

Chapter 8. Implementation Plan

INTRODUCTION

The following pages identify specific tasks necessary to implement the recommendations included in Chapter 7. Tasks are grouped under three headings:

- A. Expanding and Coordinating Demand Response Service - Organizational Tasks
- B. Developing a Fixed Route System - Organizational Tasks
- C. Securing Funding

Each task includes a description of the work to be done, an estimated timeline for completion, and a list of the parties involved in implementation. Likely sources of funding are identified where appropriate for each task under headings A and B; while section C identifies specific funding sources, applicability to different project tasks, and steps necessary to secure funds. Tasks are summarized in **Table 8.1** at the end of the chapter.

A. EXPANDING AND COORDINATING DEMAND RESPONSE SERVICE - ORGANIZATIONAL TASKS

1. Secure funding to continue implementation planning process. While the regional planning commissions have FTA funding to provide ongoing support to the project up to a point, additional funding will need to be secured to cover additional consulting services from CTAA, as well as excess RPC staff time. Private foundation support is likely to be the most promising source of this funding. Establishing a funding relationship with one of more as part of the planning process may also be helpful in a subsequent application for implementation funding.

Timeline: January-March 2003

Responsible Parties: RTC & RPCs/MPOs

2. Establish oversight/advisory committee. The role of the committee is to monitor the performance of the broker and provider agencies, and together with the broker to guide the development of the coordinated system. The specific duties and composition of the committee need to be more fully defined, and members recruiting and trained. The project team has approached CTAA about offering a board development workshop in spring 2003. The committee should include participating providers, towns, MPOs/RPCs, DHHS, DOT, other funders, and perhaps key legislators. Committee members will take on roles in promoting the coordinated system and securing funding; thus this task should be expedited.

Timeline: March-June 2003

Responsible Parties: RTC, STS, RPCs/MPOs, technical assistance from CTAA

3. Finalize operating standards with interested providers. The draft Memorandum of Understanding (MOU) included with this document includes input from several Project Advisory Committee meetings, but finalizing language will require additional input from decision makers at each participating provider agency. The blanket provisions that remain to be finalized include operating standards and insurance coverage standards.

Timeline: March-April 2003

Responsible Parties: RTC, RPCs/MPOs, STS, PAC Members/Providers

4. Meet with boards of directors of interested providers to present MOU and secure commitments to participate. Once an agreement has been reached among the Advisory Committee members on blanket MOU provisions, the MOU will need to be presented to the boards of directors of each provider for approval. This will also serve as an opportunity to negotiate specifics of vehicle availability, scheduling procedures, and reimbursement rates.

Timeline: May-June 2003

Responsible Parties: STS, RPCs/MPOs, Providers

5. Implement scheduling software. STS will likely purchase and implement scheduling software for its internal use in advance of funding becoming available to initiate the brokerage. Selection of software remains to be completed.

Timeline: May-June 2003

Responsible Parties: STS, Providers

6. Initiate shared driver training. Training of all drivers to meet the standards agreed to in the draft Memorandum of Understanding will be a low-cost initial step toward coordination.

Timeline: September-October 2003

Responsible Parties: STS, Providers

7. Establish call center at Special Transit Service. Establishing the call center will entail restructuring of STS's scheduling and dispatch procedures, as well as setting up office space at the STS operations center in Manchester, hiring call center staff, purchasing computers, and equipping shared vans with communications equipment. This step is contingent upon securing funding for staff, equipment, and rides. At this point the most promising source of start-up funding to staff the call center appears to be the JobLinks program administered through CTAA. A JobLinks funded program would focus on employment transportation to the extent that it pays directly for rides, but call center staff can also work with other clients. Funding would potentially be available for a period of one year, after which point the system should be able to transition to a combination of FTA and Medicaid funding.

Timeline: April-October 2003

Responsible Parties: STS

8. Begin shared ride scheduling. This will take place as funding becomes available to pay for rides – ideally as soon as fall 2003.

Timeline: October 2003

Responsible Parties: STS, Providers

9. Establish a marketing campaign to raise awareness of expanded demand response service in the region. The lack of demand noted by some providers is likely more indicative of a lack of awareness or perceived difficulty in scheduling rides than of a lack of need and demand. Raising awareness of the expanded availability of rides under the coordinated system will be a key task for the broker and the oversight committee. Funding for outreach will need to be built into all program funding requests. During the start-up phase it will likely come from foundation sources, but should eventually be built into administrative budgets. This should also be an in-kind service contributed by towns and other service agencies.

Timeline: September-October 2003

Responsible Parties: STS, RTC, RPCs/MPOs, Advisory Committee

B. DEVELOPING A FIXED ROUTE SYSTEM - ORGANIZATIONAL TASKS

1. Meet with town officials in Derry and Salem to verify community support for fixed route transit, and come to agreement on routes and schedules. A route connecting Derry and Salem, with circulator service in both towns, appears to be the key initial building block of a regional fixed route network, and will likely be the easiest to justify as a Job Access Reverse Commute project. While initial discussions have taken place with town planners in Derry and Salem, more detailed proposals with route alignment, stop locations, and schedules will need to be brought to town officials to gain their backing prior to presenting the plan to town councils and boards of selectmen. Permission will need to be secured for stop locations, installation of benches, etc.

Timeline: June-October 2003

Responsible Parties: RPCs/MPOs, STS, RTC

2. Secure matching funding for fixed route service from towns, major employers, and private foundation sources. Existing town funding to the RTC will be eligible as match, but additional matching funding from towns will not be available until at least spring 2004 given municipal budget cycles. Securing this increased funding commitment will entail presentation of the plan and a clear analysis of costs and benefits to policy makers in each town. Matching funding support may be available from foundation sources on a shorter timeline, with application windows in spring 2003 and funds available in the fall. Given the large number of major employers in Salem, private business may be an important source of start-up funding.

Timeline: June-October 2003

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

3. Work with NHDOT and the MBTA to secure FTA funding designated for the Southern NH portion of the Boston urbanized area (UZA) (Salem, Plaistow, Hampstead, Danville, Atkinson, Sandown, Windham). At the time of this writing, NHDOT has negotiated an agreement with the MBTA that the Southern NH portion the Boston UZA will receive \$141,000 in FTA funding initially, and an additional \$370,000 once a project to use the funding is added to the State Transportation Improvement Program (STIP).

Timeline: January-June 2003

Responsible Parties: RPCs/MPOs, NHDOT, FTA

4. Arrange consolidation of FTA funds from Boston MPO and FTA funds linked to growth in Derry, Londonderry, and Windham. This will consolidate management of fixed route transit in the region under one entity. Either the Nashua or Manchester transit system could take on this role in the short term. It should be recognized that administration and management of a new transit service is not an easy undertaking and will impose a significant burden on any existing service that agrees to take it on. The decision as to which transit system/MPO receives the new FTA funds allocated to the region, and what level of funding will be available to the study area, rests with NHDOT.

Timeline: January-June 2003

Responsible Parties: NHDOT, RPCs/MPOs

5. Establish Regional Transit District. Develop proposal in cooperation with NHDOT, Rockingham Planning Commission, Southern NH Planning Commission and Nashua Regional Planning Commission to establish a Regional Transit District encompassing the 11 town study area that can serve as an independent FTA recipient. Present proposal to municipal officials in proposed member towns. Subject should be brought up as part of funding discussion during Spring-Summer 2003. If towns respond favorably, warrant articles should be developed for local ballots in spring 2005.

Timeline: 2003-2005

Responsible Parties: RPCs/MPOs, Advisory Committee, NHDOT, Municipalities

C. SECURING FUNDING

1. Municipal Funding - Present plan and funding requests to towns in spring 2003 to begin laying groundwork for 2004 budget. Our expectation is that given tight local budgets, and a local lack of experience funding transit, significant increases in municipal funding are not likely during years one or two. Efforts should include promoting establishment of local vehicle registration fees of up to \$5.00 to provide matching funding for transit. Town budgets are developed in September and October.

Timeline: June-October 2003

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

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2. CTAA JobLinks Funding - This program focuses on employment transportation and is administered by the CTAA. Based on conversations with CTAA staff, JobLinks is a potential source of funding for startup of a call center, as well as costs to provide rides to work sites. Typical JobLinks projects are funded in the range of \$100,000-\$150,000/year.

Timeline: Applications due spring 2003 for funding in fall 2003

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

3. Job Access Reverse Commute (JARC) Funding - JARC is a likely source of funding to establish initial fixed route service connecting Derry and Salem, given the relatively large number of TANF clients in Derry, and the concentration of employment sites in Salem. Likely sources of match include TANF dollars from the DHHS Division of Family Assistance, as well as private foundation sources.

Timeline: Applications due July 2003 for funding in early 2004

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

4. Department of Health and Human Services Medicaid Funding - Present proposal to DHHS for using Medicaid funding for pilot brokerage project in the Derry-Salem area. Continue working with DHHS transportation working group to support revised approach to funding human service transportation in the region and state.

Timeline: January 2003 for presentation of plan and pilot project proposal. Communication with the DHHS working group on transportation should be ongoing.

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

5. Private Foundation Sources - Approach private foundations for 2-3 years of pilot funding to establish brokerage and expand both fixed route and demand response service in the region. The Alexander Eastman Foundation and the Endowment for Health have each expressed a willingness to entertain requests for matching funding to secure FTA moneys. Each foundation will accept proposals during spring 2003 for funding in the fall. Also look to Endowment for Health for short term funding to underwrite consultant time in implementation planning. This planning funding may be available on a shorter timeline.

Timeline: January-April 2003 for initial proposal development, then ongoing

Responsible Parties: RPCs/MPOs, STS, Advisory Committee

Table 8.1 - Timeline for Project Implementation

Implementation Step	Jan-Feb '03	Mar-Apr '03	May-Jun '03	Jul-Aug '03	Sep-Oct '03	Nov-Dec '03	Jan-Feb '04	Mar-Apr '04	May-Jun '04	Jul-Aug '04	Sep-Oct '04	Nov-Dec '04
A. Expanding and Coordinating Demand Response Service												
A1. Secure funding to continue implementation planning process (Seek foundation funding for additional consulting services from CTAA).	X											
A2. Establish an Advisory/Oversight Committee (Define role of committee, finalize composition of board, recruit and orient new members).		X	X									
A3. Finalize blanket MOU provisions with interested providers (operating standards, insurance).		X	X									
A4. Meet with boards of directors of interested providers to present MOU, reach agreement on details of participation, and secure commitment to participate.			X									
A5. Implement scheduling software.		X	X									
A6. Initiate shared driver training as an initial, low-cost coordination step.					X							
A7. Establish brokerage call center at STS.			X	X	X							
A8. Begin shared scheduling.					X							
A9. Establish outreach campaign to market expanded demand response service.					X							
B. Developing a Fixed Route System - Organizational Tasks												
B1. Meet with town officials to verify community support and finalize route and schedule recommendations.			X									
B2. Secure matching funding for fixed route service from towns, major employers, and private foundation sources.			X	X	X	X	X	X				
B3. Work with NHDOT and the MBTA to secure FTA funding designated for the Southern NH portion of the Boston MPO.	X	X	X									
B4. Negotiate level of FTA funding available to Londonderry, Derry, and Windham, and arrange consolidation of FTA funds under one MPO.	X	X	X									
B5. Develop proposal in cooperation with NHDOT, SNHPC, and NRPC for a Regional Transit District encompassing the 11 town study area that can serve as an independent FTA recipient. Present proposal to potential municipal members.			X	X	X	X	X	X	X	X	X	X
C. Securing Funding												
C1. Municipal Funding - Present plan and funding requests to towns in spring 2003 to begin laying groundwork for 2004 budget.			X	X	X							
C2. JobLinks - Apply for JobLinks funding through CTAA for call center/ brokerage start-up expenses, and trip costs for employment transportation.		X	X									
C3. JARC - Apply for Job Access Reverse Commute Funding. This will involve the Division of Family Assistance as a source of TANF funding for match.		X	X	X								
C4. DHHS Medicaid - Present proposal to DHHS for using Medicaid funding for pilot brokerage project in the Derry-Salem area. Continue working with DHHS transportation working group to support revised approach to funding human service transportation in the region and state.	X	X	X	X	X	X	X	X	X	X	X	X
C5. Private Foundation Sources - Approach private foundations for 2-3 years of pilot funding to establish brokerage and expand both fixed route and demand response service in the region.	X	X	X	X	X	X	X	X	X	X	X	X

