there are only two or three agencies in your area, there is probably no need for a central referral office. Referrals can be made informally.

2. Provide follow-up calls on all trips provided to ensure that the service provided is satisfctory.

3. Participating agencies must determine how much additional transportation they can provide before beginning an areawide promotional campaign. It may be necessary to target only a small group of potential users in order *not* to overburden the social service agencies.

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NOTICE

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TECHNOLOGY SHARING

A Program of the U.S. Department of Transportation