

# AGENDA

## HELENA TRANSPORTATION ADVISORY COUNCIL

# Notice meeting address change

**City County Building  
316 North Park Room #426  
February 18, 2014**

**3:00 PM**

**Conference Call Phone Number – 447-8400**

**If you have difficulty connecting to this number please  
Call 431-7665**

1. Introductions.
  - Roll call
  - 2014 attendance
2. Approval of Minutes for January
3. Old Business:
  - a. Call for nominations deadline – April 8, 2014 Chair, Vice Chair, Secretary/Recorder – Vivian Crabtree
  - b. CTAA Round 2 Grant Award-Update – Laura Erickson
  - c. FY 2015 Application to MDT for Federal Funds:
    1. Update from FY 2015 Coordination Plan Subcommittee Chair
    2. 5310 Capital review and priorities– Steve Larson
    3. Discussion/Action:
      1. Proposed Capital Project/Voice vote
      2. Final FY 2015 Helena Area Coordination Plan/Official voice vote
4. Ridership update – Steve Larson
5. New Business:
  - a. Formation of HTAC By-law Subcommittee
  - b. 501 (c) 3 Status of the HTAC discussion
  - c. Establishing HTAC dues
6. Public Comment Opportunity
7. Next Meeting. Proposed date – March 18, 2014 at 3:00 P.M. in room #426 of the City County Building, 316 North Park Ave.

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# Helena Area Coordination Plan

**DRAFT**

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***Fiscal Year 2015***

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Submitted to  
Montana Department of Transportation  
March 3, 2014

Prepared by the  
Helena Transportation Advisory Council

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## **Date Accepted by the Helena City Commission**

This plan was accepted on the **x**th day of February, 2014 by the City Commission of Helena, based on the recommendation of the Helena Transportation Advisory Council (HTAC). Minutes from the HTAC and Helena City Commission Meeting showing these actions are included in Appendix A.

This coordination plan will be reviewed and modified as necessary and updated annually.





# 1 Introduction

This coordination plan as required by the federal 2012 MAP-21 legislation and the Montana Department of Transportation provides a summary of current and anticipated coordination efforts in the Helena area. All transportation providers and related agencies in the greater Helena area are open to any and all coordination efforts that can lead to the maximization of the effectiveness and efficiency of the investment of local dollars in providing transportation services to the people who work in, live in, or visit the area.

In 2013 the Helena community completed two major transit planning efforts that heavily influence the coordinated plan for Fiscal Year 2015:

- The City of Helena accepted the 2013-2018 Transportation Development Plan (TDP) Update. The Helena Transportation Advisory Council is committed to assisting the City of Helena to implement the components of the five year plan, starting with the recommendations for Year One.
- Lewis & Clark County partnered with the Helena Area Transit Service (HATS) and the HTAC to complete the Helena Area Inclusive Transit Planning (HITP) Grant Phase 1 activities. The County has applied for a second phase of funding which, if awarded, will allow HTAC and HATS to take on a number of key activities, that will continue to engage people with mobility limitations in transit planning and improve the HATS system for all, in the remainder of FY 2014 and into FY 2015.

The HATS TDP focused primarily on community needs within the City of Helena and the activities that HATS can complete at or near current funding levels. The HITP project looked at needs of people with mobility limitations both within and beyond the city limits, and at bringing stakeholder organizations together to create a strong voice for the transportation needs of Helena area citizens who cannot drive to access work, educational, social and recreational opportunities, and essential services like health care. Both projects found strong community support for transportation options like transit and walking, as well as, continuing to improve the HATS service.

Over the next Fiscal Year HTAC has committed to working with HATS to implement the objectives and activities of both the TDP and the Inclusive Planning Grant. The ability to achieve key goals and objectives and execute activities will depend on success in obtaining Round 2 HITP Grant funds, securing and effectively spending down all available 5311 grant funds, as well as, securing additional funding.



## 1.1 Transportation Development Plan (TDP) Goals

The TDP put forward an implementation plan focused on helping achieve the HATS 2020 Vision Statement and three overarching goals. The vision statement and goals reflect the fact that HATS is at a significant stage of its growth as a public transportation provider.

A major focus of the TDP was to explore the potential for HATS to take the next steps to evolve from a safety net service into a broader community service. Public and stakeholder input as well as system analysis all indicate that both HATS and the Helena area community are ready to take these steps. To meet this challenge, management will need to be creative and will need to engage the community to expand its resources and ensure that opportunities are not missed.

### HATS Mission Statement

Helena Area Transit Service provides quality transportation options to access work, education, service, and recreational opportunities.

### 2018 Vision

HATS will continue to meet the needs of those who cannot drive or cannot afford to drive, but will also be a viable option for commuters, students, and people who have the choice to ride.

### TDP Goals

#### 1. Improve performance, cost effectiveness, and community awareness (at or near current funding levels)

More people use HATS because buses run on time, community members are aware of HATS services, and high quality information about the services is easily available. Curb-to-curb service is available for those who need it, but doesn't consume too many resources that can be directed towards more effective fixed routes for everyone. Bus stops are marked with signs and schedules; some have benches and shelters. Current and potential riders, and those who assist them, can easily plan trips and find other information about services. HATS is active in Helena Valley discussions including transportation; community planning; sustainable economic development; community health; human services; and housing. Good customer service makes HATS a more convenient and more enjoyable experience, earning repeat customers.

#### 2. Expand and evolve into a more robust service by diversifying funding sources

Helena area residents use HATS to travel to work, school, shopping and recreation. Seniors, people with disabilities, and others who are transportation disadvantaged are better served because the entire community is better served. HATS has strategically expanded routes, hours, and days of service while improving performance measures. Local funding sources have expanded beyond the City of Helena General Fund to include contributions from all

local government entities or an Urban Transportation District as well as service agreements with a variety of local entities and large employers.

**3. Improve management resources and continue to practice good fiscal management**

HATS is running smoothly and efficiently, enabling the business to respond to community needs and market changes. HATS procures and maintains appropriate vehicles that are safe and support quality service. Good data drives good decisions. Staff is invested in their jobs because HATS offers a positive and productive work environment.

## 1.2 Helena Area Inclusive Transit Planning Grant (HITP)

Lewis and Clark County was one of seventeen communities across the nation awarded Transit Planning for All grant, sponsored by the Department of Health and Human Services' Administration for Community Living<sup>1</sup>. The project in Lewis & Clark County focused on empowering people with mobility limitations including seniors, adults and youth with physical and/or cognitive disabilities, to be actively involved in planning and implementing coordinated transportation systems in the Helena area. The project built on the findings, recommendations and relationships developed through the five-year Transit Development Plan (TDP).

The national project sponsors tasked the local project working group , including active HTAC members, to develop a project mission, vision, and rules of engagement, which follows. These were developed specifically for this project but with the possibility of adaption in the future.

### HITP Mission Statement

*We believe that community stakeholders should be empowered to be actively involved in planning and implementing transportation services that are essential to their independence, community engagement, and quality of life. Transportation planning should engage people with mobility limitations who cannot drive including seniors, people with physical or cognitive disabilities, veterans, citizens with a low income, and youth.*

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<sup>1</sup> For more information see <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=3265>



## HITP Vision

*Transportation services help people increase their independence, making it possible for them to go when and where they need to go.*

### Helena Inclusive Transit Planning Actions

- Identifying the needs of people with mobility limitations through targeted outreach, public meetings and research.
- Developing a model for inclusive transit planning.
- Recommending proposals for an inclusive, coordinated transportation system that will be sustainable within the constraints of current transit funding.
- Exploring the potential to extend coverage to areas that are not currently served.
- Exploring the potential to form a stakeholders’ coalition.

### Participants

Participants include HTAC members and additional community leaders representing and serving people with mobility limitations.

## 1.3 TDP Actions and Goals

The TDP describes one-year and five-year actions in six categories that will help HATS achieve its 2020 vision and goals. Table 1 shows the Year 1 actions from the TDP, along with a reference to the page number in the TDP and the lead organization in taking the action. The HTAC has voted to work towards completing or progressing on all Year 1 activities in Fiscal Year 2015.

**Table 1: TDP Year 1 Objectives and Actions**

#	Action	TDP Page Number	Lead	Inclusive Planning Activity
<b>Objective 1</b>	<b>Implement service changes</b>			
Action 1.1	Add a route and make route and schedule adjustments to improve on-time performance, better meet commuter needs, and improve safety.	11-6	HATS	X
Action 1.2	Research <del>update</del> fare structure to direct curb-to-curb towards people who need it. <sup>2</sup>	11-11	HTAC	X
Action 1.3	Restrict East Valley (north of East Helena) curb-to-curb service to align with demand, density, and funding sources.	11-12	HATS	
Action 1.4	Expand fixed route and ADA paratransit to 12 hours per weekday.	11-12	HATS	X

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<sup>2</sup> HTAC recommends researching fare structure; at this time they do not support updating the fare structure as outlined in the TDP.

#	Action	TDP Page Number	Lead	Inclusive Planning Activity
<b>Objective 2</b>	<b>Improve infrastructure</b>			
Action 2.1	Move bus stops out of parking lots and onto roads whenever possible.	11-13	City	
Action 2.2	Establish designated stops with bus stop signs	11-13	HATS	X
Action 2.3	Begin addressing issues with bus stop infrastructure and facilities to better serve riders.	11-13	City	X
<b>Objective 3</b>	<b>Implement fleet upgrades and improve maintenance supervision</b>			
Action 3.1	Improve maintenance documentation and procedures	11-14	HATS	
<b>Objective 4</b>	<b>Improve coordination with human services providers to minimize duplication of services and improve overall service to transportation disadvantaged populations.</b>			
Action 4.1	Work with human service providers to develop strategies to coordinate services and funding to improve efficiency and service quality.	11-14	HTAC	X
<b>Objective 5</b>	<b>Expand funding &amp; partnerships to provide effective commuter service.</b>			
Action 5.1	Engage stakeholders in TDP implementation	11-14	HTAC	X
Action 5.2	Consider developing a communications plan	11-15	HTAC	X
Action 5.3	Pursue ideas for additional revenue	11-15	HTAC	X
<b>Objective 6</b>	<b>Strategically implement data management and technology to improve management capabilities as well as service to customers.</b>			
Action 6.1	Streamline data tracking through interim improvements to spreadsheets and sampling stop-by-stop ridership	11-16	HATS	
Action 6.2	Develop an Intelligent Transportation Systems (ITS) plan following a systems engineering process	11-16	HATS	
Action 6.3	Implement General Transit Feed Specification (GTFS)	11-17	HATS	X
Action 6.4	Purchase and implement demand response management software	11-17	HATS	
<b>Objective 7</b>	<b>Create and implement a marketing, outreach and promotion plan to significantly increase fixed route ridership by commuters and other choice riders, as well as seniors.</b>			
Action 7.1	Replace current website with a new site that meets standards for peer services	11-17	HATS	X
Action 7.2	Improve and update maps and schedules	11-17	HATS	X
Action 7.3	Create a brochure	11-17	HATS	X
<b>Objective 8</b>	<b>Continue to improve management and staffing</b>			
Action 8.1	Improve management of curb-to-curb through policy changes and up-to-date tools	11-18	HATS	X
Action 8.2	Improve training and procedures as recommended in Maintenance & Operations Review	11-18	HATS	X



## 1.4 HTPP Coordinating Activities

To improve transportation options in the Helena area, the Phase 1 Inclusive Transit Planning Grant project recommended activities in four areas. The Phase 2 grant application has been submitted for these 4 action areas. If this grant is awarded, lead community members will take strong action on all 4 areas. If not awarded, HTAC is committed to securing resources for and helping to implement the HTAC portion of the list.

Achieving success will require active engagement and strong leadership from people with mobility limitations and the organizations that represent or serve them. Stakeholder organizations will need to collaborate closely with HATS and one another.

**Table 2: Objectives and Actions from the Inclusive Planning Project**

#	Action	Related TDP Objectives	Lead
<b>Objective 9</b>	<b>Strengthen the role of the Helena Transportation Advisory Council (HTAC) for coordination and mobility management activities</b> – HTAC’s charge from Montana Department of Transportation is to coordinate. Better training and a one-year action plan could help the TAC build coordination and have a stronger voice.	<b>Objectives 4, 5</b>	HTAC
Action 9.1	Recruit a <b>mobility manager</b> to identify and implement coordination strategies. This could be funded through the city, county, or a local non-profit. This person(s) could work with human service agencies to negotiate contracts and resource sharing agreements; tap into additional financial and in-kind resource opportunities; and take the lead on implementing inclusive planning best practices.	Objectives 4, 5	HTAC
Action 9.2	Conduct a <b>self-assessment</b> and develop a <b>one-year action plan</b> to identify high priority coordination opportunities. HTAC could use available tools such as the <i>Montana Handbook for Coordination</i> (Montana Council of Developmental Disabilities) and the <i>Human Service Transportation Coordination Framework for Action</i> (National Resource Center NRC) community self-assessment tool.	Objective 4	HTAC
Action 9.3	Update the transportation inventory to document all community resources. One reference is the <i>Montana Handbook for Coordination</i> .	Objective 4	HTAC
Action 9.4	Organize a HTAC workshop to learn about successful <b>coordination models</b> . Potentially invite a person to give an in-person or webinar presentation to HTAC. For example, communities in Oregon and Washington offer highly successful models of well-coordinated networks of human service-public transportation providers, including a one stop contact point to reserve a ride.	Objective 4	HTAC
Action 9.5	Lead the expansion of <b>travel training programs</b> with partner organizations. Several organizations provide travel training to their constituency. This can be expanded to more people with mobility limitations. Travel training programs would need to be developed in partnership between HATS and human service organizations that understand the needs of specific populations. Leadership could come from the HTAC and/or human service organizations.	Objective 4	HTAC

#	Action	Related TDP Objectives	Lead
Action 9.6	Pursue incremental funding (e.g. increased efficiency, <b>contracts for service</b> , the state government, the Veteran’s Administration, capital area parking meters, and other sources) for a Capital-west side-Fort Harrison route; longer hours; Saturday service.	Objective 5	HTAC
Action 9.7	Pursue funding from the county for North Valley and improved East Helena deviated fixed route service.	Objective 5	HTAC
Action 9.8	Work with Advocacy Coalition to inform larger policy and funding decisions (see 3.3 and 3.4). Also work with the Intergovernmental Transit Committee on these efforts.	Objectives 4, 5	HTAC
<b>Objective 10</b>	<b>Form a local Consumer Council</b> – A Consumer Council would engage consumers with mobility limitations to help identify ongoing needs and provide consumer feedback on planning and service policy decisions.	Objectives 4, 5	TBD
Action 10.1	Non-profit organization(s) takes the lead on staffing and convening the council.	Objectives 4, 5	TBD
<b>Objective 11</b>	<b>Form a “Transportation for All” Advocacy Coalition</b> – A formal coalition would actively monitor and engage in city and county planning and policy. It would also be essential for organizing and running a campaign to secure new funding.	<b>Objective 5</b>	TBD
Action 11.1	Find resources through a grant or a local non-profit organization to staff, organize, and facilitate a first coalition strategic planning work session.	Objective 5	TBD
Action 11.2	Stakeholder organization leader(s) takes the lead on finding and funding a <b>coalition coordinator</b> , to help develop and execute a coalition strategic plan including advocacy related priorities. Areas of expertise include coalition building and strategic communications.	Objective 5	TBD
Action 11.3	Consolidate opinion and choose direction on significant funding expansion. Among the options are millage through an Urban Transportation District, city millage, gas tax, parking meters, significant statewide funding, and/or strong increase of service contracts and local business/non-profit contributions.	Objective 5	TBD
Action 11.4	Develop an action plan for bringing funding concepts to action. Hear from a community that has recently passed a transit funding initiative (e.g. Missoula UTD). A good national resource is the Center for Transportation Excellence. <a href="http://www.ctfe.org">http://www.ctfe.org</a>	Objective 5	TBD
Action 11.5	Organize stakeholders to actively participate in the next transportation planning activity, the Greater Helena Transportation Plan.	Objective 5	TBD
<b>Objective 12</b>	<b>Develop a Strategic Marketing Plan</b> – A transit professional who specializes in marketing and who is familiar with industry best practices would be the most qualified person to develop a marketing plan and design updated branding, web page, bus stop signs, schedules, and communications materials. One recommendation is Transit Marketing LLC. <a href="http://www.transitmarketing.com">http://www.transitmarketing.com</a>	<b>Objective 7</b>	HTAC
Action 12.1	TAC assesses willingness of city, county or local non-profit to hire a qualified consultant to develop a marketing plan.	Objective 7	HTAC



## 1.5 Other Activities

In addition, HATS and HTAC are committed to support the continuation of the relationship between HATS, human service transportation providers, and the Lewis & Clark County Senior Transportation levy.

- For RMDC. Key areas of cooperation are:
  - The coordinated Head Start program,
  - The East Valley deviated fixed route bus service,
  - Coordinated RMDC/HATS paratransit service within Helena,
  - Provide maintenance support whenever possible to RMDC.
- For Lewis & Clark County, a key coordination opportunity is to support the continuation of maximizing the L&C Senior Transportation Levy for East Valley bus operations.
- For other entities, a key coordination opportunity is to build relationships which can increase community transportation opportunities and leverage transportation resources.

## 2 Agencies Involved

This section provides an overview of the various transportation providers in the greater Helena area whether they are public, private, or nonprofit. Not all of the providers reviewed here are “transit” agencies in the traditional sense of the word. Rather, the various providers are agencies that serve the population potentially served by public transit.

### 2.1 Helena Area Transportation Service (HATS)

Helena Area Transit Service (HATS), a program of the City of Helena, offers general public curb-to-curb service, one checkpoint (fixed) route in town, and the East Valley route, which is a deviated fixed route. HATS started with its curb-to-curb service, adding the other service within the last ten years.

Within the city limits, the current Checkpoint route structure serves most of the high-density areas and major attractors except the west side and some areas south of the hospital area. Outside the city limits the East Valley bus struggles to serve a geographically large area. The Veteran’s Administration Hospital has no service, nor does the north valley.

**Table 3: Summary of HATS Service (Fiscal Year 2012)**

Services	Key Characteristics
<b>HATS Weekday Services</b> <ul style="list-style-type: none"> <li>• Checkpoint</li> <li>• Curb-to-curb</li> <li>• East Valley</li> </ul>	<ul style="list-style-type: none"> <li>• Monday-Friday 7am-6pm</li> <li>• \$1 million operating</li> <li>• \$190,000 capital (new transit center)</li> <li>• 85,550 rides</li> </ul>
<b>Additional Services</b> <ul style="list-style-type: none"> <li>• Trolley to the Trails</li> <li>• Youth Connection</li> <li>• Rocky Mountain senior transportation</li> <li>• Head Start</li> <li>• Intercity agent</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed hours and days of service</li> <li>• \$0.3 million operating</li> <li>• 21,938 rides</li> </ul>
<b>Total</b>	<ul style="list-style-type: none"> <li>• \$1.46 million operating &amp; capital</li> <li>• 107,448 rides</li> </ul>



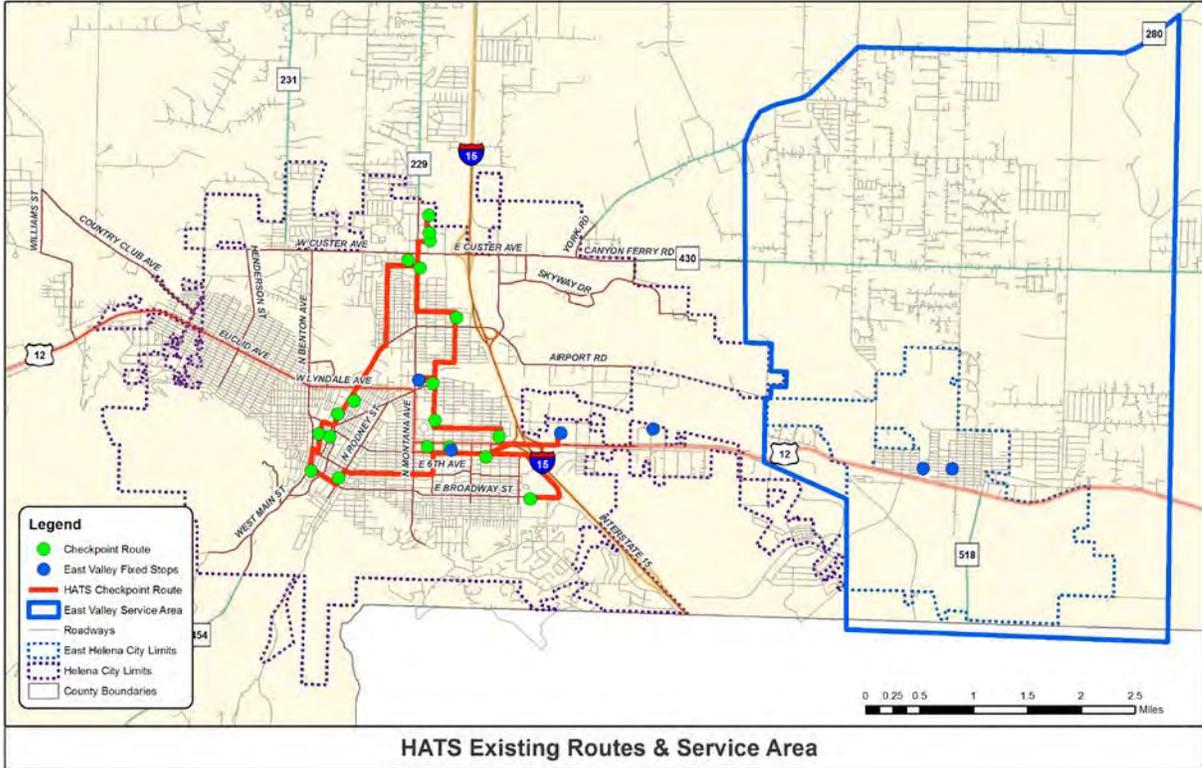


Figure 1: Checkpoint Route and East Valley Service Area

**Successes, Challenges, & Opportunities**

The following table summarizes the most significant issues and themes that emerged from the 2013 TDP Update.

**Table 4: Successes, Challenges, and Opportunities**

Successes	<ul style="list-style-type: none"> <li>• Important safety net service that is highly valued by riders and supported by the community</li> <li>• Important community benefits</li> <li>• New transit center</li> <li>• Willing to try new things, e.g. Capital Commuter</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• Low use by commuters and choice riders</li> <li>• Lack of diversity in local funding and no state funding</li> <li>• High cost per ride, low boardings per hour</li> <li>• Poor on-time performance</li> <li>• Limited service availability</li> </ul>
Opportunity	<ul style="list-style-type: none"> <li>• Evolve into broader community service while maintaining safety net</li> </ul>

## **History**

The City of Helena began operating Dial-a-Ride bus service within the city in 1979. Since that time, service has expanded to a checkpoint fixed route service, and a curb to curb service serving those who are unable to use other services, a combined curb to curb - fixed route service to East Helena, as well as other contracted bus service.

## **Description of Transportation Services**

The Helena Area Transit Service, also known as HATS, is an agency within the Public Works Department of the City of Helena. The Helena Bus is one of the few city agencies physically located outside the city/county building. Its operation offices are located at 1415 North Montana Ave. As mentioned, HATS offers a variety of transportation options discussed briefly in the following section. The fleet consists of twelve buses which are equipped with wheelchair lifts, two-way radios, and all meet ADA regulations, and three Head Start school buses, which are not equipped with wheelchair lifts, but do have two way radios, and meet regulations. The Helena Area Transit Service does not operate on Federal, State, and City Holidays. There is no service on Saturday or Sunday.

## **Fare Schedule for all bus services**

Currently, fares are established at the following rates:

- \$0.85 general public on scheduled checkpoint route, East Valley scheduled fixed route,
- \$0.85 seniors 55 years or older, person with a disability on any service
- \$1.00 general public curb to curb ride that originates or ends at checkpoint stop
- \$1.50 general public curb to curb
- Children age 6 and under ride free
- Monthly and other passes available

## **Checkpoint Service**

In 1997, HATS began to operate the checkpoint fixed route system. This was based upon the recommendations from the 1996 TDP. The checkpoint system operates in a counterclockwise direction with service frequency at one hour. There are 19 checkpoint stops. The published scheduled times are fixed and is adhered to as much as possible. The checkpoint service operates from 7:00 a.m. to 6:00 p.m., Monday through Friday. The service starts and ends at the main facility at 1415 North Montana Ave.

## **Curb-to-Curb Service**

The Curb-to-Curb service is available to anyone within the Helena city limits. Rides are available Monday through Friday between 7:00 a.m. and 5:00 p.m. As the name implies, rides are arranged by calling and scheduling service. Per current policy, rides are required to be booked 24 hours in advance, but no more than 48 hours in advance. While this policy is enforced as much as possible, there are circumstances where riders are in need of transportation that does not fit within transportation guidelines. We will try to accommodate these special



circumstances and make a reasonable effort to provide service on the same-day. The Curb-to-Curb bus also has a number of “standing reservation” requests for weekly service.

Once a scheduled reservation is made, the passenger(s) is picked up at the curb in front of their originating location and within a half-hour of pick up, they are dropped at the curb in front of their destination. It is essential to have experienced drivers and dispatchers to keep the fluidity of the bus schedule. The drivers and dispatchers must have a thorough knowledge of the Helena street network, including street names and address ranges. Furthermore, this system demands a great deal of organization in order to most efficiently sequence passenger pick-ups and drop-offs. Drivers are given the latitude to use their own judgment to change the dispatcher’s sequence based upon general experience and the driving conditions at that particular time. The greatest demand and need for flexibility are seen during the winter months when snow and cold temperatures create hazardous conditions.

### **East Valley Service**

The East Valley service functions as a combined fixed route and partial curb to curb bus service from the HATS office, East Valley, East Helena, Pre Release Center, Wal-Mart, Capitol Hill Mall, and downtown Helena. The service began operating in 2006, and has averaged nearly 1,500 trips per month. Service is provided from 7:00 a.m. to 11:00 a.m. and 1:00 p.m. to 5:00 p.m., Monday through Friday. If a transfer to the checkpoint service is needed, passengers are not required to pay an additional fare to ride the checkpoint bus. If a transfer is to a pre-scheduled curb to curb bus there will be an additional fare.

### **Trolley**

The Helena Trolley route was discontinued in FY2011 due to budget constraints. This bus can be rented for special occasions through the Downtown BID.

### **Capital Commuter**

The Capital Commuter bus service was a demonstration project for FY 2009. The bus provided 9,600 rides for the State Capital Employees. Unfortunately due to budget constraints this project was discontinued.

### **Service Contracts**

HATS, also provides transportation services for RMDC’s Head Start program. The Head Start bus provides approximately 104 rides per day for 51 Head Start participants 130 days of the year. The RMDC, Inc. Head Start is federally funded and may provide transportation for participation families, either in-house or through a contract for services. The program provides 80 percent of the funds needed to operate the local program, with a required 20 percent local match. Federal safety requirement changes were passed in 2001, to be phased in through 2006. These changes instituted strict new requirements for the vehicles used to transport Head Start children. Although all Head Start vehicles are in compliance with current regulations, remaining compliant with changing regulations is an ongoing process.

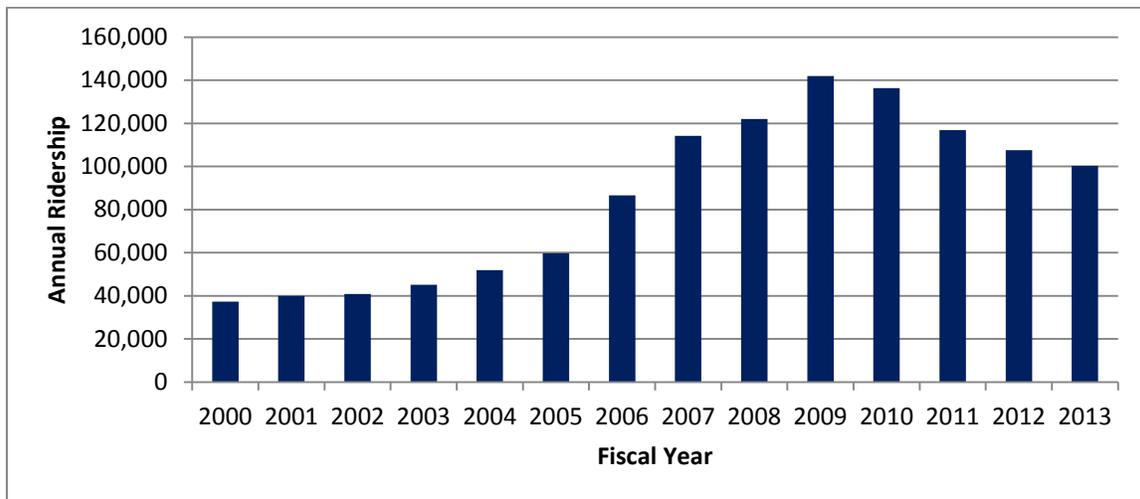
### Current Staffing

Currently, HATS employs one Supervisor, one Administrative Assistant, six full-time Drivers, four part-time Drivers, two Head Start Drivers, three on-call Drivers and two part-time Rimrock Ticket Agents. Fleet maintenance is done through City Public Works Fleet Maintenance Division.

### Ridership Patterns

The Transit Development Plan included an assessment of ridership, levels of service, and peer comparison. The following includes some of the data from the plan.

Statistics for HATS are kept on an annual basis. Over the twelve-year period that HATS has used its current system of tracking ridership data, the system has seen fluctuations in the number of riders (Figure 2). Ridership increased steadily from 2000 until 2009. The number of passengers increased as the addition of the Trolley, the East Valley service, the Capital Commuter service, and Head Start were incorporated as part of the HATS system. Since 2010 the ridership has seen a decrease. HATS Administrators believe the decrease in part is caused by the elimination of the Commuter Route and Trolley Route. Numerous community surveys by different agencies express an increase desire and need for more public transportation opportunities.



Source: HATS ridership records

Figure 2: Ridership over time

Ridership tracked by month for fiscal year 2012 shows heaviest usage of HATS during winter months. This comparison is shown in Figure 3.





Source: HATS ridership records

Figure 3: Ridership by month for FY 2012

**Current Year Ridership Characteristics**

A review by route of ridership from fiscal year 2012 shows that Checkpoint and Curb-to-curb carry the same number of passengers. However, half of the miles are in curb to curb, an indicator of the high cost of this type of service.

**Ridership by Route**

FY 2012

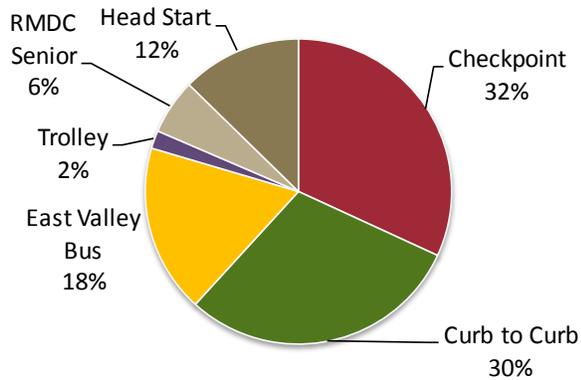


Figure 4: Ridership by route, calendar year 2010

## Miles by Route

FY 2012

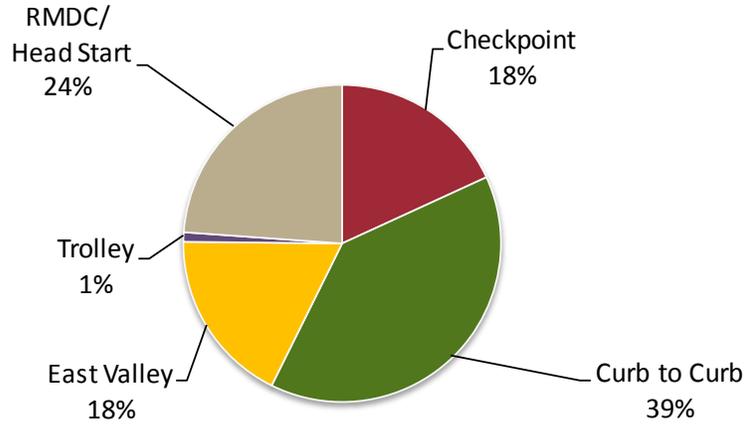


Figure 5: Miles by route, calendar year 2010

Figure 6 describes boardings by time of day for the Checkpoint route. Data was not available for East Valley or Curb to Curb. Ridership is highest at the beginning of the day the remains constant until the last hour, when people are heading home. Lower ridership in the last hour is typical for most transit services.

Figure 7 shows the average number of boardings per day for the Checkpoint route.

## Ridership by Time of Day

FY 2012 Checkpoint Daily Average

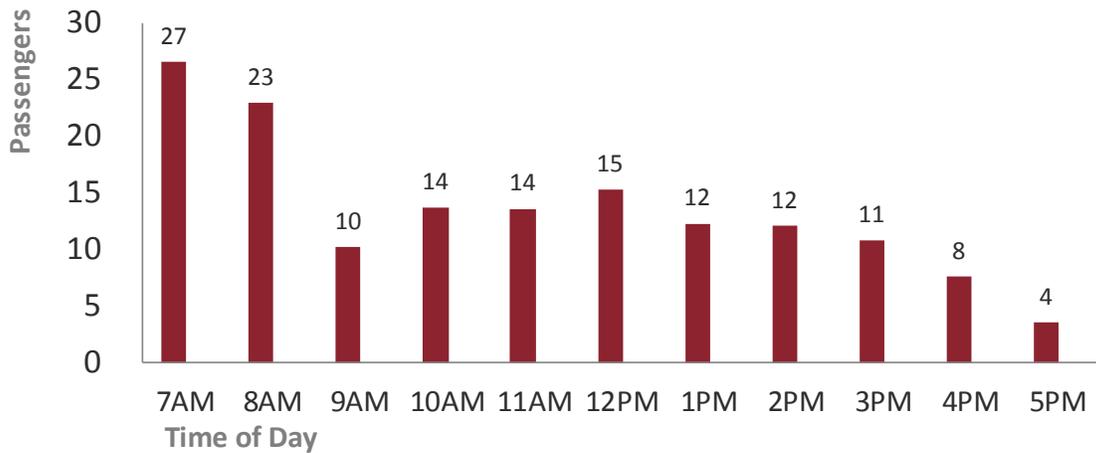


Figure 6: Boardings by Hour of Day



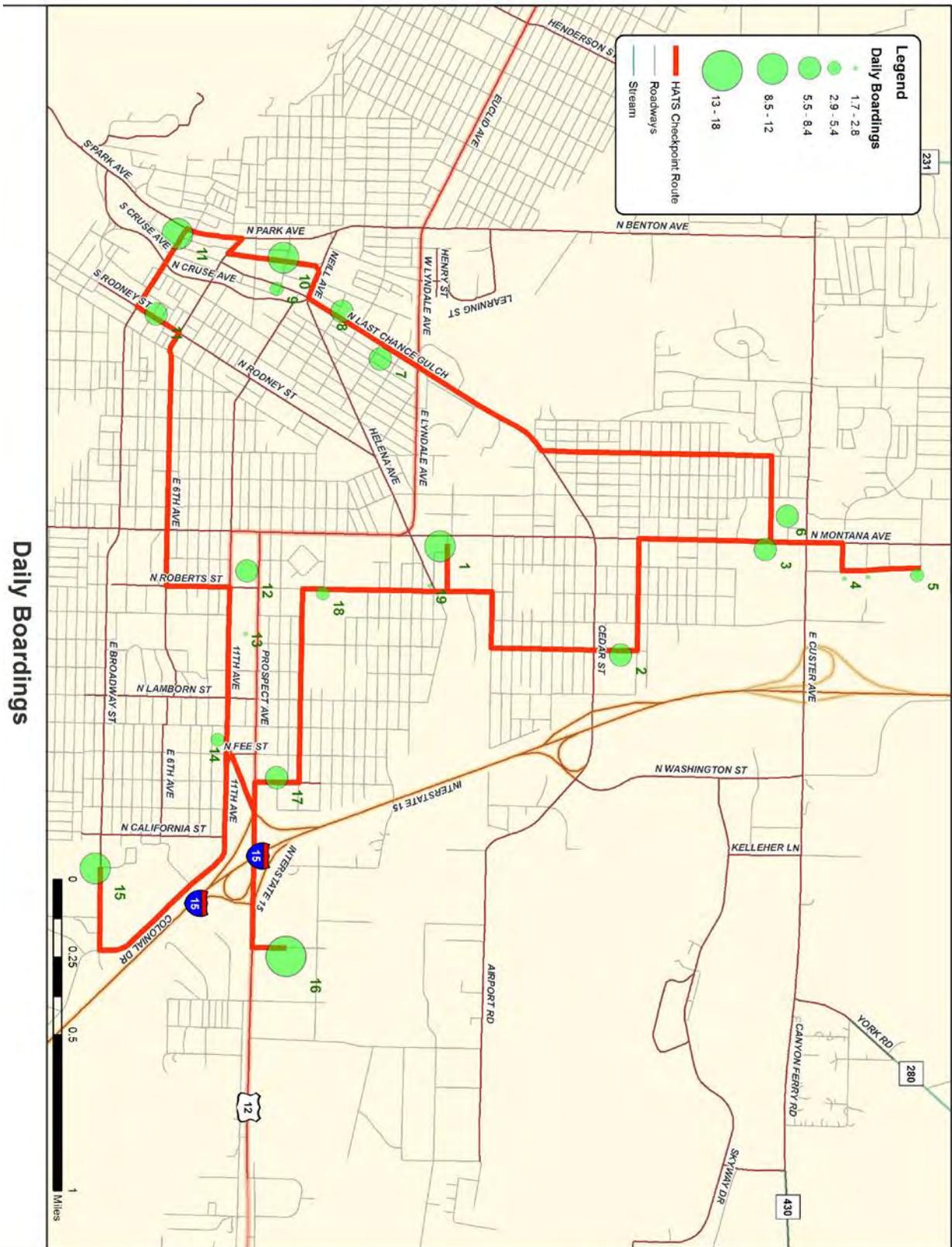


Figure 7: Passenger Boardings - Checkpoint

**Vehicle Fleet**

HATS currently have twelve vehicles in its fleet (eleven buses and one trolley), all of which are equipped with two-way mobile radios. All of the HATS vehicles are equipped with wheelchair lifts and are able to accommodate at least two passengers in wheelchairs.

**Table 5: HATS Vehicle Inventory**

Year	Vehicle	Seating	Condition
(1) 2012	Body-on-Chassis	23 pass or 2 wheelchairs	Excellent
(1) 2011	Body-on-Chassis	23 pass or 2 wheelchairs	Excellent
(2) 2010	Body-on-Chassis	12 pass or 5 wheelchairs	Excellent
(2) 2007	Body-on-Chassis	24 pass or 2 wheelchairs	Good/Poor
(1) 2006	Body-on-Chassis	17 pass or 2 wheelchairs	Excellent
(1) 2005	Body-on-Chassis	17 pass or 2 wheelchairs	Good/Poor
(1) 2004	Body-on-Chassis	12 pass or 2 wheelchairs	Good/Poor
(1) 2003	Body-on-Chassis	17 pass or 3 wheelchairs	Good/Poor
(1) 2003	Body-on-Chassis	17 pass or 3 wheelchairs	Poor
(1) 2003	Trolley	26 pass or 3 wheelchairs	Excellent

**Facilities**

The bus storage located at 1415 North Montana Avenue, has an on-site mechanic, and is equipped with a full service work bay and an automated wash bay. Washing, cleaning, and fueling of buses is done by the bus drivers. Most vehicles are stored in this facility and 2 buses with gasoline engines are stored in the cold storage building.

The transit facility business area provides offices for the Transit Supervisor, staff, and dispatching personnel. The facility also has a break room, conference room, Rimrock Stage operations office and storage, customer waiting, private and public restrooms.

**Financial Status**

**Revenues**

The revenues required to support the HATS operations are from a variety of funding sources. These sources are included in the following list. The number following each of the funding sources represents the percentage of total revenue. These figures represent the projected FY 2014 budget revenues. The largest resource is the Federal Transit Administration (FTA) which indicates HATS’ effectiveness in attracting federal dollars into the area’s economy. As shown, a total of 59 percent of the revenue is from federal sources.



Table 6: HATS Revenues

Funding Source	Amount
FTA 5311	\$706,925
County Transportation Senior. Transportation	\$0
Transit System Revenues	\$67,000
Head Start Contract	\$98,351
City General Funds	\$318,215
<b>Total Budgeted Operating Revenues</b>	<b>\$1,190,491</b>

**Expenses**

The other half of the total budget equation is, of course, expenditures. The expenditures have increased over the past few years. Total expenditures budgeted for the 2014 fiscal year is \$1,112,924. The primary expenses for HATS and all other transit agencies across the United States are salaries and benefits. Operating and administration salaries and benefits represent nearly 76 percent of the cost of operations. 6 percent represents contracted services, and 18 percent of the total budget represents other operating costs. The HATS projected operating costs for 2014 are shown in the following section, which presents the FY2014 Preliminary budget.

Table 7: HATS Expenses

Category	Amount
Salaries Wages and Benefits	\$527,831
Administrative Indirect Costs/Insurance	\$315,914
Other Miscellaneous Supplies	\$21,774
Purchased Professional/Contract Services	\$67,955
Operations - Gas/Oil/Tires/Parts/Maintenance	\$179,450
<b>Total Operating Cost</b>	<b>\$1,112,924</b>

## 2.2 Other Transportation Providers

### Montana Independent Living Project (MILP)

MILP is one of four independent living centers all nonprofits serving the State of Montana. MILP serves 14 counties in southwestern Montana, including Lewis and Clark, Jefferson, and Broadwater Counties. MILP services are available to anyone with a disability who is likely to benefit from services. The agency's mission is to promote independence for people with disabilities. They provide direct services to over 450 people a year. MILP also has services for the general community including information and referral, systems advocacy, and ADA technical assistance.

The agency assists people with disabilities in assessing what their transportation needs are, and what options might be available to them. They do not directly provide any housing or

transportation services; however, they do advocate for system changes that create more transportation options for people with disabilities.

- **Information And Referral** – Includes basic information on equipment, financial assistance, recreation, housing, attendant care, support groups, legal rights, and many other disability and community topics and resources.
- **Independent Living Skills Training** – Training in areas such as budgeting, socialization, leisure planning, attendant care management, and the use of community resources.
- **Peer Advocacy** – A person with a disability provides counseling and support on a one-to-one basis with another person who is experiencing personal problems related to a disabling condition.
- **Individual And Systems Advocacy** – Help persons with disabilities identify their independent living needs, develop and individual plan of action to meet those needs, share resource information, and facilitate problem-solving skills necessary for ensuring an independent and self-determined lifestyle.
- **Americans With Disabilities Act/Accessibility Technical Assistance** – Center staff provide individuals with information regarding their rights and responsibilities under the Americans with Disabilities Act (ADA). They have a broad array of information on ADA Accessibility Guidelines, regulations, violations, how to file a complaint, and other pertinent information. They also provide advocacy services to a consumer in order to implement enforcement of ADA guidelines and perform assessments for businesses and agencies to determine compliance with ADA Accessibility Guidelines. There may be a charge for this service based on the complexity and scope of the assessment; however, assessments are provided to consumers at no cost.

### **Rocky Mountain Development Council (RMDC)**

Rocky Mountain Development Council, Inc. (RMDC) is one of the original Community Action Agencies created under the Economic Opportunity Act. The agency started as a nonprofit 501(c)(3), became a public agency under county government in 1974, and is currently operating as a nonprofit. RMDC is the sponsoring agency of numerous community programs primarily geared to helping low-income seniors, individuals, and families meet their needs. Senior programs (many of which also serve people with disabilities regardless of age), include Senior Transportation, Foster Grandparents, Senior Companions, Retired and Senior Volunteers, a Senior Center, the Daily Dinner Club, Home Delivered Meals, Senior Commodities, Area Agency on Aging, Spirit of Service, and others. Participation in the Low Income Energy Assistance and Weatherization programs is predicated on income, but locally, approximately 36.5 percent of participants are seniors aged 62+, and more than half (56.3 percent) have a disability to the extent that they qualify for participation in SSI (Supplemental Security Income), a Social Security entitlement program for those with a disability too severe to work. Virtually all of those served by RMDC's low-income housing programs are seniors who also exhibit and extremely high prevalence of age-related disability.



***Description of Transportation Services***

Virtually all of RMDC’s programs require transportation in one form or another, whether that means transporting participants who have a low-income, disability, or senior to and from services or activities, or transporting goods and services to a broad, tri-county and low-income clientele. RMDC’s Senior Transportation System targets services to elderly and people with disabilities. This system provides an average of 51 rides per day.

The senior transportation service caters to a number of senior programs; with one of the more popular being congregate meals or Daily Dinner Club. Between 11:00 a.m. and 12:00 noon, one vehicle picks up seniors who attend the noon social/nutritional gathering. The Dinner Club averages 75 participants per day. Daily manifests are created for the Senior Bus and are ready at or before the start of the day. The driver is responsible for reviewing the manifest and has authority to make adjustments as needed.

RMDC is a partner in the Eagles Manor Complex, which currently includes the Eagle Manor I (with 66 one-bedroom and single-room occupancy units) and Eagle Manor II (with an additional 53 units) and Eagles Manor III (additional 30 units to the common complex), which is located at 715 North Fee in Helena. These units are dedicated to low-income seniors and other adults with disabilities. The complexes are home to the frail elderly with a mean age in the 80’s. Most experience age-related disabilities and need walkers, wheelchairs, and portable oxygen tanks. Few drive or have access to personal vehicles. Because of the high concentration of elderly and adults with disabilities in one location, it makes sense to provide a dedicated means of transportation to assist people with accessing shopping, doctor, and other appointments. RMDC has added this service to the Senior Transportation System.

***Service Productivity***

RMDC provided a total of 1,112 one-way, passenger-trips between July 2011 and June 2012 through its senior transportation system. The total operating cost for these services was \$67,514. Ridership has remained relatively stable over the past five years, although area demographics indicate that there will be a steady rise in the percentage of seniors in the population for the next 20 years, as reflected in the projected growth in the tri-county population aged 65 and older.

Senior Companions and Foster Grandparents are senior volunteer programs for low-income seniors. Volunteers receive a small hourly stipend and are reimbursed for the mileage they log in support of providing service. Senior Companions provide in-home services, transportation, and run errands for their frail elderly clients. Not only do these programs serve the specific target population noted, they also provide a strong protective factor for the impoverished senior volunteers themselves.

**Service Analysis**

*Vehicle Fleet*

RMDC’s vehicle fleet is made up of 24 vehicles. The following list provides the detailed fleet information.

**Table 8: RMDC Vehicle Inventory**

Description	Fund Name
Non-Owned & Hired	IDC
99 Ford Econoline Van	Facility Manager
92 GMC Safari Van	Head Start-Home Base
92 GMC Safari Van	Head Start -Home Base
2008 Ford Ranger	HDM
2009 GMV Van	HDM
2007 Starcraft Bus	Sr. Transportation
2007 Starcraft Bus	Sr. Transportation
92 Dodge Panel Van (33%)	Ombudsman
92 Dodge Panel Van (33%)	Ombudsman
2006 Ford 350 Super Duty	Weatherization – Crew
2006 Ford F 350 Crew	Weatherization – Crew
1994 Titan Stock Trailer	Weatherization
1998 Cargo Mate Trailer	Weatherization
2008 Interstate Cargo Trailer	Weatherization
1993 GMC	Weatherization
2003 GMC Savanna	Weatherization—Insulation
2006 Chevy Trail Blazer	Weatherization
92 Dodge Panel Van (33%)	Wx- Operational support
2006 Chevy K 1500 Silverado (85%)	Weatherization- Auditor
2006 Chevy K 1500 Silverado (15%)	Weatherization- Auditor
2006 Ford F 150 (85%)	Weatherization- Auditor
2006 Ford F 150 (85%)	Weatherization- Auditor
1997 Ford Van (50%)	Montana Youth Homes JS
1996 Ford Aerostar (50%)	Montana Youth Homes JS

**Future Needs**

RMDC indicated both short-term and long-term needs. In the short-term, it is evident that bus storage facilities are needed. In the next six years, RMDC indicates it is in need of approximately \$1.18 million in capital. Long-term needs include the following:

- Extending service to outlying communities: There is extreme need for service to outlying rural areas, including White Sulpher Springs, Whitehall, Lincoln, Augusta, Basin, Boulder, Montana City, and/or Clancy. To begin with, services might be provided on a weekly basis, with the intent of establishing a transportation hub where the elderly and people with disabilities from outlying areas could access a ride into Helena, where they can connect with the Helena Area Transportation System (HATS). From there, they



could shop, attend appointments with health and other providers, or participate in senior center or other activities.

- Head Start parents consistently name transportation-particularly outside the city limits and after business hours-as one of the biggest obstacles to self-sufficiency and participation in the various Head Start opportunities. This presents a huge unmet need in the local service area.
- A 24/7 par transit system is needed throughout the service area. This could accommodate small emergencies that did not require an ambulance, as well as many living at poverty levels who must take jobs that demand non-traditional hours. Without access to transportation, it is difficult to find and hold a steady job.

**Table 9: RMDC Short –Term Needs**

Description	Amount
Replacement cargo van for existing Home Delivered Meals Program.	\$75,000.00
Two Blue Bird Buses to replace existing Head Start Buses	\$200,000.00
Two New Head Start Transport vans @ \$50,000/Van	\$100,000.00
Bus barn to House and maintain all RMDC vehicles.	\$750,000
Transportation needs assessment specific to the low income, senior	\$50,000.00
<b>Total Estimated Short-Term Needs</b>	<b>\$1,175,000.00</b>

**Spring Meadows Resources**

Spring Meadow Resources is an agency devoted to serving the needs of adults with developmental disabilities. Transportation is one component of the overall operations which provide its clients with access to basic services such as shopping, recreation, social, and medical needs. Transportation is available for clients on a demand responsive basis 24 hours each day, seven days a week. HATS, is used by clients and staff as well, if within pickup/destinations if HATS covers those areas. Many of the hours of serviced needed by our clients are outside the timeframe of services provided by HATS, i.e. early mornings, evenings, and weekends. Services are needed outside the available ridership area of the public transportation system. Spring Meadow Resources occasionally provides rides to private individuals who recreate with our clients, and local school and education groups for in-town trips. This information is tracked. In our expanded proposal to the State of Montana, we would also be transporting clients living in their homes and not in services with SMR to take them to and from their day programs, Monday through Friday.

The organization currently has 104 clients, approximately 100 staff members, and a fleet of ten vehicles. The primary use of this transportation system involves daily trips to the clients’ day services located throughout the Helena community. The service is also used to take clients to shopping centers, medical offices, banks, and restaurants as well as other integration trips such as to local lakes for fishing, ballgames, camping, public events, etc.

Funds for the transportation program come from the agency’s overall budget. Its budget sources are contracts with the State of Montana through the State General Fund, Medicaid funds and Social Security funds.

**Table 10: Spring Meadows Vehicle Inventory**

Vehicle	Seating	Condition
Four Vans	6	Poor
Two Buses	12	Poor
Two SUV's	6	Poor
One Truck	3	Poor

**West Mont**

West Mont, established in Helena in 1973, is a 501(c) (3) non-profit organization, providing a variety of services, care and support for approximately 125 individuals with developmental disabilities. With over 180 employees, West Mont operates 10 residential facilities; 4 day / work programs and provides a supported services program for challenged individuals living in their own apartments or living with their family.

*Residential (Group Home / Apartments) Services* include 24hr. / 7day staffing to ensure safety of the residents, assist clients with activities of daily living, provide recreational activities in the community, accompany to social events, as well as manage and escort to all medical appointments. *Work / Day Programs* provide agricultural, vocational and skills training in a structured environment. The focus is ‘job readiness’ training.

*(Community based) Supported Services* offer assistance with job placement in the community, on the job training at one’s place of employment; training / teaching of life skills so one may learn to be independent in their own place and reach their potential.

**Description of Transportation Services**

The West Mont transportation fleet is comprised of a variety of 25 vehicles. Ranging from a 12 person bus to vans, trucks & passenger cars. Of those 25 vehicles 4 are equipped with wheelchair lifts for the individuals with wheelchairs. Transportation services are provided to people with developmental disabilities who reside in residential facilities (group homes); individuals attending West Mont’s Day / Work Programs and our Supported Services Program. Of the ten group homes, only one is outside the Helena city limits, approximately six miles east along York Road. The transportation services provide West Mont’s clients access to work, social, medical, and recreational/shopping opportunities in the community and is available on a demand-responsive basis 24 hours per day, 7 days per week. West Mont averages approximately 3,500 passenger-trips per month and more than 13,000 miles of travel to serve those trips. West Mont will occasionally get a request from families or individuals needing transportation that are not enrolled in service with West Mont. West Mont attempts to fulfill reasonable requests for assistance with transportation. Some individuals attending West Mont’s



Day /Work Programs and other West Mont sponsored activities utilize HATS as well to get to these programs.

With regard to vehicle maintenance, most preventive maintenance is done in-house while other maintenance is contracted out. Large maintenance items are bid out. Vehicles are often taken to the dealerships, making use of warranty and other special maintenance offers granted at the time of vehicle purchase. Each of the vehicles listed, have more than 100,000 road miles.

West Mont’s transportation program funds originate in Federal and State sources. Approximately 70 percent of the dollars used to fund transportation are Federal dollars and the remaining 30 percent from the State of Montana.

**Vehicle Inventory**

West Mont has a fleet of 25 vehicles as listed below:

**Table 11: West Mont Vehicle Inventory**

Year	Make	Model	Seating
1995	Dodge/Maint	Van 2500 W/C	2 passenger truck
1995	Dodge/L&C	W/C	8 passenger
2003	Subaru	Tara	5 passenger
2004	GMC Yukon	FT&Co.	7 passenger
2000	Dodge/WC	2500/Tara Apts	7 passenger
2003	Chevy	Bus(w/c) /Caldwell	12 passenger
2001	Dodge 2500	Townsend	8 passenger
2003	Toyota	Matrix/Blaine	4 passenger
2002	Dodge	Dakota/Blaine	2 passenger truck
1995	Chevy	2500/Farm	2 passenger truck
2005	Chevy	Van/Farm	12 passenger
2005	Chevy	3500/Tara	12 passenger
2006	Toyota	Sienna/Humbolt	7 passenger
2005	Ford	Van/HILLSIDE	12 passenger
1992	Ford	W/C/ I & C	5 passenger
2006	Toyota	Matrix/Admin	4 passenger
2007	Ford	2500/Humbolt	12 passenger
2009	Chrysler	T/C Cedar	7 passenger
2009	Chrysler	TC/Farm	7 passenger
2000	Honda	Oddessy/Blaine	7 passenger
1997	Dodge	1500/Blaine	2 passenger
2008	TOYOTA	SIENNA	7 passenger
2004	TOYOTA	SIENNA	7 passenger
2001	Chevy Truck	Maintenance	3 passenger
2000	Chevy Cube	All House	3 passenger

## **Intercity Bus Service**

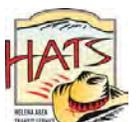
Helena and the rest of the state lost Rimrock Trailways Intercity bus service in March 2013. A second provider, Salt Lake Express, agreed to provide temporary Intercity bus service through Helena, but in August 2013 ceased operations due to lack of success in expanding their fleet to meet this demand. MDT is currently in negotiation with a private carrier trying to reinstate this service.

HATS served as the Helena intercity ticket agent. At this time, HATS will not be applying for the Intercity FTA 5311(f) program match funds. If an Intercity provider can be secured, HATS is open to renting the current space that served as the intercity office.

When operating properly, Montana's intercity bus operators connect to other services linking to the rest of the country. In spite of the remoteness and low population density of Montana, the routes hold national significance because they carry people across the country along one of only four cross-country corridors. The public and private intercity operators allow Montanans to connect to communities both within Montana and outside the state.

In summary, intercity providers operate on the following corridors that start or pass through Montana:

- The corridor between Missoula and Billings was served with three round trips a day prior to March 2013. Currently Jefferson Lines operates two round trips on I-90 through Butte. The third round trip which passed through Helena is not in operation.
- Greyhound operates two round trips connecting Missoula to Seattle.
- Jefferson Lines runs one round trip a day between Billings and Fargo, snaking between I-94 and US 2 through Miles City, Glendive, Sidney, Williston, Bismarck, and Fargo.
- Starting in December 2013 Salish Kootenai Transportation began intercity service on US 93 between Missoula and Whitefish. This service is branded as "Flathead Transit".
- Usually an intercity operator will run one round trip a day on I-15 between Butte and Great Falls, and a second round trip between Great Falls and Helena with timed connections to Missoula, Bozeman, Billings, and points beyond. These routes are no longer in service.
- North Central Transit travels between Fort Belknap and Great Falls via Havre on Tuesdays and Thursdays
- Northern Transit Interlocal runs one round trip a day between Shelby and Kalispell on Tuesdays and Wednesdays
- Northern Transit Interlocal operates two round trips a day between Shelby and Great Falls on Monday and Thursday
- Salt Lake Express runs two round trips a day on I-15 between Butte and Salt Lake City via Idaho Falls
- Arrow/Black Hills Stage Lines runs twice a day between Billings and Denver. One route runs through Lovell. The other route runs through Sheridan, Wyoming.



**2-18** | ***Agencies Involved***

- Karst Stage operates intercity service between Bozeman and West Yellowstone. Salt Lake Express operates between West Yellowstone and Idaho Falls.

Greyhound, Salt Lake Express, Arrow/Black Hills Stage Lines, and Jefferson operate 365 days a year and are interlined.

### **3 Agencies Not Involved**

For Fiscal Year 2012 HATS formally invited a broad group of human service agencies to participate in HTAC.. All agencies that were approached agreed to participate except for the airport and the Salvation Army.





## 4 Needs Assessment

In 2013 the Helena community was able to deeply understand the needs of the community through its two major projects, the Transportation Development Plan Update and the Helena Area Inclusive Transit Planning (HITP) Grant. The TDP assessed needs through public outreach (Chapter 7 and Appendix B of the TDP), system analysis (Chapter 3), and demographic analysis (Chapter 2). The HITP assessed needs through interviews, small group meetings, and community meetings. A summary of findings from these methods is presented here.

### 4.1 Challenges Presented in TDP

Moving forward, HATS greatest challenge will be balancing the costs and benefits of curb-to-curb with fixed route services. Most of HATS current challenges stem from a heavy investment in curb-to-curb service that costs far more per ride than fixed route service. HATS' total cost of providing curb-to-curb service is further increased by current policies that make this service available to people who are able to use fixed route service.

#### Low Level of Use by Choice

##### Riders

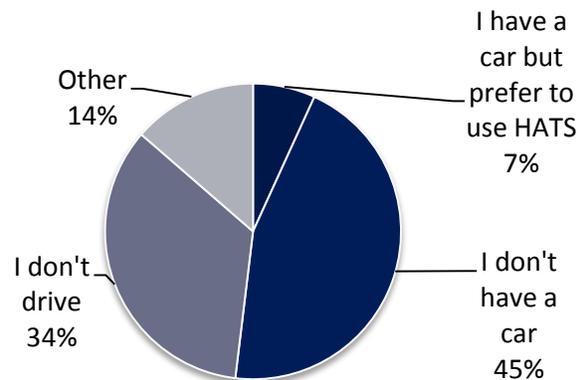
The results of our rider survey show that 92% of current riders do not own a car and/or cannot drive. This low level of use by commuters and other "choice riders" is a reflection of the lack of convenient fixed route service, poor on-time performance, long travel times and limited marketing.

#### Lack of Funding Diversity

The lack of diversity in HATS local funding is a significant challenge. The City of Helena is by far the largest local contributor, with contributions from the City of East Helena, Lewis & Clark County, and human service agencies less than the local portion of the East Valley route costs. In Montana, it is particularly important for public transportation providers to have a robust and diverse local funding base because Montana lacks a state-level funding source. In comparison, dedicated local funding and state-level funding in many other states significantly enhances the stability and capacity of many transit providers. Many top performing rural systems have much larger budgets than shown in the peer group we selected. In many

#### Automobile Access

What is your primary reason for using HATS?

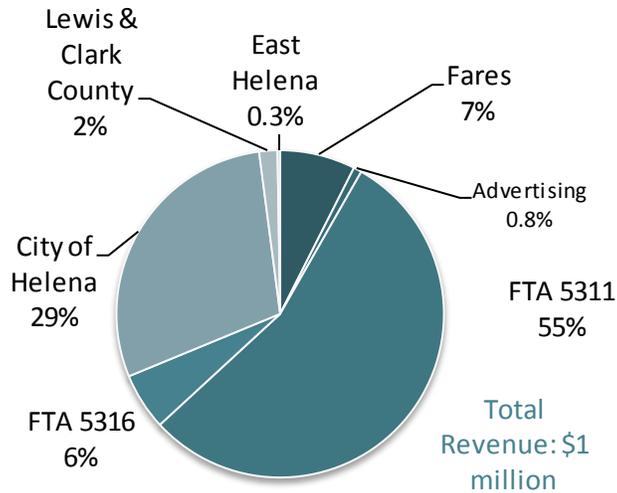


cases these larger budgets are due in part to local taxing authority dedicated to public transit, as well as state funding.

### High Cost per Ride and Low Rides per Hour

As shown in the following graphs and tables, HATS' budget is adequate to provide services comparable to Bozeman and Butte. However, compared to peers, HATS is providing a much smaller percent of its service miles with fixed or flex routes – 64% of HATS rides are on the high-cost curb-to-curb service. As a result, HATS is providing half as many rides per hour as Bozeman and significantly fewer than Butte as well.

### Operations Funding for HATS Weekday Service\* Fiscal Year 2012

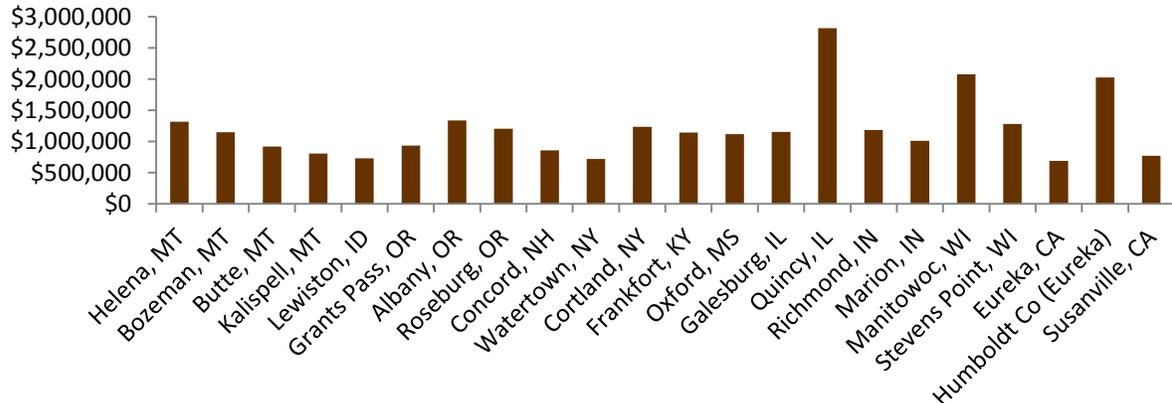


\*Checkpoint, Curb-to-Curb, East Valley

Core Service	Cost per Ride	% Hours
Helena Checkpoint	\$6.29	21%
Helena Curb-to-Curb	\$18.28	64%
East Valley Bus:	\$9.08	15%
<b>Overall</b>	<b>\$11.41</b>	<b>100%</b>

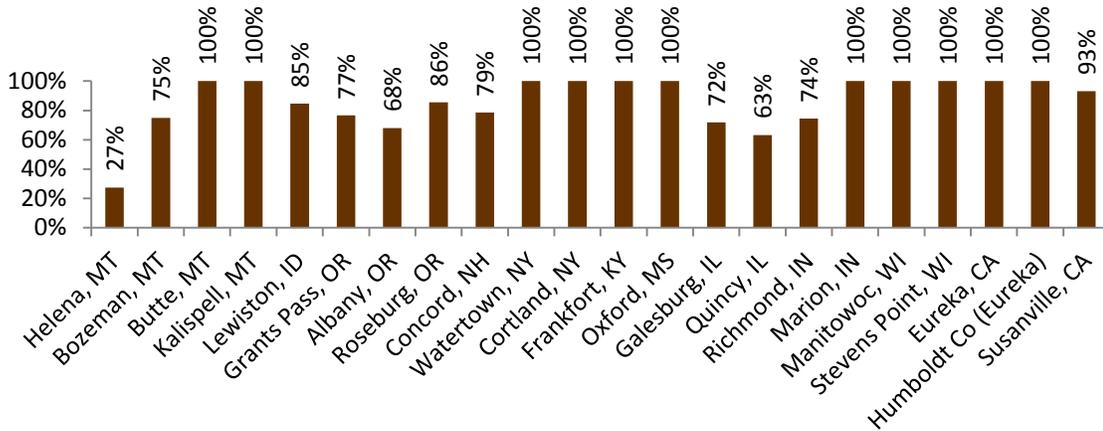
### Annual Operating Budget (2010)

Helena's budget is adequate to provide services comparable to Bozeman and Butte. Many top performing rural systems have much larger budgets than shown in this group.



## Percent Miles in Fixed or Flex Route Service (2010)

Peers operate primarily fixed or flex route



Communities of approximately the same population and transit budget as Helena selected from the rural National Transit Database (NTD). Potential errors, omissions, and explanation of differences: communities of similar size with much larger budgets, such as Port Washington with a \$7.9 million budget, were filtered out of these graphs. California counties often operate countywide service in addition to city services, such as peer Humboldt County, where Eureka and Arcata have city services and Humboldt Transit Authority operates county wide. Many communities meet ADA requirements through use of flex routes; some contract ADA paratransit; some may have misreported.

## On-Time Performance

HATS fixed route and deviated route services perform poorly<sup>3</sup> in the area of on-time performance:

- Target Level of Service (LOS D): 80-85% on-time performance
- Actual LOS F: 49% on-time performance for Checkpoint, and 35% on-time performance for East Valley

This occurs largely because the Checkpoint and East Valley routes are trying to accomplish too much with unrealistic schedules – attempting to cover too large an area with too many stops. A

### On Time Performance (October 2012 Sample)

Buses should run at least 80% on time, never early

		Checkpoint	East Valley
Early	11 min +	0%	2%
	6-10 min	1%	10%
	1-5 min	15%	18%
	<b>On Time 0 -5 min</b>	<b>49%</b>	<b>35%</b>
Late	6-10 min	18%	17%
	11-15 min	11%	8%
	16 +	6%	10%

<sup>3</sup> Based on levels of service published in the Transit Capacity and Quality of Service Manual (Kittelson & Associates et.al., 2003)



related issue is that many riders surveyed indicated that travel times on the fixed route bus are too long to meet their needs. The East Valley Bus, with its expansive service area, performs far worse than the in-town Checkpoint route.

### Limited availability

To achieve a target LOS D, HATS should have a goal of providing fixed route service within one-quarter of a mile of 60-69% of the service area population. Currently, the Checkpoint and East Valley buses operate within a quarter-mile of only 28% of the City of Helena’s population and there is no service on the west side.

Similarly, the goal for hours of service should be 12 to 13 hours of daily weekday service with some weekend service. Currently the Checkpoint route operates for 11 hours and the East Valley route operates for 8 hours, with no weekend service.

### Marketing and Bus Stops

The responses to our community survey showed that among non-riders, 66% said they were “unfamiliar with HATS and how to use it” compared to 23% of riders. More significantly, large percentages of both riders (46%) and non-riders (72%) said they “need more information on the service”, and both groups responded even more strongly that “more information about existing services” would be an important factor in influencing them to use HATS more – 62% of riders and 79% of non-riders agreed with this statement and in both cases large percentages strongly agreed.

This is a common weakness of small systems in communities such as Helena. We have seen many bus systems fall far short of their potential because they fail to effectively market their services and provide information to make their systems easy for the public to use. HATS has many tools at their disposal to address this need, including an improved website and hard copy informational materials, as well as installing bus stop infrastructure.

Creating bus stops is a significant improvement HATS could implement to make the system easier to use and to increase visibility. HATS currently has almost no bus stop infrastructure. Developing and implementing a plan for fixed route bus stop improvements should be a high priority over the next five years. Improvements such as signs, shelters, benches and lighting have high marketing value and are also very important for making the system convenient, comfortable and safe to use.

#### No west side service

- Target LOS D: 60-69% of population served
- Actual LOS F: 28% of City of Helena population within ¼ mile of a Checkpoint or East Valley bus stop

#### Limited hours of service

- Target LOS D: 12-13 hours of service
- Actual LOS E: 11 hours for Checkpoint and 8 hours for East Valley
- No weekend service

### **Opportunity to evolve into a community service**

HATS has a great opportunity to evolve into a broader community service while maintaining the important safety net services it is currently providing. Developing services that offer viable transportation options for choice riders will make HATS a more integral and valuable component of the Helena area's economy and quality of life. Our public outreach showed that there is stakeholder and community support for making this transition. Whatever changes HATS makes, management must ensure that bus service is safe, clean, effective, and reliable.

## **4.2 Peer communities funding comparison from HITP**

The HITP allowed for deeper assessment of challenges identified in the TDP, including an updated peer comparison. The Rural National Transit Database was used to compare HATS funding with funding data from 43 peer communities. While the TDP used 2011 National Transit Database (NTD) data, Reporting Year 2012 became available during the HITP. Peer communities were filtered from micropolitan communities with at least 4 of a list of 7 characteristics in common with Helena: county population, core city population, community educational levels, budget, passengers per hour, passengers per mile, or state capital. Communities of similar size with budgets greater than \$8 million were filtered out, as these are predominantly communities with unique characteristics that do not provide a good comparison – ski towns, national park gateway communities, and communities with major universities. While the 2012 data is cleaner than previous years' Rural NTD data, it is important to note that this is a young database and there is significant subjectivity and inconsistency in how different communities categorize funding sources. As shown in Figure 8 below, our peer analysis showed that:

- **Larger Budgets** – On average, the peer communities had a budget of \$2 million compared to \$1.2 million for Helena.
- **Diverse Funding** – Most peer communities have more diverse funding sources than Helena.
- **Farebox** – On average, peer communities' farebox revenue makes up 9% of total revenue, which is in line with Helena's revenue stream.



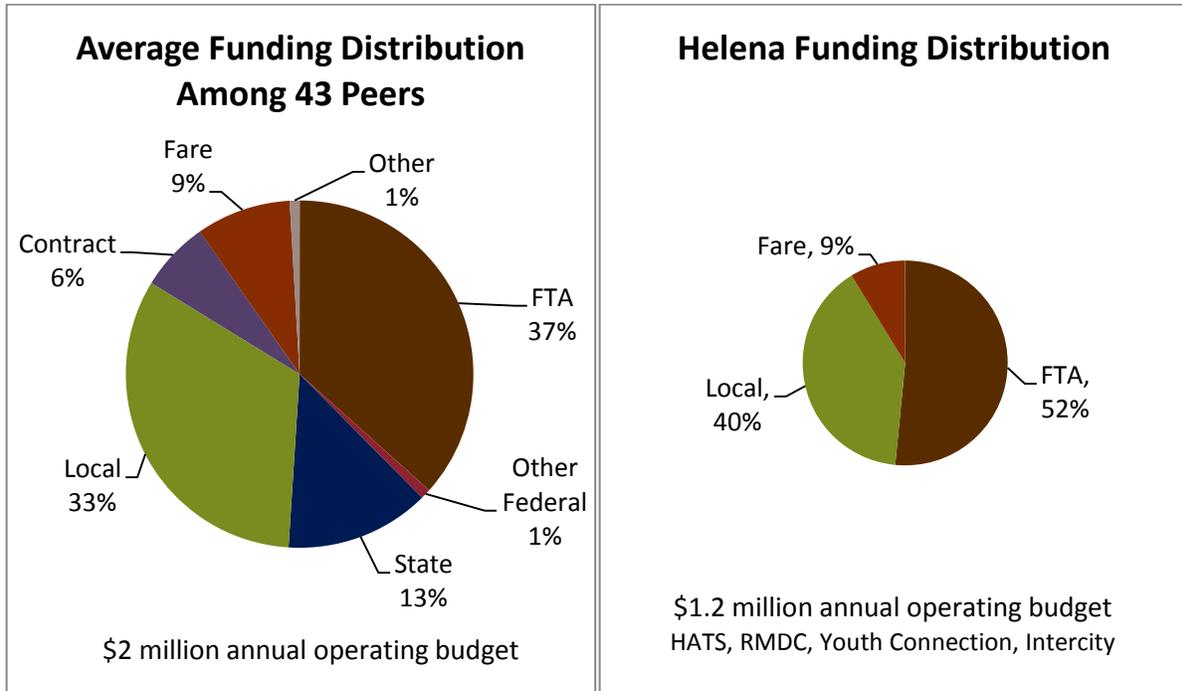


Figure 8: Budgets of Peer Communities are larger and more diverse than Helena

### 4.3 HITP Stakeholders Reinforce TDP Findings

Consistently, throughout all HITP outreach activities, stakeholders and consumers reinforced the findings of the TDP, identifying significant needs for improved transportation services. In the Helena area, many people with mobility limitations lack adequate transportation to access basic needs such as employment, shopping, childcare, medical services, and education. They also need improved transportation options for independence, quality of life and community involvement, including access to social and faith based activities, recreation and community events such as local government public meetings.

All stakeholder group leaders interviewed identified transportation as a priority for their organizations. Additionally, many identified the rapidly growing senior population as a constituency that will require expanded services in coming years, as reflected in one stakeholder comment:

*“Transit is important to all our member organizations and crosses all our issue areas. For a capital city with many human services it is a problem that there is not enough transit service in the city and none in the county.”*

Most said HATS’ Curb-to-Curb service is more heavily used and more important than HATS’ Checkpoint route for their members/clients. Checkpoint’s poor on-time performance, long

travel times and limited service coverage are all reasons for this current situation. Many also commented that transportation services are most needed from October through May due to icy conditions that impede biking and walking and are a barrier for some senior citizens who are not comfortable driving unless the roads are dry.

## **Employment**

Stakeholders and consumers provided stories and statistics documenting the critical link between transportation services and employment for people with mobility limitations. Many commented that people with mobility limitations often have jobs after five and on weekends. Because no service is currently available at those times, it is not uncommon for people to refuse jobs due to lack of transportation. A typical consumer comment was, “For a person with a mobility limitation to get a job, it must be on the bus line.” Following are several of the best examples offered by participants:

- God’s Love requires clients to get jobs and approximately 80 percent of their clients ride HATS. However, many clients have had to refuse jobs because the bus didn’t run late enough. A typical example is having no transportation home from Walmart in the evening.
- Approximately 70 percent of YMCA residents use HATS. They would love to see the system expanded because many YMCA clients have to combine transit with extensive walking to access jobs. One person has an additional 30 minute walk to work at Costco.
- VA officials at Fort Harrison reported that the lack of transportation options limits their ability to hire veterans with disabilities, or to use volunteers with mobility limitations.

We also collected evidence of the potential value of transit for commuters who are choice riders. One participant who drives stated, “I would use HATS to access the Capital Complex to avoid the hassles of parking and wintry conditions.”

## **Essential Services**

Many participants use HATS to access essential services. These consumers include a cancer patient who has depended on HATS for 6 years since being diagnosed. Another rider lives at Leisure Village (East Valley), and depends on the bus because he does not have a driver’s license. However HATS only has one stop at 1pm, making it difficult to keep appointments.

## **Independence and quality of life**

Overwhelmingly, people with mobility limitations who participated in the project cited the importance of transportation for their independence, ability to be involved in the community, and overall quality of life. One participant shared the story of their grandmother who “used curb-to-curb and wouldn’t have been able to live independently without the service.” Typical comments included not being able to go to church on Sundays, and a senior citizen who is blind who stated, “I am on lockdown in the evenings and on weekends.” Another participant who does not drive said he used to ride the curb-to-curb out to the North Valley to visit friends. He



would like to see this service return because some of his friends in the North Valley are home bound.

## 4.4 Improved Customer Service

Consumers and stakeholders in the HITP and TDP said it was difficult to find easy-to-understand, up-to-date information about transit services. They also emphasized the need to staff to be better trained in working with people with disabilities.

Opportunities to address these issues start with a marketing plan to improve customer information through website improvements as well as hard copy materials such as brochures, schedules, and bus stop signs; staff training using resources such as those developed by Easter Seals; and implementing appropriate technology for managing demand response service.

## 4.5 Appropriate Staffing

To achieve success with the organizational structures described above, several leadership roles need to be filled. Overarching goals of these jobs are to both provide specialized technical assistance while also building expertise and skills of existing HATS staff, TAC members or coalition members. The experience of communities around the nation with successful transit systems is that it is critical to clearly define job responsibilities, and to match those responsibilities with people who have strong professional qualifications for the needed skill sets. The people who are hired must also have adequate time, resources and authority to achieve the desired goals.

## 4.6 Funding

Throughout the HITP project, stakeholders identified improved funding as a high priority need. Specifically, in order to meet the transportation needs identified in the Helena area, it will be necessary to increase funding diversity, sustainability, and overall funding levels for transportation services.

A variety of potential funding sources could help improve and expand transportation services. While some could be developed in the short term, others would require longer term strategies. Potential short term sources include contracts for services with human service agencies; investments from partners such as large employers, downtown businesses and Carroll College; and contributions from local government. If stakeholders collaborate to build a funding advocacy campaign, within five years it could be possible to achieve an urban transit district (UTD) mil levy and/or other tax or fee-based dedicated funding that could replace and expand local government general fund contributions. A bigger challenge would be helping to build a statewide collaborative effort to secure a state level funding source such as exists in most other states.

## 4.7 Non-Motorized Transportation

Walking and biking information for current HATS riders was collected through the TDP rider survey and stakeholder involvement in the HTP. It is summarized in Section 7.2 of the TDP. Stakeholders indicated that safe pedestrian access to bus stops is a high priority because the majority of riders walk to access the bus. A much smaller percentage ride bikes to access the bus. The quality of pedestrian and bicycle infrastructure varies greatly throughout the community. There are many opportunities to improve this infrastructure and coordinate these improvements with the installation of bus stop infrastructure.

The 2011 Growth Policy includes a good summary of pedestrian and bicycle issues. A large number of public comments received during the Growth Policy development process indicated a strong need for better pedestrian connectivity throughout the city, —complete streets, and elimination of major pedestrian barriers. The need to create a more pedestrian-friendly environment (with amenities, traffic calming, and safer intersections) also has been extensively noted by the public. The input indicated the need to install more sidewalks, incorporating —accessible design, maintenance of existing infrastructure and seasonal maintenance to ensure that all facilities are useable throughout the year. This maintenance is especially important for mobility for the elderly and persons with a disability. The City has utilized —traffic calming devices such as traffic circles, bulb-outs, and speed dips on local streets to reduce motor vehicle traffic speeds and traffic cutting through neighborhoods. In addition, Helena’s network of pedestrian/bicycle paths has been expanded significantly in the past ten years.

## 4.8 Coordination and mobility management

One outcome of HTP Round 1 was to focus on improved mobility management. Providing a coordinated, efficient transportation system requires great expertise in navigating through the complicated network of federal transportation funding sources and regulations, and applying this understanding to the web of community partners and needs. In 2004 the Congressional Office of Management and Budget identified 62 federal programs that have transportation funding programs for the human service portion of community transportation. The spaghetti diagram in Figure 9 shows these programs, updated to include livability programs and other program changes. Layered onto the federal funding sources are the state and local governments, the transportation providers, and the supporting social services.

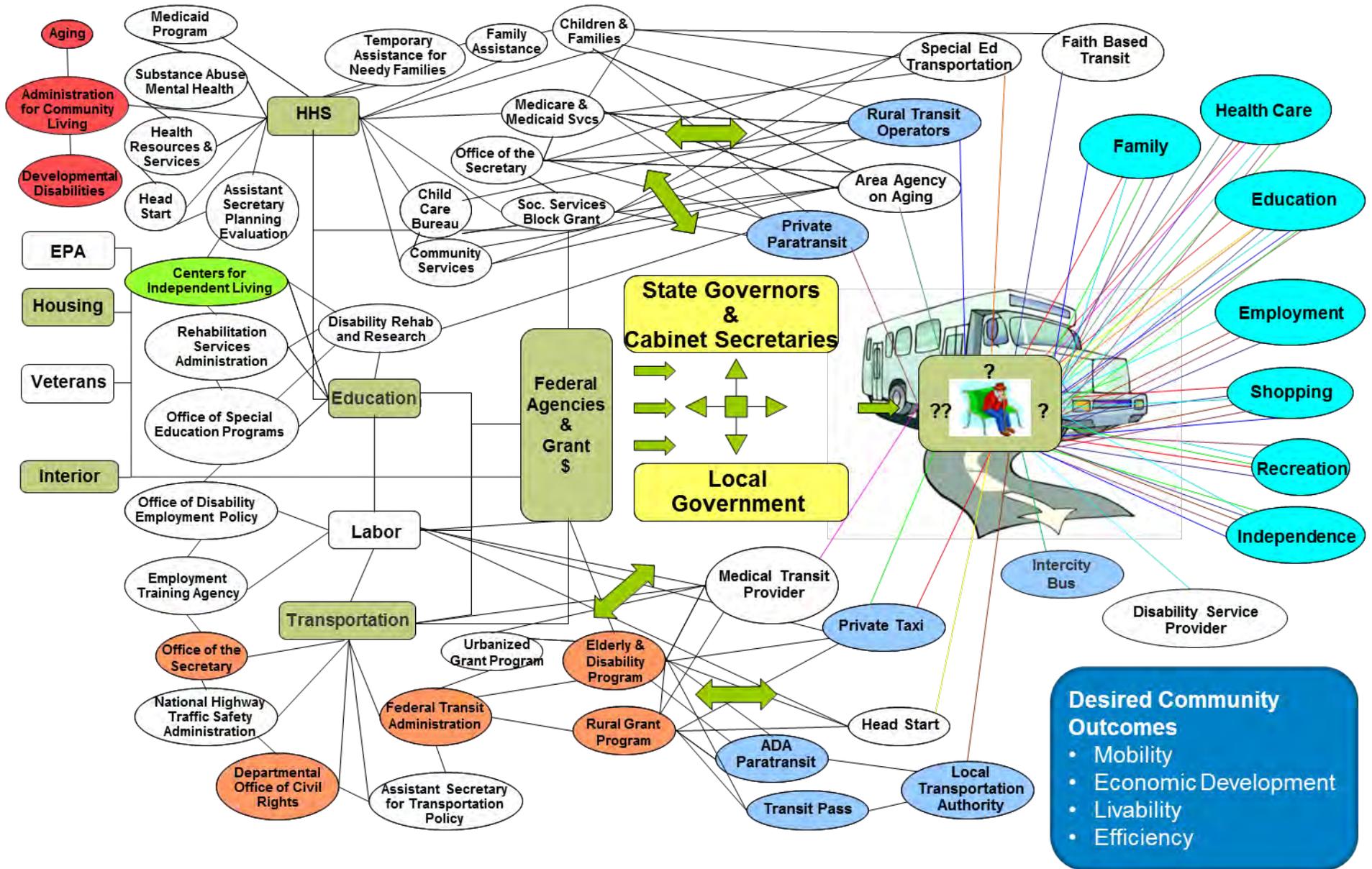
While this great range of human service programs offers a variety of opportunities to provide transportation options for people with mobility limitations, the person looking for a ride and the organizations offering rides can get lost in the complexity of navigating this network of often overlapping programs. In communities with poor coordination and a lack of expertise and the staffing resources to tackle this challenge, the result is typically low funding levels and missed



opportunities, with duplicated transportation services in some areas and no service and limited hours in other areas.

Stakeholders felt that while some good communication has taken place, little substantive collaboration has yet been achieved – so far stakeholders have been talking but not doing. A mobility management approach to coordination offers the best opportunity to leverage existing resources and to improve and expand transportation options. Mobility management is strongly customer focused and includes the following components:

- Qualified, professional mobility management staff coordinate public transportation and human service transportation.
- Technology is implemented to help improve efficiency, communication and transit management capability. Technology must be carefully planned and tailored to meet a community's specific needs.
- Transportation services are easy and enjoyable to use because they are convenient and because effective marketing ensures that it is easy for customers to find high quality, up-to-date information about transportation options.
- Creative, broad-based funding strategies are developed, including public-private partnerships, and strong community support and local funding that leverages federal and state funding.
- Mobility managers and transit stakeholders are engaged in local and regional planning efforts to ensure sustainable, transit oriented community design and growth patterns, as well as implementation of transportation demand management strategies.



Adapted from United We Ride

Figure 9: A complex network of federal funding sources.



## 5 Public Involvement

### 5.1 Ongoing Public Participation Practices

Public notice for all HTAC meetings are posted on the city website and in the Helena Independent Record prior to meetings. Staff, HTAC members, and consultants also have presented status on HATS to the City of Helena Commission and the Lewis and Clark County Commission. The coordination plan has been discussed at HTAC meetings and the City of Helena Commission. Planning over the past year for the TDP and the Helena Area Inclusive Transit Planning Grant have had strong public involvement, and all goals are derived from those efforts. Over the next year HTAC would like to move towards the “collaborate” level more frequently. Upcoming opportunities for improved public participation include the Helena Area Transportation Plan and implementation of the new five-year Transit Development Plan action steps.



Figure 10: HATS Director Steve Larson speaking at Community Roundtable Event.

Photo: Eliza Wiley/ Independent Record

### 5.2 Best Practices

Through the inclusive planning project the Helena community was able in 2013 to focus on improved public participation. Project research identified the International Association of Public Participation (IAP2) as a resource for best practices. On the IAP2 Spectrum of Participation, shown on the following page, stakeholders and consumers said they felt that the level of inclusiveness currently being achieved is generally at the “inform” level. Best practice in public participation usually targets the “collaborate” level.

- **Inform:** To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
- **Consult:** To obtain public feedback on analysis, alternatives and/or decisions.
- **Involve:** To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
- **Collaborate:** To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
- **Empower:** To place final decision-making in the hands of the public.





International Association  
for Public Participation

# IAP2 Spectrum of Public Participation

*Increasing Level of Public Impact*

## Public participation goal

### Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

### Consult

To obtain public feedback on analysis, alternatives and/or decisions.

### Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

### Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

### Empower

To place final decision-making in the hands of the public.

## Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

## Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision

## 5.3 Stakeholder and Consumer Participation in Inclusive Planning Grant

A central focus of the inclusive planning project was to conduct extensive, targeted stakeholder outreach in order to develop a deeper understanding of the transportation needs of people with mobility limitations, and to collect stakeholder-generated suggestions for addressing those needs. The HITP project began with a contact list of 30 people representing 15 stakeholder organizations, many of whom had little or no prior involvement in transit planning. By the end of the project the contact list had nearly 380 stakeholders and consumers, representing over 30 organizations. All of these contacts received at least three touches through email or phone calls. Approximately 110 of these contacts signed in at one or more of the project outreach activities, and we estimate that approximately 100 additional participants did not include their names on event sign-in sheets. These numbers reflect the significant, widespread need for improved transportation services among people with mobility limitations, and a correspondingly huge, and previously untapped, desire to be involved in transit planning.

Nearly all outreach activities significantly exceeded grant targets. Stakeholders and consumers were included through three Working Group meetings, 18 in-depth stakeholder interviews, eight small group consumer meetings, and five broader community meetings. It is important to note that the project team had to pass up a number of promising stakeholder and consumer outreach opportunities because of time and funding limitations.

**Working Group** – The project Working Group is a core group of key stakeholders who met three times at the transit system conference room on weekday afternoons prior to monthly Transportation Advisory Council (TAC) meetings. Working Group members developed a mission statement and rules of procedure. They also provided guidance and feedback on grant activities. There are now 20 stakeholder organization representatives on the working group invitation list. Following the third working group meeting, attendance at the TAC meeting was at the highest level in recent memory, with 13 of 20 working group members attending that meeting. Following completion of the planned grant activities, two additional working group meetings were held in late 2012 to discuss and plan next steps.

**Stakeholder Interviews** – Stakeholder interviews were conducted to assess transportation needs; organizational transportation priorities; tap into stakeholders' knowledge base for general guidance; collect suggestions for inclusive planning and improved transportation services; and explore interest in engaging in additional inclusive planning activities such as forming a coalition of stakeholder organizations. The project team built a contact list of community group leaders representing seniors, people with disabilities and others with knowledge of transportation issues in Helena. From this list, 29 group leaders were contacted to identify 10 priority interview subjects. The list grew significantly as participants recommended



interviewing additional community leaders. A total of 18 interviews were conducted, lasting approximately one-hour each. In total there were 31 participants.

**Small Group Meetings** – The project team and Working Group identified 14 meeting opportunities of which 8 were prioritized. Team members worked with stakeholder group representatives to finalize meeting dates, times, and the preferred format for each meeting. In total, over 170 consumers and organizational support staff attended these meetings.

**Community Meetings** – In addition to the two community meetings originally planned in the grant scope, the project team also took advantage of important opportunities for three additional wrap-up meetings with broad-based groups of key stakeholders. In total there were approximately 130 participants in these five meetings. The two planned grant activities were a community roundtable event and a project presentation with public comment before the Lewis and Clark County Commissioners. The roundtable event was the most important event and was attended by 55 consumers and representatives of stakeholder organizations. It included a presentation of project findings and a video we created of consumers with mobility limitations telling their personal stories about the importance of transit, followed by 1.5 hours of in-depth discussion of needs, suggestions and next steps. At this meeting a number of key stakeholders made commitments to play key roles in important action steps moving forward.

## 6 Private Sector

Private providers include G&L Transit, Capitol Taxi, First Student, and the Helena airport.

### Charter Bus Service

G & L Transit is a charter bus company based out of Helena/Lewis and Clark County and Butte. G & L serves the continental United States from the two base locations. Its major clients are the U.S. Government (military personnel in particular) and the State of Montana. Other than a fixed schedule service for local government adult special needs clients, its service is available 24 hours per day and 7 days per week. (City of Helena, 2011)

### Capitol Taxi

Capitol Taxi (formerly Old Trapper Taxi) is currently the sole taxi company operating in the Helena City and Valley. Capitol Taxi provides door-to-door demand-response service 24 hours a day, 365 days per year. The service area for passenger transport is defined as the area within a 50-mile road radius from the Federal Building in downtown Helena.

The taxi has a base in-town fare of \$10.00 for the core of Helena south of the Burlington Northern Railroad. In other parts of the valley, the base fare ranges from \$10.00 to \$32.00. Additional fares are added to the base depending on the number of zones crossed.

Capitol Taxi maintains a fleet of four cars. Except for peak winter times only three cars are used on a regular basis. Two cars run during weekday afternoons.

Capitol Taxi reported in a letter to the Helena City Commission in 2013 approximately 40 to 60 trips per day, including work trips, trips for seniors and people with disabilities, and service to the airport. Capital Taxi has reported to the Helena Area Transportation Advisory Council 80 to 100 rides for 2013 and 2012, and 160 to 175 rides in 2011. All the taxis are self-dispatched through the use of two-way radios. Trips are scheduled on an as-need basis, with typical wait times of between 10 and 15 minutes.

### Helena Area Regional Airport

The Helena Area Regional Airport is located within the City of Helena, in the community's northeast corner, three miles from the HATS Transit Center. Passenger service is provided by regional airlines services such as Horizon/Alaska Airlines, Skywest/Delta and United Express with approximately 424 seats available for departing air traffic each day. Air passenger and air freight traffic have been steady for several years. The airport is governed by the Airport Authority Board, made up of members appointed by the City of Helena and Lewis and Clark County commissioners. (City of Helena, 2011) HATS does not provide airport service.



### **Amtrak**

No passenger rail services are currently available in the Helena area. The nearest passenger rail service to Helena is the Amtrak station in Shelby, 167 miles to the north. The service has one departure in each direction four times per week.

### **First Student**

First Student is the contractor who operates school bus service for Helena School Districts 1 and 2.

## **6.1 Involvement from the Private Sector outside of providers**

Involvement from the private sector over the past year is primarily in the form of purchase of tokens and input during planning activities. During those opportunities private sector entities offered valuable input and ideas regarding system efficiency, better marketing and creative funding ideas. In FY 2015 HATC will continue to foster a higher level of engagement from these valuable private sector entities both with HTAC and other public transportation activities in the community.

## 7 Plan for Growth and Increased Ridership

Ridership has to be addressed in the community because it has been on a downward trend. Goals, objectives, and activities described in Chapter 1 are designed to increase the quality of service and to increase ridership. In summary, the following activities should increase ridership:

- Better coordination and mobility management
- Improved public participation
- Increased funding for new service
  - New route
  - Saturday service
  - Longer hours
- A marketing plan
- Improved on-time performance
- Better marked bus stops

The following Program Outcome Model summarizes proposed outcomes for phase 2 of the Inclusive Planning Grant. It summarizes, along with TDP goals, the activities that HTAC would like to take on in the next year. More will be able to be done if the grant is received, but regardless, HTAC is committed to use this as a roadmap to improve transportation services in the Helena area over the next year and continuing beyond. How much can be done is subject to funding. Have applied for and waiting for funding.

The HTAC will continue to work through Year 1 activities, and anything that can't be accomplished in Year 1 will shift to Year 2.



# Program Outcome Model

## HATS Inclusive Planning Project

**INPUTS**  
*What resources are used by the grant?*

- Funding
- MTCDD staff time
- MILP Coordination
- Helena Resource Advocates volunteer time
- County staff
- HATS staff
- Volunteer time from other stakeholders

**ACTIVITIES**  
*What will the program do?*

- Conduct a self assessment and one-year plan for mobility management and coordination
- Design and cost for one service improvement
- Advocacy coalition strategic planning work session
- Execute 6 months of advocacy activities
- Identify funding strategies to pursue
- Pursue funding for short-term improvements
- Recommendations for marketing and communications to riders and community stakeholders
- Website and trip planning implementation
- 2 Consumer meetings to review and provide feedback
- Develop draft regional transportation and service improvement concepts

**OUTPUTS**  
*What are the direct products of activities?*

- 4 service improvements vetted
- 2 concepts for regional service established
- 12 TAC participants
- 1 advocacy coalition in place
- Goals for funding increases and diversity established
- 30 advocacy members
- 10 marketing committee participants
- 1 bus stop plan for signs, schedules, benches, shelters, and snow removal
- New website and rider guide established
- Consumer continued evaluation of draft outputs
- 1 contact management system with 4 people trained on using it and 400 contacts
- 1 community event with 50 participants
- 3 presentations to external boards and committees

**OUTCOMES**  
*What changes to services, conditions, processes?*

**Project end**

- 1 service improvement implemented with funding
- Service is easier to understand and use for people with mobility limitations
- Community has evolved from communication to collaboration

**Metrics**

- 15 stakeholders on TAC
- 20 stakeholders on advocacy coalition
- 10 stakeholders at consumer meetings

**Concepts to vet and prioritize**

- Near-term service improvements
  - West side route
  - Shore up East Valley route
  - Longer hours/weekend
- Coordinated travel training
- Ongoing staffing
  - Mobility management
  - Advocacy coordinator
  - Consumer council
- New branding
- Partnership plan
- Statewide advocacy and tech transfer
- Focused advocacy for transit needs in transportation plan

Transportation Advisory Committee - blue  
 Advocacy coalition - red  
 Marketing /communications - green  
 Consumer council - purple  
 Overarching – black

Figure 11: Project Outcome

## 8 Helena Transportation Advisory Council (HTAC) Meetings

HTAC is made up of representatives of public transportation providers; human-service agencies providing services to the elderly, individuals with disabilities, low income people, and minority groups; as well as existing or potential riders from the general public and targeted population passengers. Its members are listed in the following chapter.

The draft Coordination Plan was developed and approved by the HTAC Coordination Plan Subcommittee, then reviewed and approved by HTAC active members on January 29, 2014. The draft plan was then included in the City Commission Administrative Meeting materials packet for their review during the February 5<sup>th</sup> Administrative Meeting. The final plan was presented to the broader group of HTAC members during the February 18 HTAC meeting, during which active members voted to approve the plan . The following capital projects were approved at the same meeting (minutes attached in Appendix A).

- [Insert HATS capital projects for final plan]

HTAC members serve at will and the officers have 1 year terms. Officers are eligible for reelection and may serve multiple terms.

HTAC is one of three committees involved with public transportation in Helena. The other committees are the Intergovernmental Transit Advisory Committee (IGTC) and the Transportation Coordinating Committee.

### 8.1 Related Committees and Boards

Besides the HTAC, four other committees/boards are directly involved in public transportation. These are described below.

#### City of Helena

The Helena City Commission is responsible for oversight of the Helena Area Transit System and has final decision-making authority for HATS service.



### **Intergovernmental Transit Committee (IGTC)**

The Intergovernmental Transit Committee was established by resolution in 2007 to review the Transit Development Plan and make recommendations to the City Commission. The committee meets quarterly and is comprised of, but not limited to the following individuals:

- The Helena Transit Manager
- One (1) City Commission Member
- One (1) County Commissioner
- One (1) East Helena City Commissioner
- One (1) representative from Rocky Mountain Development Council
- One (1) representative from the Helena Area Transit Council
- One (1) representative from the Helena Neighborhood Project
- One (1) representative user of the transit system

This committee was tasked with making recommendations to the City Commission for a range of service level options and sustainable funding sources; and the committee members serve term of three (3) years after appointment by the Mayor.

### **Transportation Coordinating Committee (TCC)**

This committee manages the executive business of the Helena Urban Area Transportation Plan Update. The Committee works closely with the City, County, and State to develop and keep current urban transportation planning, design and construction in the Helena area. The committee adopts and recommends implementation of long and short-range transportation programs for the Helena urban area. The committee transmits all reports and recommendations related to the continuing transportation planning for the urban area to the various agencies for final adoption and implementation. Members are: 2 City Commission members, 2 County Commission members, 1 Montana Highway Department Representative, 1 Federal Highway Administration Representative, 1 Helena Citizens Council, 1 Planning Board, 1 City Staff Contact, 1 County resident and 2 City residents (1 City resident is a non-voting member). The citizen members of the TCC shall be appointed for terms of two-years.

### **Non-motorized Transportation Advisory Council (NMTAC)**

The general purpose of the council is to advise the City Commission on pedestrian and bicycle related issues. The Council may have up to seven citizen as voting members, one Helena City Commissioner and one Helena Citizen's Council representative. Members' terms are three-years.

## **8.2 Proposed HTAC Rules of Procedure**

For the Inclusive Planning Grant, the national project sponsors tasked the local project working group to develop rules of engagement, which follows. These were developed specifically for this project but with the possibility of adaption to follow-up work. For the coming year, HTAC will Helena Area Stakeholders' Rules of Procedure

The following rules of procedure were developed for the Inclusive Planning Grant.

### **Who should be included?**

The working group is open to participation by any organizations that represent or serve people with mobility limitations including seniors, adults and children with physical and cognitive disabilities who cannot drive to access work, educational, social and recreational opportunities, and essential services like health care. Overall, the efforts of this project should be inclusive and work to engage a broad range of people who need transportation assistance. Recommendations that are developed to improve transit service should consider needs and benefits for choice riders whenever possible, so that all residents will benefit and service changes will not segregate people with mobility limitations from the rest of the population.

### **How will communication be handled?**

The project team will email working group members requesting comments and recommendations on the following: interviews, invitation lists for activities, meeting agendas, notes from interviews and activities, and the draft of the final project report. Because of the project's compressed timeline, responses will need to be received quickly in order to be incorporated. The project team will specify deadlines for comment whenever it sends communications.

### **How will decisions be made?**

The working group's goal is whenever possible to find consensus on outreach approaches and inclusive planning recommendations. The group is working towards building a coalition and decision-making rules will be revisited as part of the coalition-building process. At this stage, for all grant activities, to the extent possible given limited funding and time constraints, the project team will actively seek input from working group members about the highest priority stakeholders to target, and outreach strategies that will include a broad cross-section of people with mobility limitations. Proposed inclusive planning recommendations will be circulated to the working group at least a week prior to the final project meeting and all written comments from stakeholder organizations will be included in the final report. If there is not consensus on specific recommendations, the report should clearly explain which organizations supported or disagreed and the basis for their different positions.

### **How will working group members continue to work together following completion of the grant process?**

The working group will continue to work with the county Grants Administrator and the HATS Supervisor to develop a proposal for the next round of Transit Planning for All grants. If the county succeeds in securing another inclusive planning grant, the working group will continue to work with the project team to guide the grant process. If the county's grant application is not successful, the working group will meet to discuss whether it should continue to play a role in



helping stakeholders implement the next steps identified through the 2013 inclusive planning grant.

## 9 Transportation Advisory Council Members

The following table lists community members who have actively participated in the HTAC and the Inclusive Transit Planning Grant project over the last year. This list includes consumers and/or representatives from all agencies either receiving service, financially supporting the program, and/or agencies participating in this Coordination Plan. Officers are indicated in the third column. The fourth column indicates members who have met the requirements of the HTAC bylaws for active participation. The fifth column shows the members who have a membership form on file. The last column indicates participants who were on the inclusive planning workgroup contact list.

**Table 12: TAC Participants**

Name	Organization	2012 HTAC/TCP?	HTAC Members as	Project Workgroup
Robert Allen	HATS TAC		x	
Cyndy Baril	RMDC - Senior Companion Program		x	X
Charlie Briggs	Easter Seals-Montana, Idaho, Wyoming and Utah			X
Cathy Burwell	Helena Chamber of Commerce			X
Les Clark	MILP - MT Independent Living Project		x	X
Jeanette Clark	Center for Mental Health	Yes	x	
Vivian Crabtree	MAB - MT Association for the Blind		x	X
Jennie Ekwortze	RMDC Senior Companion		x	
Matt Elsaesser	City of Helena			X
Arlene Flynn	WestMont			X
Walter Hanley	RMDC - Rocky Mountain Development Council Home Delivered Meals/HATS Advisory Board/IGTC	Yes	x	X
Judy Harris	Helena TAC		x	
Andy Hunthausen	L&C County Commission/IGTC			X
Brian Johnson	United Way of the Lewis and Clark Area	Yes	x	
Paul Kindt	PEERS		x	
Karen Lane	Lewis and Clark City-County Health Department		x	
Sandra Lowry	Area IV Agency on Aging, RMDC		x	X
Bob Maffit	MILP - MT Independent Living Project/IGTC		x	X
Greg Olsen	Helena Industries, Helena Non-Motorized Travel Advisory Council	Yes	x	X
Susan Pesta	West Mont	Yes	x	X
Melanie Reynolds	L&C City-County Board of Health			X
Patrick Sanders	DPHHS-Disability Employment Transitions	Yes	x	
Barb Sheridan	HATS TAC	Yes	x	X
Kim Sickerson	The Friendship Center		x	



9-2 | **Transportation Advisory Council Members**

Name	Organization	2012 HTAC/TCP?	HTAC Members as	Project Workgroup
Carole Solomon	YWCA			X
Lloyd Sparks	MILP - MT Independent Living Project			X
Peggy Stebbins	St. Pete's Hospital			X
Deborah Swingley	Montana Council of Developmental Disabilities		x	X
David Thurnstrom	Veterans Transportation Service			X
Roger Trumper	Veterans-VA			X
Elizabeth Andrews	HTAC		x	X
Matthew Cramer	SAVE Foundation, Americorps Vista			X
Laura Erikson	Lewis and Clark County			X
Steve Larson	City of Helena		x	X
Ron Mercer	Helena Regional Airport	No		
LT. Tiffany Vawler	The Salvation Army	No		
Amy Tenney	Helena Prerelease Center	Yes	x	
Freyja Bell	First Judicial District Treatment Court	Yes	x	
Mike Hruska	Capital Taxi/Rent a Wreck	Yes	x	
Deborah Chouinard	Helena Job Service	Yes	x	
Daniel Kohl	Montana VAVS Representative		x	
Rachel Puera	ADA Committee		x	
Ann Waikman	Helena Food Share		x	
Peter McKinley	Montana Association for the Blind		x	

## **Appendix A: -Meeting Minutes**

- Minutes of February 18 HTAC Meeting approving final FY 2015 Coordinated Plan
- Minutes of February City Commission Meeting approving FY 2015 Coordinated Plan



[Insert minutes in final plan]

Helena Area Transportation Council (HTAC) FY 2015 Draft Objectives and Actions

#	Action	Related 5 YEAR TDP Objectives	Lead
<b>Objective 9</b>	<b>Strengthen the role of the Helena Transportation Advisory Council (HTAC) for coordination and mobility management activities</b> – HTAC’s charge from Montana Department of Transportation is to coordinate. Better training and a one-year action plan could help the TAC build coordination and have a stronger voice.	<b>Objectives 4, 5</b>	HTAC
Action 9.1	Recruit a <b>mobility manager</b> to identify and implement coordination strategies. This could be funded through the city, county, or a local non-profit. This person(s) could work with human service agencies to negotiate contracts and resource sharing agreements; tap into additional financial and in-kind resource opportunities; and take the lead on implementing inclusive planning best practices.	Objectives 4, 5	HTAC
Action 9.2	Conduct a <b>self-assessment</b> and develop a <b>one-year action plan</b> to identify high priority coordination opportunities. HTAC could use available tools such as the <i>Montana Handbook for Coordination</i> (Montana Council of Developmental Disabilities) and the <i>Human Service Transportation Coordination Framework for Action</i> (National Resource Center NRC) community self-assessment tool.	Objective 4	HTAC
Action 9.3	Update the transportation inventory to document all community resources. One reference is the <i>Montana Handbook for Coordination</i> .	Objective 4	HTAC
Action 9.4	Organize a HTAC workshop to learn about successful <b>coordination models</b> . Potentially invite a representative from another community to give an in-person or webinar presentation to HTAC. For example, communities in Oregon and Washington offer highly successful models of well-coordinated networks of human service-public transportation providers, including a one stop contact point to reserve a ride.	Objective 4	HTAC
Action 9.5	Lead the expansion of <b>travel training programs</b> with partner organizations. Several organizations currently provide travel training to their constituencies. These programs can be expanded to more people with mobility limitations. Travel training programs would need to be developed in partnership between HATS and human service organizations that understand the needs of specific populations. Leadership could come from the HTAC and/or human service organizations.	Objective 4	HTAC
Action 9.6	Pursue new opportunities for improving cost efficiency and generating revenue that will achieve incremental funding increases over time, (e.g. <b>contracts for service</b> , the state government, the Veteran’s Administration, capital area parking meters, and other sources) for a Capital-west side-Fort Harrison route; longer hours; Saturday service.	Objective 5	HTAC
Action 9.7	Pursue funding from the county for North Valley and improved East Helena deviated fixed route service.	Objective 5	HTAC
Action 9.8	Work with Advocacy Coalition to inform larger policy and funding decisions (see discussion in Section 3.3 and 3.4 in Draft FY 2015 Helena Coordination Plan). Also work with the Intergovernmental Transit Committee on these efforts.	Objectives 4, 5	HTAC

## MEMORANDUM

TO: Mayor and Commissioners  
FROM: Helena Transportation Advisory Council (HTAC)  
DATE: January 29, 2014  
Subject: Draft FY 2015 Helena Area Coordination Plan/HATS Budget

Dear Mayor and Commissioners,

The Helena Area Transportation Advisory Council (HTAC) is an advisory group that cooperatively assists the Helena Area Transit Service (HATS) in assessing and prioritizing local transit related needs.

Over the 18 months HTAC has been actively engaged in both the HATS Transportation Development Plan and The Helena Area Inclusive Planning Grant projects. These planning opportunities have helped to assess community vision and resources, and set goals, objectives and key activities, which helped to guide our assistance with FY 2014 Helena Area Coordination Plan related activities, as well as, our development the FY 2015 Helena Area Coordination Plan (a requirement component of the 5311 grant application).

We understand from staff that you will be taking up the FY 2015 transit budget discussion at the February 5th Administrative Meeting, with the goal of scheduling a public hearing and vote during the February 24th Commission meeting. Please see attached for the most up to date version of the FY 2015 Coordination Plan we are developing for the final FY 2015 grant application. HTAC has approved this draft to help inform you in this process and be take formal action on the final document at our February 18th HTAC meeting.

Also, please see below for some initial thoughts around staff budget changes and assumptions for FY 2015, as per the January 6 memo to Randall Camp that we understand you will also be considering at the February 5 meeting. We hope the draft Coordinated Plan and these suggestions are helpful as you work to direct and, ultimately, approve staff's draft budget for HATS for FY 2015.

1. Coordination is a high priority at the Federal and State level. Coordination is a process through which representatives of different agencies work together to achieve any one or all of the following goals: more cost-effective service delivery; increased capacity to serve unmet needs; improved quality of service; and, services which are more easily understood and accessed by riders.
  - **HTAC urges you to help build and approve transit policies and budget that support coordination activities (e.g. authorize grant fund request for**

**mobility management), maximizes available federal grant funds and has the flexibility to accommodate funds that may be raised thru continued coordination and other efforts.**

2. A safe, accessible, reliable and affordable transportation system is key to personal success and the economic vitality of our community. Adequate and sustainable transit funding is needed to continue to build such a system. Parking, building density, land use and sidewalk infrastructure decisions relate directly to success of public transportation, as well.
  - **HTAC urges you to continue to update and create policy with these points in mind, as well as, authorize city engineering staff to initiate research on the feasibility of new parking meters on city streets with high parking use by commuters with the intent of using the revenue to help fund existing transit route improvements, bus shelter improvements and expansion of services in the city.**
3. Initial research by the HTAC Subcommittee on Fares, indicates increasing fares can have the effect of decreasing ridership and no fare systems can increase ridership. Fares collected at the fare box make up 7% of the HATS budget and can't be used for local match. Also, it is our understanding that trends in ridership and expenditure of federal funds granted each year are important criteria used to determine federal grant awards.
  - **HTAC urges you to authorize staff to initiate research on the impacts of fares on ridership and revenue before making changes to fares.**

In closing, we have heard some say that FY 2015 will be “the year of transportation.” Please help ensure that staff has the guidance, time, technical training and assistance and financial resources to continue to build a successful community transportation system, not only this year, but in the years to come.

Thank you for your past and continued support of safe, accessible, affordable and reliable public transportation system in our community and we hope you will continue to utilize HTAC as partner and resource to that end, moving forward.

Best,

Vivian Crabtree  
Chair, Helena Transportation Advisory Council Chair on behalf of the Helena  
Transportation Advisory Committee

## L. Capital expenses

### 1. List of suggested vehicles

Vehicle Description	Pass. No.	Fuel Option	Floor Type	GVWR (Approx.)	W/C Stations	No. Units	Cost Estimate	Total Cost
<b>Vans:</b>								
Minivan	6	Gas	Reg.	6,050#	None	1	\$29,000	<b>\$29,000</b>
Accessible Van	5	Gas	Low	5,300#	One	2	\$45,000	<b>\$90,000</b>
High-Top	5	Gas	Reg.	9,500#	Two		\$55,000	
High-Top	9	Gas	Reg.	9,500#	One		\$55,000	
Extended	12	Gas	Reg.	9,500#	None		\$45,000	
<b>Body On Van Chassis Cutaway:</b>								
Small - ADA	12	Both	Reg.	9,500#	Six	1	\$64,000	<b>\$64,000</b>
Small	13	Both	Reg.	9,500#	Two		\$67,000	
Small	15	Both	Low	14,500#	One		\$120,000	
Medium	17	Both	Reg.	14,500#	Two		\$70,000	
Medium	19	Both	Reg.	14,500#	Two		\$75,000	
Medium	19	Both	Low	14,500#	Three		\$135,000	
<b>Body On Truck Chassis Cutaway:</b>								
Large	23	Both	Reg.	19,500#	Three		\$90,000	
Large	27	Both	Reg.	19,500#	Three		\$95,000	
<b>Body On Truck Chassis Medium-Duty Bus:</b>								
Small	19	Diesel	Reg.	20,500#	Three		\$90,000	
Medium	23	Diesel	Reg.	20,500#	Three		\$100,000	
Medium	23	Diesel	Low	23,000#	Three		\$185,000	
Medium	27	Diesel	Reg.	20,500#	Three		\$100,000	
Medium	27	Diesel	Low	23,000#	Three		\$190,000	
Large	35	Diesel	Reg.	23,000#	Three		\$110,000	
Large	35	Diesel	Low	23,000#	Three		\$195,000	
<b>Heavy-Duty Transit Bus:</b>								
Large	26	Diesel	Low	30,000#	Two		\$375,000	
<b>Other Equipment:</b>								
Vehicle Passenger Signal System							\$2,000	
Vehicle Front & Side Destination Signs							\$4,000	
Passenger Shelters (6)							\$8,800	
Routing Software Package							\$50,000	
Facility							Quote	

**Total estimated capital costs (100%)** \$183,000.00

**Total federal capital assistance request (86.58% or 80.00%)\*** \$156,533.20

**Total local match required (13.42% or 20.00%)\*** \$26,446.80

3-ADA vehicles: \$154,000

1-non ADA: \$29,000

\*5310 match rate is 80/20 for non-ADA capital and 85/15 for ADA capital; 5311 is 86.58/13.42

2. If you do not find your desired vehicle type in the vehicle matrix, please describe your request in the space provided. Include the passenger number, fuel option, floor type, number of wheelchair stations, and all other pertinent information.

N/A

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3. Examples of vehicle types

<b>1- Minivan</b>	<b>1- Accessible Van</b>	<b>High-Top Van</b>
		
<b>Full Sized Van</b>	<b>1- Van Cutaway</b>	<b>Truck Cutaway</b>
		
<b>Van Cutaway – Low Floor</b>	<b>Bus - Low Floor</b>	<b>Bus - Flat Floor</b>
		

4. Requirements

- Agencies applying for non-ADA capital must have a minimum of one accessible vehicle that meets ADA standards.
- The extended van is only available to agencies that provide vanpool services
- Class C vehicles designed to transport 16 or more passengers, including the driver, require a Commercial Driver’s License (CDL).
- Vehicle front and side destination signs and passenger signal systems are only applicable to the cutaway and bus style vehicles. Not the vans.

5. Vehicle customization options (lift location, interior colors, etc.)

- Soon after vehicles are awarded the grantee will receive vehicle options forms. Forms are customized to each vehicle and need to be completed and returned by the due date.

6. Sources of capital matching funds

amount  
**\$30,000**

Our Board of Directors has allocated \$30,000 in reserves in 2014 so that we can upgrade our fleet.

## 7. Needs justification

Describe the need for each piece of equipment requested including if this equipment will replace existing equipment, expand service, or if this is a new service. Description of need should include: current maintenance costs and mileage of vehicle(s) being replaced and maintenance history. Provide as much detail as possible. The Capital Assistance Review Committee (CAR) will use this information to prioritize capital requests. Attach additional pages if needed.

West Mont is a Montana 501(c)(3) non-profit organization that provides services for over 100 people with developmental disabilities on a daily basis (most also have physical disabilities). We currently operate 11-residential facilities and 4-vocational centers in Helena. Transportation is very important to us as it is such a key component in our day-to-day operations. Additionally, as we experience 5 months of winter-type weather in Helena, it is vital that this transportation be safe and reliable. Every day West Mont vehicles are used to transport clients to doctors' appointments, their jobs, vocational centers and on social outings. We currently have four aging vehicles that we would like to replace. All were purchased used and all have over 100,000 miles on them. The warranty coverage alone on a new vehicle would save us considerable funds over the 3-5 year warranty period and allow us to reinvest in our programs and services for our clients. Having a new, dependable vehicle would also bring us peace of mind not having to worry about unexpected and costly repairs. Computer maintenance records on these vehicles go back to 6/1/2009. At that time, we implemented a new software tracking system so that we could do a more thorough job of monitoring our fleet maintenance. If awarded the grant, the following vehicles would be replaced and are listed in order of priority:

	<u>Year</u>	<u>Current Vehicle Type</u>	<u>Mileage</u>	<u>New Replacement Vehicle</u>
1	1995	5-pass. Dodge Van w/ Wheelchair Access	178,231	Accessible Van
2	2000	5-pass. Dodge Van w/ Wheelchair Access	102,231	Accessible Van
3	2005	12-passenger ADA Chevy Van	131,251	ADA Van Cutaway
4	2000	Honda Odyssey 7-Passenger Van	169,667	Mini Van

### *Service and Expense Detail*

#### Vehicle # 1 - 1995 Dodge Van w/ Wheelchair Accessible

2B7KB31Z2SK542591

<u>Date</u>	<u>Odometer</u>	<u>Item</u>	<u>Notes</u>			
6/16/2009	169,005	Change oil and filter	Lithia			
		Type	Description	Quantity	Unit Price	Amount
		Labor		1	\$11.70	\$11.70
		Parts	Filter-oil change (5281090BA)	1	\$7.50	\$7.50
		Parts	OIL (5W30)	5	\$2.75	\$13.75
<b>Sub Total:</b>						<b>\$32.95</b>
1/5/2010	0.00	Wheelchair Lift	Harlow's Bus Sales Inc			
		Type	Description	Quantity	Unit Price	Amount
		Labor		3	\$50.00	\$150.00

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		Parts	micro switch	1	\$11.95	\$11.95
		Tax	Tax	0	\$0.00	\$0.00
				<b>Sub Total:</b>		<b>\$161.95</b>
3/10/2010	0.00	Change oil and filter		A Lube and Wash		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Fleet Discount	1	(\$4.00)	(\$4.00)
		Materials	Oil ( 5W30)	5	\$6.59	\$32.95
		Parts	Air Filters (PA 7)	1	\$10.00	\$10.00
				<b>Sub Total:</b>		<b>\$38.95</b>
4/27/2010	169,005	VEHICLE STUCK IN PARK	Gearshift won't come out of park, vehicle towed in trace complaint to Wheelchair door switch needing adjusting.			
		Type	Description	Quantity	Unit Price	Amount
		Labor	LABOR	1	\$35.00	\$35.00
		Labor	Tow	1	\$80.00	\$80.00
		Materials	Shop Supplies	1	\$4.60	\$4.60
				<b>Sub Total:</b>		<b>\$119.60</b>
5/10/2010	170733	VEHICLE STUCK IN PARK	Vehicle stuck in park, wheelchair lift inoperable, adjusted micro switches on interlock system and adjusted park lock system. replaced lift battery under vehicle. HARLOWS BUS SERVICE			
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$120.00	\$120.00
		Parts	Battery	1	\$123.95	\$123.95
				<b>Sub Total:</b>		<b>\$243.95</b>
7/20/2010	0.00	Vehicle died and was towed		Lithia		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$431.38	\$431.38
		Labor	Towing	1	\$128.00	\$128.00
		Materials	Misc	1	\$15.00	\$15.00
		Parts	Alternator	1	\$245.35	\$245.35
		Parts	Cable repair	1	\$8.00	\$8.00
		Parts	Relay	1	\$34.85	\$34.85
				<b>Sub Total:</b>		<b>\$862.58</b>
11/15/2010	0.00	Engine Heater and Coolant		Capitol City Transmission		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$140.00	\$140.00
		Materials	Shop Supplies	1	\$8.08	\$8.08
		Parts	Engine Coolant	2	\$11.95	\$23.90
		Parts	Engine Heater	1	\$38.02	\$38.02
				<b>Sub Total:</b>		<b>\$210.00</b>
11/29/2010	0.00	Heater Core		Capitol City Transmission		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	4	\$55.00	\$220.00
		Materials	Hazardous Materials	1	\$1.00	\$1.00
		Materials	Shop Supplies	1	\$1.00	\$1.00
		Parts	A/C Recharge	1	\$70.00	\$70.00
		Parts	Engine Coolant	1	\$16.00	\$16.00
		Parts	Heater Core	1	\$161.23	\$161.23
				<b>Sub Total:</b>		<b>\$469.23</b>
12/30/2010	0.00	Diagnose and Repair Electrical Draw/ Replace Battery		Capitol City Transmission		
		Type	Description	Quantity	Unit Price	Amount
		Labor		0	\$0.00	\$0.00
		Labor	Labor	0.75	\$67.00	\$50.25
		Materials	Hazardous Materials	1	\$1.00	\$1.00

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		Parts	Battery & electrical draw	1	\$99.84	\$99.84
					<b>Sub Total:</b>	<b>\$151.09</b>
5/26/2011	160,889	Vehicle will not start and was towed		Engine Diagnosis and towing- Lithia		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$200.00	\$200.00
		Labor	Towing	1	\$75.00	\$75.00
		Parts	Module- Engine controller	1	\$565.25	\$565.25
					<b>Sub Total:</b>	<b>\$840.25</b>
5/26/2011	170,773	Vehicle Stalls out every now and then		Eng Diag, veh. Inspection, Oil Change		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Engine Labor	1	\$153.00	\$153.00
		Labor	Oil Change Labor	1	\$7.79	\$7.79
		Parts	Filter-oil change	1	\$5.41	\$5.41
		Parts	Motor Air Idle speed	1	\$101.05	\$101.05
		Parts	OIL (5W30)	5	\$2.55	\$12.75
					<b>Sub Total:</b>	<b>\$280.00</b>
5/26/2011	170,773	Vehicle needed to be jumped		EI Diagnosis Battery Replaced Litha		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$41.75	\$41.75
		Materials	Misc	1	\$3.13	\$3.13
		Parts	Battery	1	\$74.95	\$74.95
					<b>Sub Total:</b>	<b>\$119.83</b>
5/26/2011	170,773	Check coolant (antifreeze)		Vehicle leaking coolant		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Labor	1	\$126.00	\$126.00
		Materials	Misc	1	\$9.45	\$9.45
		Parts	1 5/8 Regular cup (9345)	1	\$2.70	\$2.70
					<b>Sub Total:</b>	<b>\$138.15</b>
11/30/2011	173,557	Replace shut down relay and repair wiring		Capital Trans.and Auto		
		Type	Description	Quantity	Unit Price	Amount
		Labor	Diagnose & replace shut down relay & repair wiring	1	\$51.45	\$51.45
		Parts	Relay	1	\$34.94	\$34.94
		Parts	shop supplies	1	\$1.50	\$1.50
		Parts	Wire	1	\$4.10	\$4.10
					<b>Sub Total:</b>	<b>\$91.99</b>
12/16/2011	173,664	Change oil and filter		A Lube and Wash		
		Type	Description	Quantity	Unit Price	Amount
		Materials	Oil ( 5W30)	5	\$7.19	\$35.95
		Parts	Wiper Blades	2	\$14.95	\$29.90
					<b>Sub Total:</b>	<b>\$65.85</b>
2/29/2012	174,557	Transmission service		Capital Trans. and Auto		
		Type	Description	Quantity	Unit Price	Amount
		Labor	R install Trans, replace converter and reseal	0	\$350.00	\$0.00
		Labor	remove and intall Trans.	6.4	\$55.00	\$350.00
		Labor	shop supplies	1	\$1.50	\$1.50
		Parts	Converter	1	\$156.00	\$156.00
		Parts	Filter	1	\$12.83	\$12.83
		Parts	Shop Supplies	1	\$1.50	\$1.50
		Parts	Transmission Fluid	1	\$52.00	\$52.00
		Parts	Transmission Seal Kit	1	\$33.00	\$33.00
					<b>Sub Total:</b>	<b>\$606.83</b>
8/13/2012	0.00	short in W/C lift				

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		Type	Description	Quantity	Unit Price	Amount
		Labor	repair short in W/C lift	2.2	\$85.00	\$187.00
		Parts	electrical parts	1	\$24.10	\$24.10
		<b>Sub Total:</b>				<b>\$211.10</b>
8/27/2012	175,146	Repair emergency brake and handle				
		Type	Description	Quantity	Unit Price	Amount
		Labor	replace rod handle	0	\$21.00	\$0.00
		Parts	release rod handle	1	\$22.25	\$22.25
		Parts	Shop Supplies	1	\$3.00	\$3.00
		<b>Sub Total:</b>				<b>\$25.25</b>
9/4/2012	175,200	oil change				
		Type	Description	Quantity	Unit Price	Amount
		Labor	labor	1	\$6.01	\$6.01
		Labor	oil change	0	\$6.01	\$0.00
		Parts	OIL (5W30)	5	\$4.99	\$24.95
		Parts	oil filter	1	\$4.99	\$4.99
		<b>Sub Total:</b>				<b>\$35.95</b>
10/2/2013	177,906	oil change		Eagle Tire Express		
		Type	Description	Quantity	Unit Price	Amount
		Labor	oil change	1	\$30.00	\$30.00
		<b>Sub Total:</b>				<b>\$30.00</b>
		<b>Vehicle Total:</b>				<b>\$4,797.35</b>

**Service and Expense Detail**

Vehicle #2 2000 Dodge 2500 w/ wheel chair  2B5WB35Z1YK131132

Date	Odometer	Item	Notes			
5/10/2011	82,526	front brakes/belt/rear view mirror	Capital City Trans. and Auto			
		Type	Description	Quantity	Unit Price	Amount
						\$0.00
		<b>Sub Total:</b>				<b>\$0.00</b>
12/20/2011	86,784	Change oil and filter	A Lube n wash			
		Type	Description	Quantity	Unit Price	Amount
		Materials	Oil ( 5W30)	1	\$31.95	\$31.95
		<b>Sub Total:</b>				<b>\$31.95</b>
1/12/2012	86,784	idler arm, control arm bushings	Harry's			
		Type	Description	Quantity	Unit Price	Amount
		Labor	front wheel alignment	1	\$55.00	\$55.00
		Labor	replace right and left upper control arm bushings	1	\$95.00	\$95.00
		Labor	replace right idler arm	1	\$25.00	\$25.00
		Parts	bushings arm control	4	\$15.00	\$60.00
		Parts	idler arm	1	\$65.00	\$65.00
		<b>Sub Total:</b>				<b>\$300.00</b>
4/19/2012	88,939	4 new tires	Eagle Tire			
		Type	Description	Quantity	Unit Price	Amount
		Parts	Tires	4	\$180.00	\$720.00
		<b>Sub Total:</b>				<b>\$720.00</b>
5/21/2012	89,502	oil change	Meineke Car Care			
		Type	Description	Quantity	Unit Price	Amount
		Labor	change oil	1	\$6.01	\$6.01
		Materials	Hazardous Materials	1	\$5.00	\$5.00
		Parts	OIL (5W30)	5	\$4.99	\$24.95
		<b>Sub Total:</b>				<b>\$35.96</b>
7/23/2012	89,502	Battery	Northwest Battery and Electric			
		Type	Description	Quantity	Unit Price	Amount
		Labor	replace battery and cables	1	\$59.50	\$59.50

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		Parts	Battery and electrical draw	1	\$104.65	\$104.65
					<b>Sub Total:</b>	<b>\$164.15</b>
12/26/2012	96,084	oil change		Meineke		
		Type	Description	Quantity	Unit Price	Amount
		Labor	shop labor	1	\$6.01	\$6.01
		Parts	OIL (5W30)	5	\$4.99	\$24.95
		Parts	oil filter	1	\$4.99	\$4.99
					<b>Sub Total:</b>	<b>\$35.95</b>
6/20/2013	96,293	oil change		Eagle		
		Type	Description	Quantity	Unit Price	Amount
		Parts	OIL	5	\$6.00	\$30.00
					<b>Sub Total:</b>	<b>\$30.00</b>
10/3/2013	98,522	oil change		Eagle Tire Xpress		
		Type	Description	Quantity	Unit Price	Amount
		Labor	oil change	1	\$30.00	\$30.00
					<b>Sub Total:</b>	<b>\$30.00</b>
11/14/2013	99,385	remove rear plug and repair		Carl's Auto Repair		
		Type	Description	Quantity	Unit Price	Amount
		Labor	repair leak in rear-end	1	\$65.00	\$65.00
					<b>Sub Total:</b>	<b>\$65.00</b>
11/14/2013	99,385	snow tires		eagle tire		
		Type	Description	Quantity	Unit Price	Amount
		Parts	snow tires	2	\$185.00	\$370.00
					<b>Sub Total:</b>	<b>\$370.00</b>
<b>Vehicle Total:</b>						<b>\$2,425.89</b>

**Service and Expense Detail**

Vehicle #3 - 2005 Chevy 3500

1GAHG39U751240355

Date	Odometer	Item	Notes	Quantity	Unit Price	Amount
9/22/2011	100,746	R/R/ drivers side valve cover	Capital Transmission and Auto			
		Type	Description	Quantity	Unit Price	Amount
		Labor	R/R/ drivers side valve cover	2.21	\$55.00	\$121.50
		Parts	Valve cover assembly	1	\$189.84	\$189.84
					<b>Sub Total:</b>	<b>\$311.34</b>
9/27/2011	101,147	Change oil and filter	A Lube and Wash			
		Type	Description	Quantity	Unit Price	Amount
		Labor	oil change	1	\$17.95	\$17.95
		Parts	OIL	5	\$3.50	\$17.50
					<b>Sub Total:</b>	<b>\$35.45</b>
10/3/2011	101,147	Replace running board Pass. side	Auto Trim Design			
		Type	Description	Quantity	Unit Price	Amount
		Parts	running board	1	\$249.00	\$249.00
					<b>Sub Total:</b>	<b>\$249.00</b>
10/28/2011	0.00	Repair running board Pass. side				
		Type	Description	Quantity	Unit Price	Amount
		Materials	signal bulb	1	\$5.99	\$5.99
		Parts	running board	1	\$65.00	\$65.00
					<b>Sub Total:</b>	<b>\$70.99</b>
12/2/2011	101,974	R/R engine oil pressure sender	Capital City Transmission and Auto			
		Type	Description	Quantity	Unit Price	Amount
		Labor	R/R oil sending unit	1	\$65.00	\$65.00
		Labor	shop supplies	1	\$1.50	\$1.50
		Parts	Oil Pressure Sensor	1	\$77.25	\$77.25
		Parts	Shop Supplies	1	\$1.50	\$1.50

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						<b>Sub Total:</b>	<b>\$145.25</b>
2/2/2012	105,535	oil change			A lube and wash		
		Type	Description	Quantity	Unit Price	Amount	
		Parts	Oil Change	6	\$5.91	\$35.46	
						<b>Sub Total:</b>	<b>\$35.46</b>
4/19/2012	108,426	Change oil and filter			A lube n wash		
		Type	Description	Quantity	Unit Price	Amount	
		Parts	OIL (5W30)	6	\$5.83	\$34.98	
						<b>Sub Total:</b>	<b>\$34.98</b>
8/3/2012	112,332	Change oil and filter			Meineke		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	oil change	0.3	\$6.01	\$1.80	
		Parts	Oil	6	\$4.99	\$29.94	
		Parts	oil filter	1	\$4.99	\$4.99	
						<b>Sub Total:</b>	<b>\$36.73</b>
11/8/2012	112,332	snow tires			Eagle Tire		
		Type	Description	Quantity	Unit Price	Amount	
		Parts	snow tires	2	\$205.00	\$410.00	
						<b>Sub Total:</b>	<b>\$410.00</b>
12/26/2012	118,096	oil change			Meineke		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	shop labor	1	\$6.01	\$6.01	
		Parts	OIL (5W30)	6	\$4.75	\$28.50	
		Parts	oil filter	1	\$4.99	\$4.99	
						<b>Sub Total:</b>	<b>\$39.50</b>
4/1/2013	121,587	oil change			Meineke		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	change oil and filter	0	\$6.01	\$0.00	
		Parts	OIL	5	\$4.99	\$24.95	
		Parts	oil filter	1	\$4.99	\$4.99	
						<b>Sub Total:</b>	<b>\$29.94</b>
5/9/2013	123,299	front wheel alignment			Whalen tire		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	front wheel alignment	1	\$79.95	\$79.95	
						<b>Sub Total:</b>	<b>\$79.95</b>
6/20/2013	124,875	oil change			Eagle		
		Type	Description	Quantity	Unit Price	Amount	
		Materials	Oil ( 5W30)	6	\$6.17	\$37.02	
						<b>Sub Total:</b>	<b>\$37.02</b>
11/15/2013	127,875	belts, water pump etc.			Carls		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	water pump belts and hoses	4.6666	\$30.00	\$140.00	
		Parts	Antifreeze	2	\$12.00	\$24.00	
		Parts	belt	1	\$40.00	\$40.00	
		Parts	Radiator Hose	1	\$46.00	\$46.00	
		Parts	Thermastat	1	\$15.00	\$15.00	
		Parts	V-Belt air comp.	1	\$28.00	\$28.00	
		Parts	Water pump	1	\$97.00	\$97.00	
						<b>Sub Total:</b>	<b>\$390.00</b>
12/17/2013	130,276	window latch and door panel			Carl's		
		Type	Description	Quantity	Unit Price	Amount	
		Labor	replace door clips and fix window latch	2	\$17.50	\$35.00	
		Parts	door clips	4	\$2.50	\$10.00	
						<b>Sub Total:</b>	<b>\$45.00</b>

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1/6/2014	131,251	oil change	Eagle Xpress				
		Type	Description	Quantity	Unit Price	Amount	
		Materials	10W30	6	\$6.10	\$36.60	
						<b>Sub Total:</b>	<b>\$36.60</b>
						<b>Vehicle Total:</b>	<b>\$1,987.21</b>

**Service and Expense Detail**

Vehicle #4 2000 Honda Odyssey

2HKRL1868YH574096

Date	Odometer	Item	Notes				
12/3/2010	133,246	Battery	Interstate				
		Type	Description	Quantity	Unit Price	Amount	
		Labor	install block heater	0	\$56.00	\$0.00	
		Parts	Battery	1	\$98.95	\$98.95	
						<b>Sub Total:</b>	<b>\$98.95</b>
2/1/2011	134,358	new battery and alternator	replace both labor 108.20				
		Type	Description	Quantity	Unit Price	Amount	
		Parts	battery & alternator	1	\$417.91	\$417.91	
						<b>Sub Total:</b>	<b>\$417.91</b>
3/16/2011	135,320	Repair sliding door					
		Type	Description	Quantity	Unit Price	Amount	
		Labor	door repair	0	\$621.14	\$0.00	
		Labor	repair sliding door	0	\$621.14	\$0.00	
		Materials	door repair	1	\$621.14	\$621.14	
						<b>Sub Total:</b>	<b>\$621.14</b>
8/10/2011	138,304	Change oil and filter	A Lube and wash 31.95				
		Type	Description	Quantity	Unit Price	Amount	
			Oil change			\$31.95	
						<b>Sub Total:</b>	<b>\$31.95</b>
12/29/2011	141,258	brakes all around	Hurry's				
		Type	Description	Quantity	Unit Price	Amount	
		Labor	replace both front brake & rotors inspect rear brakes	1	\$58.00	\$58.00	
		Parts	brake pads	1	\$51.00	\$51.00	
		Parts	rotors	2	\$60.00	\$120.00	
						<b>Sub Total:</b>	<b>\$229.00</b>
12/29/2011	142,577	Change oil and filter	A Lube N Wash				
		Type	Description	Quantity	Unit Price	Amount	
		Materials	Oil ( 5W30)	4.5	\$7.10	\$31.95	
						<b>Sub Total:</b>	<b>\$31.95</b>
2/6/2012	142,577	radio install	Auto Trim Design				
		Type	Description	Quantity	Unit Price	Amount	
		Labor	radio & labor	3	\$58.00	\$174.00	
						<b>Sub Total:</b>	<b>\$174.00</b>
4/12/2012	148,482	replace one tire	eagle tire 25.00 need tires for 2013				
		Type	Description	Quantity	Unit Price	Amount	
		Parts	Tires	1	\$25.00	\$25.00	
						<b>Sub Total:</b>	<b>\$25.00</b>
7/13/2012	149,203	oil change	Meineke				
		Type	Description	Quantity	Unit Price	Amount	
		Labor	oil change	1	\$6.01	\$6.01	
		Materials	Oil ( 5W30)	5	\$4.99	\$24.95	
		Parts	oil filter	1	\$4.99	\$4.99	
						<b>Sub Total:</b>	<b>\$35.95</b>
9/18/2012	152,337	Change oil and filter	Meineke				

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		Type	Description	Quantity	Unit Price	Amount
		Labor	change oil and filter	1	\$6.01	\$6.01
		Parts	OIL	5	\$4.99	\$24.95
		Parts	oil filter	1	\$4.99	\$4.99
			<b>Sub Total:</b>			<b>\$35.95</b>
10/4/2012	152,735		canister control valve			Capital City Trans. and Auto
		Type	Description	Quantity	Unit Price	Amount
		Labor	R/R evap canister cntrl valve	0	\$30.00	\$0.00
		Materials	Shop Supplies	1	\$3.00	\$3.00
		Parts	purge control valve	1	\$137.78	\$137.78
			<b>Sub Total:</b>			<b>\$140.78</b>
11/20/2012	154,242		shift cable for transmission			Capital City Trans. and Auto
		Type	Description	Quantity	Unit Price	Amount
		Labor	Replace transmission shift cable	1	\$85.00	\$85.00
		Materials	Hazardous Materials	2	\$1.50	\$3.00
		Parts	shift cable	1	\$118.44	\$118.44
			<b>Sub Total:</b>			<b>\$206.44</b>
2/14/2013	157,345		exterior door handle			Capital City Trans and Auto
		Type	Description	Quantity	Unit Price	Amount
		Labor	replace door handle passenger	1	\$50.40	\$50.40
		Materials	Hazardous Materials	1	\$3.00	\$3.00
		Parts	exterior door handle	1	\$83.10	\$83.10
			<b>Sub Total:</b>			<b>\$136.50</b>
2/14/2013	157,471		oil change			Meineke
		Type	Description	Quantity	Unit Price	Amount
		Labor	shop labor	1	\$4.99	\$4.99
		Parts	OIL (5W30)	5	\$4.99	\$24.95
		Parts	oil filter	1	\$6.01	\$6.01
			<b>Sub Total:</b>			<b>\$35.95</b>
5/23/2013	161,910		egr, catalytic converter			Capital City Trans.
		Type	Description	Quantity	Unit Price	Amount
		Labor	egr valve	1	\$36.00	\$36.00
		Labor	R/R catalytic converter	1	\$65.00	\$65.00
		Materials	Hazardous Materials	1	\$3.00	\$3.00
		Parts	catalytic converter	1	\$196.63	\$196.63
		Parts	EGR Valve	1	\$129.58	\$129.58
			<b>Sub Total:</b>			<b>\$430.21</b>
5/23/2013	161,948		oil change			Meineke
		Type	Description	Quantity	Unit Price	Amount
		Parts	OIL (5W30)	5	\$4.95	\$24.75
		Parts	oil filter	1	\$4.99	\$4.99
			<b>Sub Total:</b>			<b>\$29.74</b>
7/19/2013	163,765		oxygen sensors intake manifold			Capital Trans. and Auto
		Type	Description	Quantity	Unit Price	Amount
		Labor	R/R upstream sensors; R/R intake manifold gasket	3.20	\$75.00	\$240.00
		Materials	Hazardous Materials	2	\$1.50	\$3.00
			<b>Sub Total:</b>			<b>\$243.00</b>
8/7/2013	164,279		Tires			Eagle Tire
		Type	Description	Quantity	Unit Price	Amount
		Parts	front tires	2	\$120.00	\$240.00
			<b>Sub Total:</b>			<b>\$240.00</b>
11/20/2013	167,794		oil change			Eagle Express
		Type	Description	Quantity	Unit Price	Amount
		Parts	OIL (5W30)	5	\$10.20	\$51.00

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				<b>Sub Total:</b>	<b>\$51.00</b>	
11/20/2013	163,765	tune-up lights door latch	Carl's			
		Type	Description	Quantity	Unit Price	Amount
		Labor	bekts, door, motor mount	4	\$17.50	\$70.00
		Parts	Air Filter (PA 436)	1	\$16.00	\$16.00
		Parts	belt	1	\$12.00	\$12.00
		Parts	belt	1	\$15.00	\$15.00
		Parts	motor mount	1	\$45.00	\$45.00
		Parts	PVC Valve	1	\$5.00	\$5.00
		Parts	Spark Plug	6	\$3.00	\$18.00
				<b>Sub Total:</b>	<b>\$181.00</b>	
12/9/2013	168,293	Head lights	Carl's Auto Repair			
		Type	Description	Quantity	Unit Price	Amount
		Labor	replace headlight bulbs	1	\$15.00	\$15.00
		Parts	headlight bulb (1)	2	\$12.50	\$25.00
				<b>Sub Total:</b>	<b>\$40.00</b>	
12/18/2013	168,589	brakes all around	Carl's			
		Type	Description	Quantity	Unit Price	Amount
		Labor	brakes all rear & front	2	\$45.00	\$90.00
		Parts	brake caliper	1	\$55.00	\$55.00
		Parts	Brake Fluid	1	\$6.00	\$6.00
		Parts	brake pads	1	\$55.00	\$55.00
		Parts	brake rotors	2	\$47.00	\$94.00
		Parts	brake shoes	1	\$18.00	\$18.00
				<b>Sub Total:</b>	<b>\$318.00</b>	
				<b>Vehicle Total:</b>	<b>\$3,722.47</b>	

If you need additional information, please do not hesitate to let us know. Thank you for your consideration of our application.

**HELENA AREA TRANSIT  
COMPLETE REPORT**

**RIDERSHIP TOTALS  
(BY MONTH)**

**FY10 PROGRAM TOTALS  
(BY MONTH)**

	Total <u>FY2010</u>	Total <u>FY2011</u>	Total <u>FY2012</u>	Total <u>FY2013</u>	HATS <u>Total</u>	Breakdown <u>Checkpoint</u>	Breakdown <u>Curb-to-Curb</u>	East Valley <u>Breakdown</u>	Trolley <u>Breakdown</u>	Capt Comtr <u>Breakdown</u>	Head Start <u>Breakdown</u>	RMDCSenior <u>Breakdown</u>	Rec-Connect <u>Breakdown</u>
July	10,488				5,633	3,009	2,624	1,748	1,308	917	0	882	
August	10,035				5,177	2,727	2,450	1,638	1,590	676	0	954	
September	10,596				5,160	2,683	2,477	1,472	941	645	1,335	1,043	
October	12,114				5,333	2,824	2,509	1,831	728	831	2,416	975	
November	11,416				5,277	2,805	2,472	1,666	563	870	2,254	786	
December	13,342				6,356	3,101	3,255	2,340	620	1,017	2,040	969	
January	11,290				4,479	2,650	1,829	2,184	508	871	2,383	865	
February	11,922				5,487	2,755	2,732	1,901	556	620	2,231	1,127	
March	13,083				6,136	3,140	2,996	2,092	768	613	2,395	1,079	
April	11,689				5,568	2,935	2,633	1,765	727	600	2,204	825	
May	11,083				5,270	2,670	2,600	1,534	783	457	2,130	909	
June	9,248				5,446	2,810	2,636	1,627	852	459	0	864	
<b>TOTAL</b>	<b>136,306</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,322</b>	<b>34,109</b>	<b>31,213</b>	<b>21,798</b>	<b>9,944</b>	<b>8,576</b>	<b>19,388</b>	<b>11,278</b>	<b>0</b>

**RIDERSHIP EXPLANATIONS  
(BY FISCAL YEAR)**

FY2010  
 FY2011 Stopped Commuter Route/Stopped Trolley  
 FY2012 Loss of approx 2250 in RMDC rider-ship & fluctuation in rider-ship

HELENA AREA TRANSIT  
COMPLETE REPORT

**RIDERSHIP TOTALS  
(BY MONTH)**

**FY11 PROGRAM TOTALS  
(BY MONTH)**

	Total FY2010	Total FY2011	Total FY2012	Total FY2013	HATS Total	Breakdown Checkpoint	Breakdown Curb-to-Curb	East Valley Breakdown	Trolley Breakdown	Capt Comtr Breakdown	Head Start Breakdown	RMDCSenior Breakdown	Rec-Connect Breakdown
July	10,488	8,599			5,476	2,765	2,711	1,546	638		0		939
August	10,035	8,631			5,691	2,736	2,955	1,549	351		0		1040
September	10,596	9,018			5,267	2,576	2,691	1,350	307		1092		1002
October	12,114	9,147			5,069	2,622	2,447	1,347	0		1690		1041
November	11,416	10,153			5,383	2,815	2,568	1,546	0		2357		867
December	13,342	9,985			5,699	2,993	2,706	2,034	0		1502		750
January	11,290	11,382			5,894	2,655	3,239	1,829	0		2654		1005
February	11,922	10,346			5,455	2,803	2,652	1,862	0		2060		969
March	13,083	10,801			6,385	3,299	3,086	1,929	52		1480		955
April	11,689	10,557			5,831	3,208	2,623	1,686	0		2066		974
May	11,083	9,411			5,044	2,554	2,490	1,705	41		1870		751
June	9,248	8,862			5,635	2,961	2,674	1,848	525		223		631
<b>TOTAL</b>	<b>136,306</b>	<b>116,892</b>	<b>0</b>	<b>0</b>	<b>66,829</b>	<b>33,987</b>	<b>32,842</b>	<b>20,231</b>	<b>1,914</b>	<b>0</b>	<b>16,994</b>	<b>10,924</b>	<b>0</b>

**RIDERSHIP EXPLANATIONS  
(BY FISCAL YEAR)**

FY2010  
FY2011 Stopped Commuter Route/Stopped Trolley (Charter only)  
FY2012 Loss of approx 2250 in RMDC rider-ship & fluctuation in rider-ship

**HELENA AREA TRANSIT  
COMPLETE REPORT**

**RIDERSHIP TOTALS  
(BY MONTH)**

**FY12 PROGRAM TOTALS  
(BY MONTH)**

	Total FY2010	Total FY2011	Total FY2012	Total FY2013	HATS Total	Breakdown Checkpoint	Breakdown Curb-to-Curb	East Valley Breakdown	Trolley Breakdown	Capt Comtr Breakdown	Head Start Breakdown	RMDCSenior Breakdown	Rec-Connect Breakdown
July	10,488	8,599	8,057		5,333	2,866	2,467	1,829			0	895	
August	10,035	8,631	8,134		5,735	3,120	2,615	1,620			0	779	
September	10,596	9,018	8,268		5,044	2,575	2,469	1,522			984	718	
October	12,114	9,147	8,950		5,120	2,684	2,436	1,458			1,602	770	
November	11,416	10,153	8,511		5,103	2,714	2,389	1,619			951	838	
December	13,342	9,985	9,250		5,412	2,772	2,640	1,698			1,466	674	
January	11,290	11,382	10,715		5,587	2,788	2,799	1,741			2,310	1,077	
February	11,922	10,346	10,151		5,772	2,964	2,808	1,843			1,870	666	
March	13,083	10,801	10,390		6,267	3,055	3,212	1,842			1,512	769	
April	11,689	10,557	9,131		5,875	2,968	2,907	1,602			1,654	0	
May	11,083	9,411	8,451		5,584	2,977	2,607	1,609			1,258	0	
June	9,248	8,862	6,981		5,541	2,789	2,752	1,440			0	0	
<b>TOTAL</b>	<b>136,306</b>	<b>116,892</b>	<b>106,989</b>	<b>0</b>	<b>66,373</b>	<b>34,272</b>	<b>32,101</b>	<b>19,823</b>	<b>0</b>	<b>0</b>	<b>13,607</b>	<b>7,186</b>	<b>0</b>

**RIDERSHIP EXPLANATIONS  
(BY FISCAL YEAR)**

FY2010  
 FY2011 Stopped Commuter Route/Stopped Trolley  
 FY2012 Loss of approx 2250 in RMDC rider-ship & fluctuation in rider-ship

**HELENA AREA TRANSIT  
COMPLETE REPORT**

**RIDERSHIP TOTALS  
(BY MONTH)**

**FY14 PROGRAM TOTALS  
(BY MONTH)**

	Total FY2010	Total FY2011	Total FY2012	Total FY2013	HATS Total	Breakdown Checkpoint	Breakdown Curb-to-Curb	East Valley Breakdown	Trolley Brkdown	Capt Cmtr Brkdown	Head Start Breakdown	RMDC Sr Breakdown	Rec-Connect Breakdown
July	10,488	8,599	8,057	7,627	5,361	2,827	2,534	1,333			0	653	280
August	10,035	8,631	8,134	8,657	6,113	3,155	2,958	1,505			0	738	301
September	10,596	9,018	8,268	7,198	4,863	2,320	2,543	1,127			547	661	0
October	12,114	9,147	8,950	9,253	5,787	2,958	2,829	1,321			1,381	764	0
November	11,416	10,153	8,511	8,147	5,239	2,653	2,586	1,203			1,024	681	0
December	13,342	9,985	9,250	7,793	5,135	2,686	2,449	1,259			879	520	0
January	11,290	11,382	10,715	9,084	5,662	2,776	2,886	1,504			1,215	703	0
February	11,922	10,346	10,151	8,600	5,176	2,604	2,572	1,524			1,196	704	0
March	13,083	10,801	10,390	9,302	5,821	2,915	2,906	1,505			1,324	652	0
April	11,689	10,557	9,131	9,149	5,789	2,927	2,862	1,687			1,012	661	0
May	11,083	9,411	8,451	8,545	5,542	2,796	2,746	1,488			924	591	0
June	9,248	8,862	6,981	6,980	5,126	2,514	2,612	1,160			0	456	238
<b>TOTAL</b>	<b>136,306</b>	<b>116,892</b>	<b>106,989</b>	<b>100,335</b>	<b>65,614</b>	<b>33,131</b>	<b>32,483</b>	<b>16,616</b>	<b>0</b>	<b>0</b>	<b>9,502</b>	<b>7,784</b>	<b>819</b>

**RIDERSHIP EXPLANATIONS  
(BY FISCAL YEAR)**

FY2010  
 FY2011 Stopped Commuter Route/Stopped Trolley  
 FY2012 Loss of approx 2250 in RMDC rider-ship & fluctuation in rider-ship

**HELENA AREA TRANSIT  
COMPLETE REPORT**

**RIDERSHIP TOTALS  
(BY MONTH)**

**FY14 PROGRAM TOTALS  
(BY MONTH)**

	Total FY2010	Total FY2011	Total FY2012	Total FY2013	Total FY2014	HATS Total	Breakdown Checkpoint	Breakdown Curb-to-Curb	East Valley Breakdown	Trolley Brkdwn	Capt Cmtr Brkdwn	Head Start Breakdown	RMDC Brkdwn	Sr Rec-Connect Breakdown
July	10,488	8,599	8,057	7,627	7,790	5,950	3,028	2,922	1,062			0	544	234
August	10,035	8,631	8,134	8,657	7,464	5,838	2,942	2,896	1,090			0	432	104
September	10,596	9,018	8,268	7,198	6,764	4,683	2,022	2,661	981			592	508	0
October	12,114	9,147	8,950	9,253	7,899	5,254	2,192	3,062	1,167			881	597	0
November	11,416	10,153	8,511	8,147	6,897	4,588	2,056	2,532	1,006			764	539	0
December	13,342	9,985	9,250	7,793	7,356	5,311	2,436	2,875	1,216			315	514	0
January	11,290	11,382	10,715	9,084	8,134	5,763	2,521	3,242	1,269			1,102		
February	11,922	10,346	10,151	8,600	0			0						
March	13,083	10,801	10,390	9,302	0			0						
April	11,689	10,557	9,131	9,149	0			0						
May	11,083	9,411	8,451	8,545	0			0						
June	9,248	8,862	6,981	6,980	0			0						
<b>TOTAL</b>	<b>136,306</b>	<b>116,892</b>	<b>106,989</b>	<b>100,335</b>	<b>52,304</b>	<b>37,387</b>	<b>17,197</b>	<b>20,190</b>	<b>7,791</b>	<b>0</b>	<b>0</b>	<b>3,654</b>	<b>3,134</b>	<b>338</b>

**RIDERSHIP EXPLANATIONS  
(BY FISCAL YEAR)**

FY2010  
 FY2011 Stopped Commuter Route/Stopped Trolley  
 FY2012 Loss of approx 2250 in RMDC rider-ship & fluctuation in rider-ship



