HELENA AREA TRANSPORTATION ADVISORY COUNCIL (HATAC)
November 18, 2014 Monthly Meeting
MT Council on Developmental Disabilities Conference Room
2714 Billings Avenue-behind Walmart
2:30 PM to 4:00 PM

Agenda

1. **Introductions**
2. **Approval of October Mtg. Minutes (attached)**
3. **Executive Committee Report/Recommendations/Action Items (10 Minutes)**
    - HITP Grant Round 2 Grant Progress/HITP Grant Round 3 Update
    - Regional Transit Service Improvement Project Progress (including Fare Review/Update Task)
    - MILP In-Kind Memo/Proposal for FY 2016 Coordination Plan
4. **Lead Agency (HATS) Report/Discussion (10 min.)**
    - November Memo/Ridership Report
5. **HITP Grant Round 2 Presentations/Consultant Recommendations (30 min.)**
    - **Action Area 1 Presentation-Transportation Inventory and Mobility Management/Travel Training Programs-David Kack, WTI**
    - **Action Area 3 Presentation-Transit Communications and Marketing Plan and HATS Branding Workshop Outcomes-Selena Barlow, Transit Marketing, LLC**
6. **HATAC FY 2016 Coordination Plan Recommendations/Action Items (30 min.)**
    - Consider Implementation of Local Service Improvement Strategy
    - Consider Implementation of Mobility Manager Program
    - Consider Implementation Travel Training Program
    - Consider Implementation/funding of Transit Marketing and Communications Plan
    - Consider Branding Recommendations
    - Consider MILP Proposal for In-Kind Contributions
    - Consider Election Day/Holiday Service For HATS
    - Consider Fare Review/Update Recommendation
7. **Helena Area Riders Council Update (5 min.)**
8. **Public Comment (5 min.)**
9. **HATAC December Meeting Announcement/Adjourn**

As outlined by the Montana Department of Transportation, a TAC is an advisory council that cooperatively assists the lead transit agency manager in assessing and prioritizing local needs, as well as discusses and make recommendations on various transit related issues.

http://www.helenamt.gov/public-works/hats/helena-transporation-advisory-council.html

HELENA AREA TRANSPORTATION ADVISORY COUNCIL (HATAC)

October 21, 2014 Monthly Meeting Minutes
Intermountain Board Room, 3240 Dredge Drive, East Entrance
2:30 PM to 4:00 PM

Attendance: Allison Batch (SAVE), Les Clark (MILP), Brian Johnson (United Way/Treasurer), Jaymie Sheldahl (RMDC-Head Start/Secretary), Elizabeth Andrews (HCC District #2/Chair), Sandra Lowry (Area IV Agency on Aging), Jamie Schell (City of East Helena Mayor), David Kack (WTI/MSU), Andy Hunthausen (L&C County Commissioner), Matt Elsaesser (City of Helena Commissioner), Bob Maffit (MILP), Judy Harris (HTAC Member At Large), Trish Sorenson (Interested Citizen), Patrick Sanders (DPHHS), Deborah Swingley (MT Council on DD/Vice-Chair), Steve Larson (HATS), Paul Kindt (PEERS), Kiki Moses (MILP), Kay Larson (Rider's Council), Mary Sherlock (Rider's Council), Bob Allen (HATAC), Ryan Luchau (DPHHS AMDD), Karen Lane (Health Dpt.), Linda Collier, Jerry Hutch (MDB), Vivian Crabtree (MDB), Saundra Lowry (Area Susan Pesta (Westmont),

Conference Phone: Scott Chapman

Introductions: Meeting called to order at 2:30 pm and started with introductions. All in attendance signed sign-in sheet. Membership forms were distributed along with hard copies of meeting materials. HATAC Chair Elizabeth Andrews reviewed the primary role of the HATAC as outlined by the Montana Department of Transportation "a TAC is an advisory council that cooperatively assists the lead agency/transit manager in assessing and prioritizing local needs and enhances coordination among community partners, as well as, makes recommendations on transit related issues."

Approval of Minutes: Brian Johnson made motion and Paul Kindt seconded to approve September 16, 2014 minutes. Discussion – Commissioner Elsaesser in regards to in-kind discussion change wording to "…lack of trust being shown to the Lead Agency to use funds effectively through the in-kind discussions." Minutes approved as amended.

Executive Committee Report/Recommendations/Action Items:

- **HITP Grant 2 Action Area Project Progress:** Elizabeth Andrews shared Grant Round 2 activities wrap up November 30. Grant Round 3 funding is a possibility. Consultants will be in town November 6-7 for City County Joint Work Session grant presentation opportunity, HATS branding workshop, HATAC Coordination Subcommittee meeting and other grant related activities. Updates were given by:

- David Kack (WTI) – transportation inventory and mobility management program/job description for a mobility manager drafted. Working on travel training piece right now. Working on a contract amendment to research best governance model for a regional transit system and to develop a transition plan. Needs to be completed by end of November. Deborah Swingley – On track, amended the WTI contract awaiting signature by MSU Bozeman. Hope to be signed next week. There was extra money in the grant due to in-kind contributions for printing, efficient administration and unused travel budget. L&C County approved to amend the WTI contract under the HIPT Grant 2 in order to allow for the research of a regional governance model.

- Brian Johnson – Needs and discussions keep leaning toward improved HATS system and broader regional transit system/governance structure, thus EC looked into what it would cost have a regional transit system service designed (proposal from Nelson Nygaard attached). Grant Round 2 funds all expended. HATAC Executive Committee has secured $5,000 commitment from coordinated partner and would need at least another $4,500 in order to go forward with developing a regional transit plan/cost for what it would look like to go to outside Helena city limits. **Brian Johnson motion: HATAC approve the draft proposal to take the regional concepts developed during HITP Grant Round2 and vet/drill down regional service plan/costs. Seconded by Deborah Swingley.** Discussion - Les Clark asked if this was an HATAC fundraising effort. Steve Larson – will you get back detailed plans for a regional system with figures you can budget on? Brian Johnson – yes to both. Les Clark – What are the boundaries we are talking about? Brian Johnson – Looking at the regional concepts worked up in Grant Round 2 and drill down on plan and costs for proposed regional service. Les Clark – who would be fund raising? Brian Johnson – hoping that partners will come forward to help cover the cost. Executive Committee will also approach coordinated partners for funding assistance. Commissioner Elsaesser – will report would quantify the demands of regional system? Answer yes, it will outline demands via meetings with key partners along regional corridors, surveys and other tools and costs to meet those demands. **Motion carried unanimously**.

- Elizabeth Andrews (Pro-bono Grant Consultant Coordinator) spoke for Jeanette Blize as Jeanette had to leave early – Jeanette is consultant for Funding and Policy Advocacy Coalition and a Riders' Council formation and One-year Action Plans – making great process in both areas. Action Plans completed and being reviewed by respective HATAC subcommittees.

- Elizabeth again shared draft marketing and communications plan is complete and Selena Barlow has sent that out to HATAC Communications and Marketing Subcommittee for feedback and approval. *All consultants in town November 6 and 7 for City/County Joint Work Session grant presetnation opportunity (Thursday, Nov. 6, 4-5 pm in room 326 City County Building) and branding workshop run by Selena Barlow on November 7th from 10 -12 at the Chamber of Commerce downstairs Conference Room (all were invited to attend either opportunity).*

- **Lead Agency Budget Memo/Fare Review Project Memo-**Jaymie Sheldahl was asked for update on subcommittee (includes MILP and Riders' Council representatives) recommendation regarding fare review. There is no update at this point. Jaymie Sheldahl will get copy of Lead Agency memo and consultant input out to subcommittee and will get back to HATAC at a future meeting with recommendations.

- **HITP Grant Round 2 Satisfaction Survey:** Survey developed by county distributed during meeting and members asked to complete survey before leaving HATAC meeting today. Elizabeth will send out link to web based survey with meeting notes for input from those not at the meeting or unable to stay and complete the survey.

Lead Agency Update (HATS) Report/Discussion: See attached memo and ridership report for details. Up to 282 people signed up for para-transit. Things are going well; getting busses prepared for winter with cable chains, studded tires, each bus has sand and a shovel on board. Elizabeth thanked Steve for all his work and creating memos and getting information out to the HATAC in a timely manner. Elizabeth asked Steve for an update on the Capital Commuter during the Legislative Session. Steve shared that City in discussion with state of Montana regarding capital commuter route probably running January – April, the time of the Legislative Session. Talking about a continuous shuttle that will pick up people at a parking lot on 9th and Roberts, Jorgenson's and the Capital Hill Mall East End and dropping them behind Capital, about a 20 minute loop. Steve has more questions like days it will run and hours and what all they want HATS to do. Elizabeth Andrews asked Steve to keep HATAC in the loop on the project progress and ways HATAC can assist.

Coordination Subcommittee Meeting Update/Action Item:

- Presentation/Discussion - Scott Chapman reviewed the 4 general strategies developed thru the July pre-charrette survey and planning charrete and vetted by the HATAC Coordination Subcommittee over the past few weeks, then focused in on the HATAC Coordination Subcommittees' transit service improvement strategy recommendation for broader HATAC discussion,

feedback and consideration (see the following link for HATS Service Improvement memo/map/power point):

Recommended_Local_Transit_Service_Improvement_Strategy_Memo_Nelson_Nygaard.docx
Proposed_Route_Map.pdf
14_1021_Local_Transit_Service_Improvement_Strategy_Recommendation.pptx

- **Les Clark motioned to move HATS Service Improvement Recommendation developed during HITP Grant Round 2 to respective commissioners during upcoming Joint Work Session Grant Round 2 Presentation opportunity. Motion Seconded by Saundra Lowry.** Discussion – Andy Hunthausen agreed it was a good to move forward to Joint Work Session, but most the Commissioners have not been involved at the planning process so Andy suggested the Commissioners get the information before the Work Session so they are not unfamiliar with the Service Improvement Recommendation and any other recommendations at the time of the meeting. Elizabeth suggested an email update with consultant memos and plans from key grant areas. Elizabeth will makes sure Scott and other consultants will get memos/materials ready to go out to respective elected bodies before the Joint Work Session. HATAC Executive Committee and Coordination Committee members will attend the JWS and provide support and comments. Commissioner Elsaesser says the recommendation looks great and thinks it will be well received and interested to move it forward. **Motion carried unanimously.**

Helena Area Rider's Council Update:
Trish Sorenson – active to form the Riders' Council, addressed HATAC with update on Riders' Council one year work-plan and requested support from Lead Agency with three things: 1. Add an option for a Rider's Council voicemail box on the HATS phone system that Riders' Council members can check and respond to. Riders' Council member would also like to receive mail in care of the HATS that we will regularly pick up and respond to. 2. Partnering with HATS to place a suggestion box on each of the HATS busses. Riders' Council member will be responsible for collecting rider feedback and responding. 3. Replace the current online HATS Complaint Form with a revised Feedback Form that we have created for you.

Public Comment: Commissioner Elsaesser has called for a reduction in travel lanes along Montana Ave from malfunction junction to Cedar St. to allow for safer pedestarian crossings, a 2 lane underpass and better access to Montana Ave. for traffic from the Transit Center within the greater Helena Transportation Plan Update. (Road Diet is the technical term)

HATAC November Meeting Announcements/Adjourn: Tuesday November 18 HATAC meeting focus will be presentation from Selena Barlow regarding outcome of branding workshop and Communications and Marketing plan overview/recommendations and starting HATAC FY 2016 Coordinated Plan/budget recommendations process as per HATAC Action Plan timeline.

Meeting adjourned 4:20pm

HATAC meetings are the 3rd Tuesday in each month and will begin promptly at 2:30 and run until 4 pm.

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http://www.helenamt.gov/public-works/hats/helena-transporation-advisory-council.html

NOTE** All requests for agenda items must be turned into Elizabeth Andrews no later than the first day of each month 2014. Final agenda and materials will go out a week ahead of monthly meeting. A reminder email will go out the day of the meeting. Meeting will be posted on the city web www.helenamt.gov/public-works/hats.html. They will also be available in the HATS conference Room in a binder. Meeting materials will be provided. Thank you!

HATS October Memorandum

To: Helena Transportation Advisory Council

CC: PW Director Camp, Asst. Director Phil Hauck

From: HATS Supervisor Steve Larson

Date: 10/6/14

Re: HATS monthly update for the HTAC, October, 2014

Listed below are the current topics HATS staff is working on.

1. Route Match Software Program
    a. Route Match scheduling software system is working muck better. Very few missed or late calls.
    b. As of 9/30/14, 267 individuals have registered for the ADA Para-Transit Service.
    c. Beginning to gather ridership data as well as operational trends. Service day cancellations and no shows will be the first area to examine.

2. HATS FY 2014 Fourth Quarter Report
    a. HATS spent $341,059.27 in the fourth quarter. HATS had averaged spending $243,540.59 for the previous three quarters. HATS spent $673,444.91 of the allotted $706,925.00 for FY 2014. $33,480.09 of the FY 2014 grant was unspent.

3. Transit Fares
    a. HATS is compiling fare information from transit agency's from around the state to see how HATS fares compare.
    b. HTAC has an adhoc subcommittee committee consisting of members of the ridership coalition who will be providing the HTAC with fare input.
    c. On September 30, 2014 an email was sent to Elizabeth Andrews with the Transit fares memo and a fare options list.

4. FY 16 MDOT Grant/ City budget process timeline
    a. HATS has developed a timeline for the FY 16 grant submittal and the schedule for the preliminary HATS city budget. This timeline includes hard dates that HATS must meet. Key dates are: HATS city budget is due early February. MDT grant submittal will be early March. City Commission approval and authority to submit the grant request will be early/late February. This time line and memo were sent to Elizabeth Andrews on September 30, 2014.

5. Winter Operations
    a. HATS has begun to prepare the fleet and the transit facility for winter operations. All buses will have tire cables; drop down chains, sand and a shovel on board. Additionally, all curb to curb buses will be equipped with studded tires. End of Report

HELENA AREA TRANSIT
COMPLETE REPORT

RIDERSHIP TOTALS (BY MONTH)

FY15 PROGRAM TOTALS (BY MONTH)

	Total FY2011	Total FY2012	Total FY2013	Total FY2014	Total FY2015	HATS Total	Breakdown Checkpoint	Breakdown Curb-to-Curb	East Valley Breakdown	Trolley Brkdwn	Cap Cmt Brkdw
July	8,599	8,057	7,627	7,790	6,542	4,787	2,287	2,500	1,287		
August	8,631	8,134	8,657	7,464	5,053	3,526	2,360	1,166	1,055		
September	9,018	8,268	7,198	6,764	5,696	3,801	2,215	1,586	1,038		
October	9,147	8,950	9,253	7,899	0			0			
November	10,153	8,511	8,147	6,897	0			0			
December	9,985	9,250	7,793	7,356	0			0			
January	11,382	10,715	9,084	8,754	0			0			
February	10,346	10,151	8,600	8,036	0			0			
March	10,801	10,390	9,302	8,293	0			0			
April	10,557	9,131	9,149	8,414	0			0			
May	9,411	8,451	8,545	7,668	0			0			
June	8,862	6,981	6,980	6,445	0			0			
TOTAL	116,892	106,989	100,335	91,780	17,291	12,114	6,862	5,252	3,380	0	

APPROACH

Building on the development of a local transit service improvement and the other Helena Area Inclusive Transit Planning Grant Project Round 2 activities, this approach defines a framework for developing a detailed regional transit service improvement. The methodology outlined here is a collaborative approach involving support from Nelson\Nygaard (as detailing in the following scope of work) in addition to contributions from the community.

The local service improvement activity resulted in a couple of regional concepts for service to communities outside of the City of Helena. These are basically a set of service strategies that could be put in place to meet the needs for regional travel. Before these can be refined into an implementable regional service improvement, the following issues need to be resolved to help prioritize service and to provide a financially constrained service model:

- Can the demand from the 3 to 5 subregions (e.g. west, north, and east valley) be quantified?
- What is the demand for circulation within each subregion as well as between the subregion and the City of Helena?
- Is there a non-commute element of either intra-subregion or inter-subregion travel demand?
- What coordinating services in the region are available to compliment public transit to meet these needs?
- How will regional service improvements be funded?
  - What financial resources will be available and from what sources?
  - Will these funds be available for region-wide use or targeted to a subregion based on the source?
  - When will these funds be available and how sustainable are they?

This approach proposes that the community engage stakeholders and potential partners in each subregion to address many of these issues. These should be facilitated interactions with these subregional "collaboratives" where the participation will largely come from the Policy and Advocacy Coalition with possible oversight from the HATAC.

The two main activities of these collaboratives will be to:

- Assist in the execution of subregional needs assessment and information gathering surveys; and
- Working within a framework developed by Regional System Governance Model research, identify a level of transit funding that the each subregion can commit to.

PROPOSED NELSON\NYGAARD SCOPE OF WORK

The following tasks detail the activities Nelson\Nygaard will execute to provide a detailed Helena Area regional service improvement.

TASK 1 KICKOFF CONFERENCE CALL

Nelson\Nygaard will facilitate a conference call with representatives from all of the subregional collaboratives and the HATAC Coordination Subcommittee to introduce the regional service improvement planning process and to ascertain inputs on the client and employee survey design (Task 2).

TASK 2 SURVEY DEVELOPMENT AND REPORTING

Task 2.1 Survey Design

Using inputs from the kickoff meeting, this subtask will develop online survey instruments to ascertain feedback from individual clients and employees regarding the needs for public transportation within and/or to the various subregions. Based on recommendations from the collaborative representatives, a modified survey instrument may be used to engage corporate and institutional leadership regarding needs and social/financial capacity in the subregions.

Task 2.2 Survey Reporting

Nelson\Nygaard will facilitate up to four conference calls with subregion collaboratives to review survey findings and document travel needs in each subregion. During these calls we will also discuss a framework for identifying transit funding commitments which the collaboratives will follow up on subsequent to this subtask.

TASK 3 REGIONAL SERVICE IMPROVEMENT

Task 3.1 Service Alternatives

Based on the funding constraints developed by the collaboratives, Nelson\Nygaard will develop a set of 4 service alternatives to meet regional needs given the available budget for transit service. We will facilitate a conference call with representatives from all of the subregional collaboratives and the HATAC Coordination Subcommittee to review the alternative and discuss an agreed upon approach for a single regional transit service improvement.

Task 3.2 Recommended Service Improvement

Based on feedback to the alternatives developed in Task 3.1, Nelson\Nygaard will develop a preferred regional transit service improvement. We will detail the recommended improvement providing conceptual schedules, vehicle and driver schedules, bus stop and other infrastructure requirements, and fare recommendations. We will present a draft service improvement to the HATAC and other interested parties via a conference call. Based on any feedback from the HATAC, we will refine the plan producing a final service improvement.

OPTIONAL TASKS

TASK 4 OPTIONAL BUS STOP GUIDELINE SUPPORT

As new routes are added in the Helena region it will be important to identify appropriate locations for bus stops, specify design considerations for the roadway and adjacent passenger boarding areas, develop stop signage guidelines, and create policies passenger amenities at stops. These are among the essential elements of a bus stop guideline document. As an optional task Nelson\Nygaard will prepare a technical memorandum identifying current best practices used in communities like Helena and suggesting a framework for developing and codifying a bus stop guideline document.

TASK 5 OPTIONAL FARE REVIEW

As an optional task Nelson\Nygaard will conduct an evaluation of HATS' existing fare structure and process for handling and collecting fares. We will develop a recommended fare structure and collection process for a combined local/regional system. We will rely on feedback from HATS staff, the HATAC feedback, our

evaluation of fare trends and performance, and a peer review to formulate these recommendations. The recommended fare structure may include revisions to the cash fare or discounts, new or revised fare instruments, and other strategies to increase ridership and passenger revenues while minimizing the impact on passengers.

TASK 6 OPTIONAL TECHNOLOGY ASSESSMENT

The application of new technologies has grown in the transit field at a rapid pace over the past decade. This optional task's goal is to consider applicable new technology investments in the Helena area transit system. Application of new technology should not be made solely for the sake of being "with the times," but should demonstrate a return on investment in terms of helping achieve agency goals including attracting new riders, improving convenience for existing riders, and improving transit operations. Nelson/Nygaard will document the applicability and cost for a variety transit technology applications including: real-time bus arrival information, fare collection systems, communications and dispatch subsystems, and safety and security subsystems.

TASK 7 OPTIONAL PERFORMANCE MONITORING GUIDANCE

As an optional task Nelson\Nygaard will document current service planning policies and practices in use at HATS. We will review how they have been employed, and consider how they are used to monitor and improve service. Having conducted numerous evaluations of performance standards, Nelson\Nygaard has broad experience developing and applying service measures and standards to local operating conditions. These efforts will result in an updated performance evaluation methodology including a set of performance standards to review individual services, comply with Title VI requirements, and enhance monitoring and reporting procedures. Performance standards will be tailored to each service type (e.g local Helena, regional commuter, regional community services, Paratransit, etc.).

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E-Mail: mike@doggettlawoffice.net

Paralegal: Patty Vaile

September 29, 2014

Bob Maffit
Montana Independent Living Project, Inc.
825 Great Northern Boulevard, Suite 105
Helena, MT 59601

Bob,

At your request, I have researched whether or not the Montana Independent Living Project, Inc. ("MILP") may make a restricted, in-kind donation to HATS, and, if so, what HATS' obligations are in regards to using the donation for the purposes intended by MILP.

Under Section 170(c)(1) of the Internal Revenue Code, a charitable contribution may be made to a state or political subivision thereof, including a city or organization run by a city. HATS also apparently accepts other donations from individuals and entities, as suggested by a form on its website that describes how to make a charitable contribution to the organization.

In-kind contributions to charitable organizations are allowed under IRC Section 170. IRC Section 170(e)(3)(A) contains rules for the valuation and use of in-kind contributions. A charitable contribution of property must meet several criteria: (1) the use of the property by the donee is related to the purpose or function constituting the basis for its exemption under section 501 and the property is to be used by the donee solely for the care of the ill, the needy, or infants; (2) the property is not transferred by the donee in exchange for money, other property, or services; (3) the taxpayer receives from the donee a written statement representing that its use and disposition of the property will be in accordance with the provisions of clauses (1) and (2). IRC Section 170(e)(3)(A).

Restrictions on donations are governed by state contract law, not by the Internal Revenue Code. In Montana, restrictions on donated funds are governed according to the Montana Uniform Prudent Management of Institutional Funds Act (the "MUPMIFA"). Mont. Code Ann. §§ 72-30-101, et. seq. MUPMIFA applies to governmental entities. MCA § 72-30-102(4)(b). An institution must manage a charitable fund subject to the intent of a donor expressed in a gift instrument or instrument of donor intent. MCA § 72-30-208(1).

The current form used by HATS only allows donors to make suggestions as to the use of in-kind donations. This is not sufficient to restrict the use of in-kind donations for specific purposes. The form is also problematic because it does not contain a written statement that the donation will be used for specific purposes pursuant to IRS Section 170(e).

Therefore, at your request and based on my legal research, I propose that future donors who wish to make restricted, in-kind donations to HATS use the following form provided on the page(s) below. The form has been slightly modified from the current form used by HATS, but contains substantially the same information.

Please contact me if you have any questions or concerns.

Michael C. Doggett

MICHAEL C. DOGGETT

HATS In-Kind Contribution Form

7/11/2014

Contributor Information

Name of Business/Individual: _____

Primary Contact: _____

Address: _____

Phone: _____

Fax: _____

Email: _____

Goods and/or Services Information

I,_____, wish to donate the following,

(circle)

Real Property Time

Goods Miscellaneous

To HATS to be used in the (circle response):

5310 Capital Program 5311 Program

Other (specify):_____

Description of goods and/or services donated:

_____

_____

Date(s) contributed: _____

Real or estimated value of contribution (attached all supporting documentation):_____

_____

How was the value of donation determined (circle response):

Actual Value Appraisal Other (specify):_____

_____

I wish to restrict my donation for the following purpose specified below:

_____

_____

_____

Was as this contribution/donation obtained with or supported by Federal Funds (circle)? Y N

If yes, please provide detailed information regarding the funding source, to include the name of the Federal Agency and the Grant *I* Contract number: _____

This information is true and correct to the best of my knowledge:

_____ _____

Contributor/Employee Printed Name Title

_____ _____

Signature Date

****

Hats Office Use Only

The services or goods have not been paid for from any other federal program or federal funds. Y N

To HATS to be used in the (circle response)

5310 Capital Program 5311 Rural Transportation Program

Other _____

Was this donation included in the 5311 grant submittal? Y N

If yes, which line. _____

Does the donation replace a programed city budget line item? Y N

If yes, which line item?_____

I certify, pursuant to Montana law and IRC 170(e)(3)(A), that I agree to the restriction(s) contained within this document for the in-kind donation described herein, and that the following criteria are met: (1) the use of the property by HATS is related to the purpose or function constituting the basis for its exemption under IRC Section 501, and the property is to be used by the donee solely for the care of the ill, the needy, or infants; (2) the property is not transferred by the donee in exchange for money, other property, and; (3) the use and disposition of the property will be in accordance with clauses (1) and (2).

This information is true and correct to the best of my knowledge:

_____	_____
Printed Name	Title
_____	_____
Signature	Date

Accounting Use Only

$_____	_____	_____
Value Recorded	Date Entered	HATS Program Number/Account Code

Memorandum

To: Helena Area Transportation Advisory Council - HATAC

CC: PW Director Camp, Asst. Director Phil Hauck

From: HATS Supervisor Steve Larson

Date: 11/12/14

Re: HATS monthly update for the HATAC, November, 2014

Listed below are the current topics HATS staff is working on.

1. Route Match Software Program
    a. We are currently transitioning from the install/initial operations staff to the RouteMatch ongoing support team.

2. HATS FY 2015 First Quarter Report
    a. HATS has submitted an expense report to MDOT which when approved will reimburse the city $162,193.07 for the first quarter. HATS has $474,039.18 available for the next three quarters

3. FY 16 MDOT Grant/ City budget process timeline
    a. HATS has developed a timeline for the FY 16 grant submittal and the schedule for the preliminary HATS city budget. This timeline includes hard dates that HATS must meet. Key dates are: HATS city budget is due early February. MDT grant submittal will be early March. City Commission approval and authority to submit the grant request will be early/late February. This time line and memo were sent to Elizabeth Andrews on September 30, 2014.

4. Winter Operations
    a. HATS has begun to prepare the fleet and the transit facility for winter operations. All buses will have tire cables; drop down chains, sand and a shovel on board. Additionally, all curb to curb buses will be equipped with studded tires. This task will be completed by 11/14/14.

5. HATAC CTAA Grant - Phase 2 Topics
    a. Three of the four phase 2 projects were presented to the City and County Commissions last Thursday November 6, 2014 at the joint commission meeting. I believe the updates were well received by the commissions. These projects are coming to an end. The grant requires the phase 2 grant project be completed by the end of November. At this time I am not sure what the final delivery for the phase 2 project will consist of.

6. Revised Checkpoint and new Westside fixed route
    a. Staff is currently ground proofing the preferred routes from the consultant Scott Chapman. There are several questions staff has raised concerning travel directions, route time, stop locations, traffic congestion at several major intersections at specific times of the day and bus route recovery time to name a few questions. We will be attempting to work out successful routes, stops and timing schedules over the next several weeks.

7. Legislative Shuttle
    a. Staff is ground proofing the suggested route for the Capital Shuttle for the legislative session. Due to the quickly approaching session this project is taking precedence. While staff works out the route details Asst. PW Director Hauck is developing the MOU.

8. HATS Staffing
    a. HATS is experiencing a shortage of drivers due to several personnel situations. We are currently moving forward to advertise for on call drivers. Hiring on call drivers is difficult and lengthy process. We anticipate we will have the new drivers on board and ready to drive by January 1, 2015 if all goes as planned.

End of Report.

MONTANA STATE UNIVERSITY
College of ENGINEERING

Western Transportation Institute

Date: October 31, 2014

To: City of Helena Mayor and Commission, Lewis and Clark County Commission and East Helena Mayor and Council

From: David Kack

Re: Information for City/County November 6 Joint Work Session-Helena Inclusive Transit Planning (HITP) Grant Round 2 Action Area 1

Attached please find copies of the draft documents related to the Community Transportation Inventory and the Mobility Management Plan/Job Description funded under Action Area 1 of the HITP Grant Round 2. A draft of the Travel Training Program will be completed in the next month. Work has also been initiated on the One-Year Coordination/Action Plan, Regional Governance Model Analysis and Transition Plan. Additional information about the draft documents is as follows.

The Community Transportation Inventory provides information on organizations in the Helena area that have vehicles being used for transportation services. The majority of organizations use their vehicles for their own clients/customers. A lack of transportation services/options in the greater Helena area is not necessarily due to the lack of vehicles, but more due to a lack of adequate operations funding for HATS and effective coordination with potential providers. The inventory highlights agencies and organizations that could be valuable partners in Lead Agency coordination efforts.

The Mobility Management Plan discusses the concept of mobility management and provides a draft job description for a Mobility Manager. At a recent rural transportation conference, there was a meaningful discussion about mobility management and the important role it can play in a community, region and state in connecting people to jobs, health care and other services, and educational and social opportunities. Due to transit needs above and beyond HATS current service capabilities, multiple organizations providing transportation services in the Helena area and Helena's status of being a regional hub, it is highly recommended that the Lead Agency consider hiring (or contracting for) a Mobility Manager as per the drafted job description, and implementing a Mobility Management Program.

As noted, a draft of the Travel Training Program document will be completed soon. Travel Training is utilized to teach people about mobility options in an area and ensures that individuals are comfortable and confident in using these options to access jobs, healthcare and other services, and educational and social opportunities. Travel training programs tend to focus on senior citizens and people with a disability who may not understand how to use certain mobility services. However, these programs including activities like "bus ambassadors," user group presentations, and u-tube videos that can benefit anyone who rides public transportation. Currently, there are multiple agencies providing some level of travel training for those they serve in the Helena area, but limited travel training occurring for the HATS system. It is highly recommended that the Lead Agency, in coordination with HATAC and other community partners; implement a coordinated Travel Training Program for the various transportation options in the greater Helena area.

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Mountains & Minds

Of the original tasks assigned, the last document to create is the One Year Coordination/Action Plan for Helena Area Transportation Advisory Council (HATAC). The plan would be used by HATAC as a “work plan” to help focus assistance with Lead Agency coordination activities. It is anticipated that this plan would concentrate on supporting Lead Agency programs such as Mobility Management and Travel Training, but would also focus on assistance with tasks such as implementation of a local service improvement strategy, development of a regional service improvement strategy, implementation of the marketing and communications plan and Policy and Funding Advocacy Coalition activities.

The WTI contract was recently amended to create a Regional Governance Model Analysis and Transition Plan, and work has begun on those deliverables. This project was initiated by the HATAC Coordination Subcommittee, given strong member consensus about transit needs beyond the city limits not currently being met, limitations of the current governance model and the individual and economic opportunities a regional transportation (transit) system and governance model could help create. Currently under Montana Code Annotated, Municipal Bus Systems are not able to travel more than eight miles from city limits (MCA 7-14-4401). The only other Montana community that has a municipal system is Billings. The transit system in Butte is operated by the consolidated Butte – Silver Bow government. There are four transit systems in Montana operated by Urban Transportation Districts (UTDs) including: Big Sky; Dawson County (Glendive); Great Falls and Missoula. The majority of transit systems in Montana are operated by non-profits.

The goal of the analysis is to provide a recommendation for a transit governance model for the greater Helena area by analyzing the strengths and weaknesses of existing governance models and the organizational assets in the Helena area. If a decision is made to move toward a regional governance model, WTI will create a transition plan and be available to provide technical assistance to whichever agency/organization is selected to be the Lead Agency.

It has been a pleasure working with HATS and other HATAC members and supporters as they move through the HITP Grant Round 2 process. It is exciting to see the energy and enthusiasm from individuals, groups and organizations regarding the discussion of public transportation (transit) in the greater Helena area.

Helena Area Inclusive Transportation Planning Grant
Phase 2

Community Transportation Inventory

Prepared For:

TRANSIT PLANNING 4 ALL

Prepared By:

David Kack, Director
Small Urban and Rural Livability Center
Western Transportation Institute
Montana State University

With Assistance from Les Clark, Montana Independent Living Project

September 2014

DRAFT

DRAFT

Summary

One important aspect to planning for transportation services in a community, and the coordination of those services, is to know which agencies and organizations are providing transportation services in the area.

Prior to this project (HITP Phase 2), some work had been done on developing an inventory of the vehicles used by agencies and organizations in the greater Helena area. The Helena Area Coordination Plan – Fiscal Year 2015, provided information on the vehicles operated by the Helena Area Transit Service (HATS), as well as for the Rocky Mountain Development Council (RMDC), Spring Meadow Resources and West Mont.

The purpose of this task was to try and obtain detailed information (Appendix A) that could help further coordination efforts. After a few initial contacts, it was determined that it would be difficult to obtain all the information desired. It was decided that general information could be obtained, and then the agencies and organizations that operate vehicles could be invited to be part of the Helena Transportation Advisory Council (HTAC). Once members of HTAC, it is hopeful that all of the agencies and organizations will share information which will hopefully lead to better coordinate services.

Of the fifty-two organizations contacted, 26 indicated that they have vehicles, totaling approximately 78 vehicles not including cars (smaller vehicles). It is important to note that is was not possible to get information from 6 of 28 churches. Several phone calls were made to the churches, and messages were left. However, at the time of this writing, no information is available from those six churches. More specific information on the organizations that were contacted, is found in Appendix B. For those agencies and organizations that did have vehicles, their specific information is found in Appendix C.

It is important to note that agencies and organizations that do not have vehicles may be interested in coordination efforts, as these entities may represent people who need rides. In addition, entities without vehicles may be able to offer funding or services that could be used as in-kind match to provide more rides through a coordinated transportation service. It is recommended that all of agencies and organizations noted herein that do have vehicles that are not already participating in HTAC are invited to join.

DRAFT

Appendix A: Inventory Template

Helena HTAC-HITP
Transportation Inventory Template

Organization: _____
Website: _____
Contact Name: _____
Phone Number: _____

Description of Service: _____
_____
_____
_____

Days of Week Service is Available: _____

Hours of Day Service is Available: _____

Service Area: _____

Fee/Fare: _____

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): _____
_____
_____

Number of people eligible to ride: _____

Number of rides (per month or year): _____

DRAFT

Vehicle	Condition of vehicle	Accessible (Lift or ramp)	Condition of accessibility equip.	Seated & wheelchair capacity	Comments

Annual budget for transportation (includes maintenance, fuel, insurance): $_____

Funding sources and any restrictions on funding sources:_____
_____

Have you previously been approached by HATS (City of Helena) or any other entity about coordinating transportation services? _____

Are you interested in participating in HTAC and coordinating with other transportation providers in the area? _____
_____

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Appendix B: Organizations Contacted

Vehicles	Organization Name	Type	Address	Phone number
Y	Capitol Taxi & Courier Service	Taxi Service	1025 Phoenix Ave, Helena, MT 59601	406-443-3256
Y	First Student	Bus Lines	3020 Big Sky Loop, Helena, MT 59602	406-227-7400
Y	G&L Transit	Bus Lines	1310 Birch St, Helena, MT 59601	406-442-5654
Y	Helena Area Transit System	Government	1415 North Montana Avenue, Helena, MT 59601	406-447-8080
Y	Rocky Mountain Development Corporati	Government	200 S. Cruse St, Helena, MT 59601	406-447-1680
Y	Spring Meadow Resources	Assisted Living	2850 Broadwater Ave, Helena, MT 59602	406-443-2376
Y	WestMont	Assisted Living	2708 Bozeman Ave, Helena, MT 59601	406-447-3100
Y	Apple Rehab Cooney	Nursing Home	2555 East Broadway, Helena, MT 59601	406-447-1651
Y	Aspen Gardens Assisted Living	Nursing Home	13 Bumblebee Ct, Helena, MT 59601	406-457-0092
Y	Big Sky Care Center	Nursing Home	2475 Winnie Ave, Helena, MT	406-442-1350
Y	Country Life Assisted Living	Nursing Home	12 Bessler Rd, Montana City, MT 59634	406-443-1288
Y	Eagles Manor	Nursing Home	715 N Fee Street, Helena, MT	406-442-0610
Y	Elkhorn Health & Rehab	Nursing Home	474 State Highway 282, Clancy, MT 59634	406-933-8311
N	Gods Love Health Clinic	Shelter	533 N Last Chance Gulch, Helena, MT 59601	406-442-7000
Y	Hunters Pointe	Nursing Home	2801 Colonial Drive, Helena, MT	406-443-4222
Y	Masonic Home of Montana	Nursing Home	2010 Masonic Home Rd, Helena, MT 59602	406-458-5431
N	Renaissance Assisted Living	Nursing Home	525 Saddle Dr, Helena, MT 59601	406-449-1258
Y	Rocky Mountain Care Center	Nursing Home	30 S Rodney St, Helena, MT 59601	406-443-5880
N	Rosetta Assisted Living	Nursing Home	2530 Wildwood Ln, Helena, MT 59601	406-443-6339
Y	Salvation Army	Non-profit	1905 Henderson, Helena, MT 59601	406-442-8244
Y	Shelby House	Nursing Home	2320 Spokane Creek Rd, East Helena, MT 59635	406-475-3621
Y	Sonheaven Assisted Living II	Nursing Home	2510 & 2540 Ferndale Ln, Helena, MT 59601	406-495-0436
Y	Touchmark	Nursing Home	915 Saddle Dr, Helena, MT 59601	406-449-4900
Y	VA Montana Healthcare System	Government	3717 Veterans Dr, Fort Harrison, MT 59636	406-442-6410

?	Calvary Baptist Church	Church	1225 Knight St, Helena, MT 59601	406-442-5149
N	Cathedral of St. Helena	Church	530 N Ewing St, Helena, MT 59601	406-442-5825
?	Canyon Ferry Road Baptist Church	Church	3384 Canyon Ferry Rd, East Helena, MT 59635	406-227-5119
N	Covenant United Methodist	Church	2330 E Broadway, Helena, MT 59601	406-442-6501
?	Church of Jesus Christ of Latter-Day Sain	Church	1610 E 6th Ave, Helena, MT 59601	406-442-7410
?	Church of Jesus Christ of Latter-Day Sain	Church	1260 Otter Rd, Helena, MT 59602	406-449-8143
N	East Helena United Methodist	Church	50 N Prickley Pear Ave, East Helena 59635	406-227-5346
N	Faith Baptist Church	Church	601 Wilder Ave, Helena, MT 59601	406-442-1114
N	First Baptist Church	Church	201 8th Ave, Helena, MT 59601	406-442-2090
Y	First Lutheran Church	Church	2231 E Broadway St, Helena, MT 59601	406-442-5367
Y	Friendship Baptist Church	Church	5 Friendship Lane, Clancy, MT 59634	406-442-8080
N	Hannaford Street Bible Church	Church	830 N Hannaford St, Helena, MT 59601	406-449-2273
	Helena Valley Baptist Church	Church	1315 Sierra Rd E, Helena, MT 59602	406-458-8152
Y	Helena Valley Faith Center	Church	708 E Groschell, East Helena, MT 59635	406-227-5201
N	Holy Cross Traditional Church	Church	449 N Hoback St, Helena, MT 59601	406-449-3701
Y	Liberty Baptist Church	Church	210 Sierra Rd W, Helena, MT 59602	406-458-6300
N	Lifepoint Baptist Church	Church	2526 Lake Helena Dr, East Helena, MT 59635	406-227-6155
?	New Life Lutheran Church	Church	5980 N Montana Ave, Helena, MT 59602	406-458-6377
Y	Our Lady of the Valley	Church	1502 Shirley Rd, Helena, MT 59602	406-458-6114
N	Our Redeemer's Lutheran	Church	3580 N Benton Ave, Helena, MT 59602	406-442-7842
N	Saint Paul's United Methodist Chr	Church	512 Logan St, Helena, MT 59601	406-443-4218
?	South Hills Baptist Fellowship	Church	12 Johns St, Clancy, MT 59634	406-449-4685
N	Ss Cyril & Methodius Parish	Church	120 W Riggs St, East Helena, MT 59635	406-227-5334
N	St. John's Lutheran Church	Church	1000 Helena Ave, Helena, MT 59601	406-442-6270
N	St. Mary Catholic Community	Church	1700 Missoula Ave, Helena, MT 59601	406-442-5268
N	United Methodist Church	Church	3 N Main St, Clancy, MT 59634	406-933-8504
N	Valley View Evangel Luth Church	Church	3000 N Benton Ave, Helena, MT 59601	406-443-6663
N	Victory Baptist Church	Church	2301 Colonial Drive, Helena, MT 59601	406-431-9408

Appendix C: Information on Agencies/Organizations with Vehicles

Information on vehicles owned by Helena Area Transit Service (HATS), Rocky Mountain Development Council (RMDC), Spring Meadow Resources and West Mont were included in the Fiscal Year 2015 Helena Area Coordination Plan, and therefore are not included herein.

Organization: **Apple Rehab-Cooney**

Note: See Elkhorn Health and Rehab

Organization: **Aspen Gardens**

Website: N/A

Contact Name: Sheri Mharg (spelling?)

Phone Number: 406-457-0092

Description of Service: Use two regular vehicles (cars) to transport clients for any purpose, although mostly for medical purposes. Customers must make an appointment to use the transportation services. For people with a mobility device, HATS is typically called.

Days of Week Service is Available: Monday - Friday

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena

Fee/Fare: $30/roundtrip

Notes: Staff acts as an “assistant” for many of the clients.

Organization: **Big Sky Care Center**

Website: http://www.welcov.com/find-a-location/big-sky-healthcare-community/

Contact Name: Lisa Wamphley (spelling?) (Lisa is relatively new on staff)

Phone Number: 406-442-1350

Description of Service: Have two 15-passenger buses with lifts that are used primarily for medical trips, and some group recreational trips.

Days of Week Service is Available: Monday - Friday (limited service on weekends).

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena

Fee/Fare: No additional fee

Notes: Interested in coordination.

Organization: **Capitol Taxi**

Website: http://www.helenatransportation.com/

Contact Name: ???

Phone Number: 406-443-3256

Description of Service: Have two 7 passenger vans (mini vans). Neither has a lift or ramp.

Days of Week Service is Available: Seven days per week.

Hours of Day Service is Available: 24 hours per day.

Service Area: Helena and beyond (typically not too far).

Fee/Fare: Rates controlled by PSC

Organization: **Country Life Assisted Living**

Website: www.countrylifealf.com

Contact Name: Bonnie Staples

Phone Number: 406-461-4333

Description of Service: Have a 15-passenger van (no lift). Transportation provided by appointment. Most transportation for medical appointments, and families provide the majority of transportation services.

Days of Week Service is Available: Monday - Friday.

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena

Fee/Fare: Charge after two rides per month.

Notes: Would love to have HATS service to Montana City (having HATS service would be awesome). Bonnie noted that they have had residents move, and have had people chose not to move in due to transportation issues (getting from Montana City to Helena).

Organization: **Eagles Manor**

Website: www.eaglesmanor.com

Contact Name: Patsy Baily

Phone Number: 406-442-0610

Description of Service: Have one 12-passenger vehicle with a lift. Used for group trips, primarily for recreational trips and to funerals.

Days of Week Service is Available: Monday - Friday.

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena

Fee/Fare:

Notes: Some people use HATS, as the facility is located on the checkpoint route. Eagles Manor is part of RMDC, which borrows/uses the vehicle.

Organization: **Elkhorn Health & Rehabilitation**

Website: N/A

Contact Name: Jessica Shultz

Phone Number: 406-933-8311

Description of Service: Share an older 8-passenger bus with Apple/Cooney. Has a lift and can hold three wheelchairs. Looking to purchase a newer bus.

Days of Week Service is Available: Monday-Friday

Hours of Day Service is Available: 8 am to 5 pm (sometimes can be earlier or later depending upon appointments).

Service Area: Helena

Fee/Fare: Included in other costs.

Notes: Most trips for medical, dental, mental health. Some group recreational trips.

Organization: **First Lutheran Church**

Website: http://firstlutheranhelena.org/

Contact Name: Susan McCormack

Phone Number: 406-442-5367

Description of Service: Have a full sized school bus with a lift that is used to bring members with a disability to services.

Organization: **First Student**

Website: http://www.firststudentinc.com/

Contact Name: Bev-Ann Hamill

Phone Number: 406-227-7400

Description of Service: Provide school bus services for the Helena School District, and provide charter services (to the public) as well. Average of 63 buses running per day during the school year (school days).

Days of Week Service is Available: seven days per week

Hours of Day Service is Available: 24-hours per day

Service Area: Helena (local) for school bus service, all of U.S. for charter service, although typically shorter trips (2-3 hours driving time).

Fee/Fare: Based on length and time of trip (charter services).

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): None for charters.

Vehicles: 72 total buses, including 15 smaller accessible buses (three of the larger buses are accessible. There are six of the 72 buses that are used for charter purposes (these are called the "white fleet").

Organization: **Friendship Baptist Church**

Website: http://friendshipmtcity.org/

Contact Name: Jennifer Katherman

Phone Number: 406-442-8080

Description of Service: Have two standard 15-passeneger vans that are used to take kids to camp. Not using them any other time.

Organization: **G&L Transit**

Website: N/A

Contact Name: George Hall

Phone Number: 406-442-5654

Description of Service: Provide charter bus service for the general public, and provides service to some of the local school sports teams.

Days of Week Service is Available: Seven days per week

Hours of Day Service is Available: 24-hours per day

Service Area: U.S and Canada.

Fee/Fare: Based on length and time of trip.

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): None for charters.

Vehicles: Four 49-passenger MCI motor coaches, one 54-passenger MCI motor coach, and one 78-passenger school bus (used for shorter trips)

Notes: George is looking to retire and would like to sell the company.

Organization: **God's Love Inc.**

Website: https://www.facebook.com/GodsLoveInc

Contact Name: Jan

Phone Number: 406-442-7000

Description of Service: The shelter purchases buses passes and tokens for people to ride on HATS. They also provide taxi vouchers for people who need them.

Organization: **Helena Valley Faith Center (formerly East Valley Four Square)**

Website: www.helenafaith.org

Contact Name: Jackie Osborne

Phone Number: 406-227-5201

Description of Service: Have seven full sized school buses. Five of the buses are typically used on routes for the "Faith Kids" events on Saturday evenings, to church, and for youth events. It is rare that the church ever borrows the buses due to insurance and other requirements.

Organization: **Hunters Pointe**

Website: http://www.holidaytouch.com/Our-Communities/hunters-pointe

Contact Name: John (couldn't get last name)

Phone Number: 406-443-4222

Description of Service: Have two vehicles, one 21-passenger bus and one 6-passenger van. Clients must be ambulatory (be able to get into the bus/van). There are two drivers on staff, and there is a sign-up book.

Days of Week Service is Available: Monday - Friday.

Hours of Day Service is Available: 9 am to 5 pm

Service Area: Helena (local)

Fee/Fare: None

Number of rides (per month or year): Making trips every day

Notes: Some people use HATS. John noted that I was asking "too many questions." John seemed very suspicious of me.

Organization: **Liberty Baptist Church**

Website: http://www.lbchelena.com/

Contact Name: Russ McCurdy (Rich DeMato retiring)

Phone Number: 406-458-6300

Description of Service: Have two full sized school buses, and one is accessible (with a lift). Both buses are used to bring kids to Sunday school, and to take the kids to summer camp (older kids go to a camp in Washington, while the younger kids stay in Montana). Very rarely the buses are used to take the kids to "other" activities.

Organization: **Masonic Home of Montana**

Website: http://www.mhmt.org/

Contact Name: Joni Olsen

Phone Number: 406-458-5431

Description of Service: Have an older (1980's) 8-passenger bus with a lift. Have an old Cadillac as well.

Days of Week Service is Available: Primarily two days per week, typically (Tuesdays and Thursdays.

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena

Fee/Fare: Two trips per month included, an extra charge thereafter.

Notes: Mostly medical trips, some social/group trips.

Organization: **Our Lady of the Valley**

Website: http://www.olvmt.org/

Contact Name: Pam Banning

Phone Number: 406-458-6114

Description of Service: Have a full sized school bus (not accessible) to take youth to out of town events, which occurs 4 times (or so) per year. The church also promotes having members volunteer to bring other members to services (those who

---

Organization: **Renaissance Assisted Living**

Website: http://www.renaissanceseniorcare.com/renaissanceseniorcare/Home.html

Contact Name: Elaine (didn't get last name)

Phone Number: 406-449-1258

Description of Service: Don't have a vehicle. Use HATS for some clients and call the taxi for other clients. VA patients use the VA van.

Fee/Fare: Client pays fee/fare of provider.

Organization: **Rocky Mountain Care Center (sister organization with Big Sky Care Center)**

Website: www.rockymountaincare.com

Contact Name: George Bewick

Phone Number: 406-443-5880

Description of Service: Have three vehicles between the two locations. Rocky Mountain Care Center has an adult day care contract with the VA. Pick up clients at the VA and at their homes.

Days of Week Service is Available: Monday - Friday.

Hours of Day Service is Available: 9 am to 5 pm

Service Area: Helena (local)

Fee/Fare: None

Organization: **Rosetta Assisted Living**

Website: http://rosettahomes.com/locations/helena-mt

Contact Name: Bonnie La Fontaine

Phone Number: 406-443-6339

Description of Service: Staff will drive clients in an “emergency only situation” which means a pre-arranged trip if the family cannot provide transportation for some reason.

Days of Week Service is Available: Monday - Friday.

Hours of Day Service is Available: 9 am to 5 pm

Service Area: Helena (local)

Fee/Fare: None

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): Must be able to get in and out of the car.

Notes: Using HATS is an issue, as with the “Pick up window” it is hard to make sure that people get to their appointment on time. Also, people cannot wait after their appointment, and need to get picked up in a timely manner.

Bonnie is interested in better services and more services.

Organization: **Salvation Army**

Website: https://www.facebook.com/TheSalvationArmyHelenaCorps

Contact Name: Jan Bahnsen

Phone Number: 406-442-8244

Description of Service: Have two 15-passenger vans that are used for "Salvation Army purposes" which are typically church-related projects, including Bible study.

Days of Week Service is Available: Typically one-day per week.

Hours of Day Service is Available: N/A

Service Area: Helena (local)

Fee/Fare: None

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): Must be able to get in and out of the van.

Organization: **Shelby House**

Website: http://www.shelbyhouse.com/

Contact Name: Shelby Cleveland

Phone Number: 406-475-9196

Description of Service: Shelby House has a 15-passenger accessible bus and an accessible van (holds about 8 people).

Days of Week Service is Available: Monday-Friday (primarily) although some weekend trips (group/social trips) are provided.

Hours of Day Service is Available: Primarily 8a – 5p, although outside of that time is available if absolutely necessary (medical trips).

Service Area: Helena (local), Townsend is about the furthest they have gone.

Fee/Fare: None, included in housing rates.

Notes: Use varies during the week. Typically a weekly trip to the Senior Center for Bingo, and then usually a weekly trip for shopping, hair appointments, etc.

Organization: **Sonheaven (Son Heaven)**

Website: http://www.sonheaven.com/

Contact Name: Selina Winegar

Phone Number: 406-495-0436

Description of Service: Have three vehicles (a 15-passenger accessible bus, a mini-van and a car). Take clients to appointments (mostly medical appointments). Most trips are Monday through Friday, although weekend service is available.

Days of Week Service is Available: Monday-Friday (some weekend service available).

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena (local)

Fee/Fare: None

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): N/A.

Notes: No set drivers, different members of the staff drive.

Organization: **St. John's Lutheran Church**

Website: http://www.helenastjohns.org/

Contact Name: Beth Williams

Phone Number: 406-442-6270

Description of Service: The church has talked about purchasing a van, but has not done so thus far.

Notes: Very interested in having a conversation about transportation services. I e-mailed her a HITP Phase 2 flyer.

Organization: **St. Mary Catholic Community**

Website: http://www.stmaryhelena.org/

Contact Name: Susan Deming

Phone Number: 406-442-5268

Description of Service: The church purchases tokens for HATS to give to people who are in need (also give out clothing and food). Further, the church tries to coordinate rides through a volunteer program, whereby members of the congregation bring other members (who have limited mobility options) to church.

Organization: **Touchmark**

Website: http://www.touchmark.com

Contact Name: Nanette Holmes

Phone Number: 406-449-4900

Description of Service: Have a mini-van and a 20-passenger accessible bus. The current bus is fifteen years old, and they should be getting a newer bus soon. The mini-van is primarily used to take people to scheduled appointments (about three times per week). The bus is used for people who need an accessible vehicle, as well as for weekly shopping trips and group activities (used about three times per week).

Fee/Fare: Part of services, no extra charge

Notes: Some residents call HATS and schedule rides. Service is pretty good if you can give a 24-hour notice.

Organization: **Veterans Administration**

Website: http://www.montana.va.gov/

Contact Name: David Thunstrom

Phone Number: 406-447-6272

Description of Service: The VA has 15 buses throughout the state, with three buses in Helena. One bus is used for recreation therapy services (for in-patient vets) and the other two are used for transporting vets home when they are discharged from the Fort Harrison location. The VA vans coordinate with the other VA vans, and augment the DAV vans in Montana.

Days of Week Service is Available: Monday-Friday (some weekend service available).

Hours of Day Service is Available: 8 am to 5 pm

Service Area: Helena (local), and statewide

Fee/Fare: None

Service Restrictions (i.e., membership, #of rides per day, age or mobility limitation of rider, etc.): N/A.

Notes: The buses are 12-passenger or 8-passenger vehicles with a lift. They are used for transporting veterans to/from medical appointments. The vehicles are spread throughout the state at the following locations: Anaconda, Billings (2), Bozeman, Browning, Glasgow, Great Falls, Harlem, Helena (3), Kalispell, Miles City, Missoula and Pablo.

There are 1000+ people at Fort Harrison. David indicated that the VA would be very interest in a commuter route from Helena to Fort Harrison. Arrival times of 0730 and 0745, with departures at 1630 and 1645.

Helena Area Inclusive Transportation Planning Grant
Phase 2

Mobility Management Plan

Prepared For:

Prepared By:

David Kack, Director
Small Urban and Rural Livability Center
Western Transportation Institute
Montana State University
And
Brandy Murray (WTI)

September 2014

Mobility Management

Mobility management seeks to optimize *all* transportation resources in a community. As such, it aims to improve specialized transportation for older adults, people with disabilities, and individuals with lower incomes through a range of activities. These activities look beyond a single transportation service or solution to a "family of services" philosophy that can offer a wide range of services and options to meet an equally wide array of community demographics and needs (Elizabeth Ellis, 2009).

Mobility management as a systems approach to managing transportation resources that, as defined by the National Resource Center for Human Transportation Coordination, emphasizes:

- Movement of people instead of vehicles,
- Customer needs and the discrete travel needs of *individual* consumers,
- The entire trip, not just that portion of the trip on one mode or another,
- Improvements to the effectiveness, efficiency, and quality of the travel services being delivered,
- Design and promotion of transit-oriented development, livable communities, and energy efficient sustainable communities, and,
- Improvements in the information that is available about those services (Elizabeth Ellis, 2009).

This center further defines mobility management as "a process of managing a coordinated community-wide transportation service network comprised of the operations and infrastructures of multiple trip providers in partnership with each other." The process is characterized by a focus on individual needs, not on moving the masses, and on innovation, changing usual business practices. Mobility management also:

- Offers a full range of travel options to the single occupant of an automobile,
- Cultivates partnerships and multi-agency activities,
- Offers a single point of access for customers to multiple travel modes,
- Applies advanced technologies,
- Coordinates community-wide planning with transportation, influencing land use and zoning decisions,
- Ensures transit-friendly designs in long-range plans; and,
- Receives support from the business community, citizens, and local government. (National Resource Center for Human Service Transportation Coordination)

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There is an array of many different components that make up a respectable mobility management program. Because the mobility management model is customized to each specific community, no two programs are or will be alike. While innovation is the driving force for each community program, multiagency partnerships and technology systems in real time are also important factors to reduce costs and produce efficient and effective coordination between service agencies, senior programs, non-emergency medical providers and taxi companies.

Mobility management provides a one-stop shop which serves customers better by providing the customers with a single source to learn about their travel options, including the wider range of travel modes to the different trip prices. This new form of management provides greater mobility which in turns stimulates increased economic activities and social interaction. While there are many non-traditional forms of transportation services some of the most common forms are carpooling, vanpooling, volunteer drivers, hourly rental cars and travel vouchers for riders.

Mobility management's ability to improve specialized transportation holds great promise. The concept involves not only complex applications linking multiple organizations with advanced technologies, but it can also be a nucleus for less complex strategies such as centralized information on specialized transportation services in the community. (Elizabeth Ellis, 2009) Given its potential, mobility management activities are now an eligible expense in FTA formula grant programs including planning, management, improved coordination of resources, and staffing mobility manager positions.

APTA has developed presentations that address mobility management issues at APTA conferences. This is an excellent source to learn more about mobility management and implementing a mobility management plan. Other resources include:

- United We Ride
- National Transit Institute
- Easter Seals Project ACTION
- The Partnership for Mobility Management
- The Mobility Management Center for Santa Clara County
- AARP Public Policy Institute
- National Center on Senior Transportation
- Community Transportation Association of America

Mobility Manager Job Description

The following four pages provide a draft job description for a Mobility Manager who may be hired in the Helena area. The “essential duties and responsibilities” in the document that are highlighted could be deleted, depending upon which agency or organization would hire the Mobility Manger. The Mobility Manger may not be a “safety sensitive” employee as defined by the Federal Transit Administration, so therefore, may not be subject to the drug and alcohol testing as noted herein.

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Position: Mobility Manager

Reports To: Executive Director (???)

Department: ???

Responsibilities:
The primary role of the Mobility Manager is to both enhance and promote regional mobility in the Helena area. This position will be responsible for mobility management which, under the Federal Transit Administration (FTA) definition, 'consists of short-range planning, management activities and projects for improving coordination among public and private transportation service providers with the intent of expanding the availability of services'. The incumbent is responsible for the coordination of existing transportation services within the region; developing new regional transportation services; and promoting available transportation resources to the Helena area's residents, businesses and organizations.

The Mobility Manager reports to the Executive Director. At all times the Manager shall keep the Executive and Board properly advised on all policy matters. The Mobility Manager shall have the overall responsibility for recommending policy to the Executive Director and, where appropriate, the Board, and upon Board authorization, shall effectively implement those policies. The Mobility Manager must be willing to attend training seminars and other courses necessary to fulfill the requirements of this position. In addition, this employee shall display a positive and cooperative attitude in working with all other staff, providers, and the community.

Essential Duties and Responsibilities include:

- Responsible for the overall coordination of human service and general public transportation services in the service area.
- Responsible for the development and administration of new programs to support coordinated transportation using the most cost effective and efficient manner possible.
- Facilitate regular meetings of public transportation providers in the Helena area in order to develop collaborative strategies to improve regional mobility.
- Identifies short and long term planning needs and develops programs to implement planning efforts.
- Develop and manage a one-call, one-click transportation resource center to coordinate transportation information on all travel modes.
- Develop and directs the design, production and distribution of specific marketing materials directed at employers, employees, human service and other entities.
- Respond to questions and inquiries from Board members and from the community in a timely fashion.

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- Identify staffing needs and upon authorization from the Executive Director and Board, interviews and evaluates applicants, making hiring recommendations to the Board.
- Train, supervise, and evaluate all personnel, as applicable.
- Establish all office procedures, policies, and routines to support the delivery of coordinated transportation services.
- Determine and assess service delivery areas, provider utilization, and geographical assignments.
- Institute and maintain a performance monitoring system sufficient to provide the statistics necessary to make quarterly assessments of all services provided.
- Develop, implement, and monitor a system safety plan.
- Oversee the preparation of all grant applications, annual operation plans and annual operation and capital budgets.
- Assure the completion and timely submittal of all local state, and federal grant reports in coordination with the finance manager.
- Monitor budget expenditures and takes appropriate actions to modify services so that budgets are not exceeded in coordination with the finance manager.
- Authorize all program expenditures and purchases upon proper approval of the governing Board following procurement policies.
- Develop bid specifications and requests for proposals to assure that procurement policies are followed.
- Negotiate and monitors contracts for compliance.
- Attend local interest group meetings to explain the services and programs and develop and implement other marketing programs designed to increase a positive consumer awareness of how transportation services enhances economic development.
- Plans an annual conference on issues relating to transportation.
- Assure that all local, state, and federal policies, rules, and regulations are properly implemented and followed.
- Conduct periodic inspections of on-street operations to assure quality of service provided by transportation providers.
- Oversee annual customer satisfaction survey and provide a report to the Board.
- Any other duty or responsibility necessary to develop and maintain effective service operation and good public relations including assisting other staff in the performance of their duties

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Minimum Requirements:

- Four-year college degree in business, public administration, social work, non-profit management, communication, marketing, or related field. Or eight years of experience with additional training in computer skills and two-way radio operations.
- 2-3 years of work experience in government or non-profit agency or business operations and/or marketing.

Essential Knowledge, Skills and Training:

- Considerable knowledge of geographical layout of the Helena area.
- Skill in fielding a high volume of calls and handling demands simultaneously in a hectic working environment.
- Track record of successes and overcoming obstacles
- Comfortable and adept at making presentations to small and large audiences
- Extensive computer experience as well as the ability to use routing software
- Organized, punctual and a self-starter who can work with minimal supervision
- Analytical skills to provide solutions/recommendations to businesses
- Experience interacting with people of varied backgrounds
- Experience in customer service and responding to customer inquiries
- Articulate, persistent, performance driven, results oriented, and a sense of humor
- Work well in a team environment
- Change agent
- Innovative thinker
- Collaborative partnerships
- Conflict Resolution
- Persuader
- Communicator
- Initiator
- Visionary
- Problem Solver
- Leadership
- Negotiator
- Mediator
- Empathy
- Customer Focus
- Team Builder
- Management Skills

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Special Requirement Drug & Alcohol Testing:
Must successfully pass a pre-employment drug test; as well as random, reasonable suspicion, and post-accident drug and alcohol tests, as required by the Federal Transit Administration or other relevant rules and regulations.

Certificates, Licenses, Registrations:
A valid class B commercial driver's license with passenger endorsement is a plus.

Physical and Mental Requirements:

Requires visual ability to read and write instructions, directions and to assess client abilities and situations. Requires the ability to understand and make oneself understood verbally. Requires ability to drive a motor vehicle to program sites or private homes for field visits. As well as being able to attend frequent community meetings and facilities. Requires dexterity to operate and train use of assistive devices such as lifts and ramps. May require frequent sustained computer use and ability to use eye, hand and finger coordination.

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(n.d.). Retrieved from National Resource Center for Human Service Transportation Coordination: http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=372&z=72

Elizabeth Ellis, A. (2009, October). *AARP Public Policy Institute*. Retrieved from AARP.org: http://assets.aarp.org/rgcenter/ppi/liv-com/roundtable_091013_mobility.pdf

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Mail: 1638 E. Lester St., Tucson, AZ 85719 Voice: 520.322.9607 Fax: 520.322.5324 E-mail: selenabarlow@transitmarketing.com Web: www.transitmarketing.com

DATE: **October 31, 2014**

TO: **City of Helena Mayor and Commission, Lewis and Clark County Commission and East Helena Mayor and City Council**

FROM: **Selena Barlow, Transit Marketing LLC**

This **Draft HATS Marketing and Communications Plan**, which is currently being reviewed by the HATAC, is the product of Action Area 3 of the Helena Area Inclusive Transit Planning (HITP) Grant Round 2. It provides a blueprint for implementing an effective marketing and communications program for HATS. This plan is designed to serve as a companion to the HATS service improvement strategy being developed under Action Area 1 and to maximize the visibility and ridership of the enhanced transit service.

The plan is based on a thorough examination of the existing transit system and its community presence. Information sources included a complete customer experience review, in-depth interviews with City and County staff, input from the HATAC, informal interviews with bus drivers and passengers and in-depth stakeholder interviews with representatives of a wide variety of community organizations. Communications strategies were developed based on input from these constituencies as well as the consultant's experience implementing successful marketing programs for dozens of similar transit agencies throughout the US.

The plan provides an objective assessment of the system's current community presence and then provides detailed strategies for accomplishing four critical communications objectives.

- **Increase visibility and awareness** of the transit system and services by boldly branding buses and bus stops with an identity that is clearly public transit. Branding can be implemented as part of capital investments and has long term communications value.
- **Enhance ease of use** of transit services by providing passenger information that is easy-to-understand and readily available – in printed maps/schedules, on the internet, at bus stops and at key destinations.
- **Build on relationships** with social service agencies, employers, colleges, medical facilities and other organizations that work with constituents with transportation needs. Provide these partners with the tools to serve as a "sales force" for public transit - promoting transit use among their clients and customers.
- **Promote trial and repeat ridership** among an inclusive set of ridership segments, including existing riders, college students, downtown workers, state employees, and others.

As part of the HITP project, the consultant will work with HATS and HATAC to develop a new brand for the transit system, high visibility vehicle and bus stop signage, a comprehensive passenger guide and fully-produced transit website with a Google Transit trip planner. The full cost of developing the plan and materials is covered by the grant.

The plan recommends a transit marketing budget which identifies both one-time costs such as vehicle rebranding and bus stop signage installation, as well as annual allocation of approximately 1% of transit operating costs to fund maintenance of passenger information and promotional programs.

Helena Area
Inclusive Transit Planning
Grant Round 2

DRAFT

ACTION AREA 3
COMMUNICATIONS & MARKETING PLAN

October 2014

Prepared by:
Selena Barlow

TRANSIT marketing LLC

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Helena Area Transit System Marketing and Communications Plan

Introduction

This plan is the product of Action Area 3 of the Helena Area Inclusive Transit Planning (HITP) Grant Round 2. Its purpose is to provide Helena Area Transit Service (HATS) administration and the Helena Area Transportation Advisory Council (HATAC) and other Helena area stakeholder organizations, agencies and businesses with a blueprint for implementing an effective marketing and communications program for HATS. This plan is designed to serve as a companion to the HATS service improvement strategy being developed under Action Area 1 of the HITP Grant Round 2 and to maximize the visibility and ridership of the enhanced transit service. A map of the recommended service strategy is included in the Appendix.

Effective service planning and active marketing are two halves of the ridership development equation. Without effective marketing, even the best planned transit service will not attract maximum ridership – it will remain a best kept secret. Conversely, no amount of marketing can sell a service that is poorly designed, unreliable or does not meet the customer's needs. Hence it is fortuitous that this project is working to simultaneously improve the transit service to meet the needs of more community residents and implement an aggressive marketing program.

The marketing plan will begin with an objective assessment of HATS' current visibility, image and customer experience. It will then establish specific objectives for the marketing and communications program and address the potential for building ridership among various target groups within the Helena community. Finally it will provide a detailed program of strategies recommended for implementation.

The plan is based on a thorough examination of the existing system and its community presence. Information sources for development of the plan included a complete customer experience review, an in-depth interview with the Transit Manager, input from the HATAC, informal interviews with bus drivers and passengers and in-depth stakeholder interviews with representatives of a wide variety of community organizations including:

- Lewis & Clark Cooperative Health Center
- St. Peter's Hospital
- Elkhorn Health & Rehab
- Aspen Gardens Assisted Living
- RMDC - Senior Center
- Housing Authority
- Chamber of Commerce
- Downtown Business Improvement District
- State of Montana
- Carroll College
- UM Helena
- Blue Cross Blue Shield

Marketing Assessment

Community Visibility and Image

Outside of a core market of persons with disabilities who rely on HATS, Helena's transit system has a very low level of awareness within the community. Stakeholders interviewed generally had little knowledge of HATS' services and how they operate, or even that a general public transit system exists. Many simply thought it was a demand response service.

> *"I was in Helena for quite some time before I realized there was a bus – then I thought it was just curb to curb for people with disabilities." Business Community Representative*

Most stakeholders could not identify a nearby bus stop. Even representatives of organizations representing key target markets had little awareness. For example, at the two colleges in Helena, key staff was unaware of the closest bus stop to their campuses. No one interviewed had ever seen a route map or knew just where the bus goes.

Those that were aware of the service consistently noted that it is seen as a service only for persons with disabilities and seniors. This image, they explained, is at least partly the result of the "look" of the vehicles, which are similar to those used by nursing homes and social service agencies. Several stakeholders cited colorful buses in Bozeman or Missoula and said that is what they expect a public transit bus to look like.

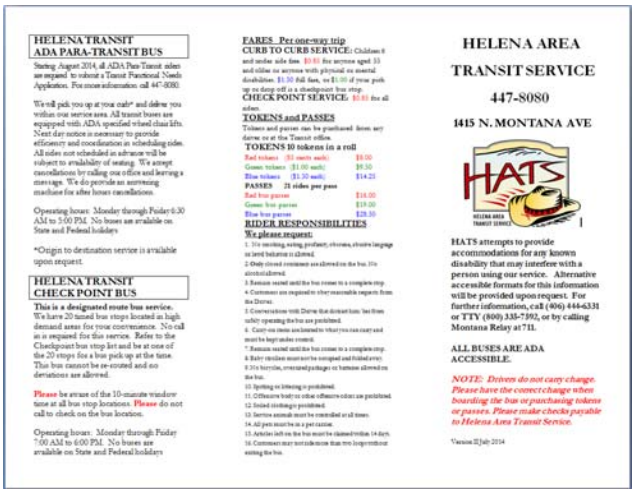
Despite this, all respondents felt that having a good public transit system is of value to Helena. It is perceived that there are a number of population segments that would utilize the service if it met their needs. These will be explored in more detail under the Target Markets section.

Current Marketing Presence

HATS current marketing presence is minimal, a key factor in its low awareness and "not for the general public" image.

A transit agency's most visible assets are its buses and bus stop signs. HATS buses are not boldly identified, nor do they have a consistent look. All are basic white, cutaway vehicles and all have a small HATS logo somewhere on the bus. The Helena buses have blue stripes, while the East Valley bus has brown stripes. The buses do include phone numbers and there has been an attempt to identify the East Valley Service by clearly labeling the bus as EAST VALLEY. The local Helena bus, on the other hand, uses a headsign that says "CHECK POINT" – a somewhat cryptic route name. While this distinguishes it from the Curb-to-Curb service for experienced riders, it provides the novice rider with no information about where the bus goes.

HATS bus stops are equally inconsistent. Some are signed (with a variety of different signs), some have shelters or benches and some have no indicator at all. There is no route or schedule information posted at any of the stops, even the HATS transit center. Hence the stops do little to increase the visibility or awareness of the service. In cases where there is no bus stop signage at all, this is a distinct barrier to increasing ridership. Most novice riders are not willing to locate and wait at an unmarked spot along the road on the "hope" that a bus will pick them up.



HELENA TRANSIT
ADA PARA-TRANSIT BUS

Starting August 2014, all ADA Para-Transit riders are required to submit a Transit Functional Needs Application. For more information, call 447-8080.

We will pick you up at your curb* and deliver you within our service area. All transit buses are equipped with ADA specified wheel chair lifts. Next day notice is necessary to provide efficiency and coordination in scheduling rides. All rides not scheduled in advance will be subject to availability of seating. We accept cancellations by calling our office and leaving a message. We do provide an answering machine for after hours cancellations.

Operating hours: Monday through Friday 6:30 AM to 5:00 PM. No buses are available on State and Federal holidays

*Origin to destination service is available upon request.

HELENA TRANSIT
CHECK POINT BUS

This is a designated route bus service. We have 20 timed bus stops located in high demand areas for your convenience. No call in is required for this service. Refer to the Checkpoint bus stop list and be at one of the 20 stops for a bus pick up at the time. This bus cannot be re-routed and no deviations are allowed.

Please be aware of the 10-minute window time at all bus stop locations. Please do not call to check on the bus location.

Operating hours: Monday through Friday 7:00 AM to 6:00 PM. No buses are available on State and Federal holidays

FARES Per one-way trip
CURB TO CURB SERVICE: Children 8 and under ride free. $0.50 for seniors aged 55 and older or seniors with physical or mental disabilities. $1.50 full fare, or $1.00 if your pick up or drop off is a checkpoint bus stop.
CHECK POINT SERVICE: $0.50 for all riders.

TOKENS and PASSES
Tokens and passes can be purchased from any driver or at the Transit office.

TOKENS 10 tokens in a roll
Red tokens (55 cents each) $5.00
Green tokens ($1.00 each) $9.50
Blue tokens ($1.50 each) $14.25

PASSES 28 rides per pass
Red bus passes $14.00
Green bus passes $19.00
Blue bus passes $28.50

RIDER RESPONSIBILITIES
We please request:
1. No smoking, eating, profanity, obscene, abusive language or loud behavior is allowed.
2. Only closed containers are allowed on the bus. No alcohol allowed.
3. Remain seated until the bus comes to a complete stop.
4. Customers are expected to obey reasonable requests from the Driver.
5. Conversations with Driver that distract him/her from safely operating the bus are prohibited.
6. Carry-on items are limited to what you can carry and must be kept under control.
7. Remain seated until the bus comes to a complete stop.
8. Baby strollers must not be occupied and folded away.
9. No bicycles, oversized packages or luggage allowed on the bus.
10. Spitting or littering is prohibited.
11. Offensive body or other offensive odors are prohibited.
12. Soiled clothing is prohibited.
13. Service animals must be controlled at all times.
14. All pets must be in a pet carrier.
15. Articles left on the bus must be claimed within 14 days.
16. Customers may not take more than two large or three eating the bus.

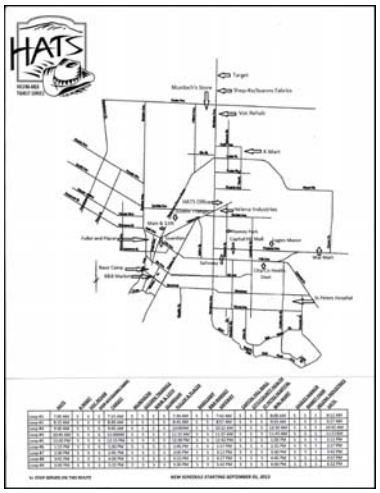
HELENA AREA
TRANSIT SERVICE
447-8080
1415 N. MONTANA AVE

HATS attempts to provide accommodations for any known disability that may interfere with a person using our service. Alternative accessible formats for this information will be provided upon request. For further information, call (406) 444-6331 or TTY (800) 335-7592, or by calling Montana Relay at 711.

ALL BUSES ARE ADA ACCESSIBLE.

NOTE: Drivers do not carry change. Please have the correct change when boarding the bus or purchasing tokens or passes. Please make checks payable to Helena Area Transit Service.

Version 22 July 2014



In the past, HATS has used three tools to provide information about the service. Small images are shown at the right. Full sized versions are included in the appendix.

One is a brochure that provides general information about the Check Point and ADA Paratransit service, including fares and rules. On the other side is a map showing the location of the checkpoint stops and a schedule for the checkpoint service. Stakeholders who saw this flyer found it confusing as the map does not show the path of travel of the bus and the schedule includes times only for a few stops. The brochure has not been printed or distributed for some time.

City of Helena

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Public Works ~ HATS

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November of 1979 the Helena Area Transit Service (later referred to as HATS) was incorporated by the City of Helena, and deemed a public transportation bus system. Prior to this HATS was part of the private sector and was managed by Bill Emge. While under private management there were only two buses and neither were wheelchair lift equipped, and had no two-way radios. Calls were dispatched by telephone or the driver had to stop into the office to get the assignment.

HATS operation is Monday through Friday excluding weekends and holidays. We offer a Checkpoint bus, an East Valley bus, Curb-to-Curb buses. Please refer to bus scheduling for times and locations of the buses.

The **Curb-to-Curb Bus** runs every hour and half hour starting as early as 6:30 a.m. and ending at the HATS office at 5:30 p.m. Those with special needs, or riders not by a checkpoint bus stop, are picked up at the closest curb to their location, and delivered to the closest curb location. We request next day service or the ride will be subject to availability.

The **Check Point Bus** is a set route bus with approximately 18 stops. No call in is required. The Check Point runs every hour starting at 7 a.m. with the last run beginning at 5 p.m. and ending at the HATS office at 6:00 p.m.

The **East Valley Bus** is a curb-to-curb bus that services the East Valley, Eastgate, and East Helena with stops in Helena at Wal-Mart, City County Health, Capital Hill Mall, HATS office North Gate and Shop-Ko. To access other drop off locations in Helena other than these stops we request that you call and connect with either the Checkpoint or the Curb-to-Curb buses. The East Valley Bus operates from 7:00 a.m. to 6:00 p.m. with the last run leaving Helena at 5:00 p.m. We request next day service or the ride will be subject to availability.

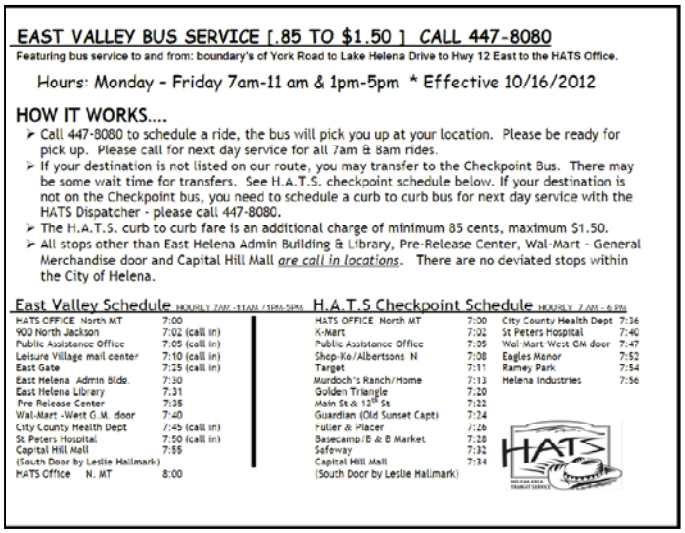
ADA Information
- Title VI Brochure June 2013
- Title VI Complaint Procedures
- Complaint Form

Applications and Policies
- Letter to Public Concerning ADA and Functional Needs Documentation
- ADA Complementary Curb-to-Curb/Paratransit Service Policies and Procedures
- Transit Functional Needs Evaluation for ADA Complementary Paratransit Service

The second is the HATS webpage which is part of the City of Helena website. The webpage is quite text heavy and the focus appears to be on Title VI information and ADA applications and rules. Getting the schedule for the checkpoint route requires clicking on the "Schedules" link which is the 10th link down on the left side of

the page and easily missed or misinterpreted. This link brings up the schedule from the bottom of the flyer above. Another click will bring up the full flyer with map. Note: Requiring potential riders to search for the needed information and click through multiple links to get to it is likely to discourage them from actually trying the service.

By scrolling down the "schedules" page further you can find the schedule for the East Valley route. It is even more difficult for a novice rider to understand due to the fact that it lists a single list of times, many with question marks and the note call in. By clicking on a link you can access a PDF of the East Valley Bus Service flyer which provides a bit more explanation but would still be confusing to an unfamiliar customer. This flyer also includes the old hourly checkpoint route schedule which was changed during the past year.



EAST VALLEY BUS SERVICE [.85 TO $1.50] CALL 447-8080

Featuring bus service to and from: boundary's of York Road to Lake Helena Drive to Hwy 12 East to the HATS Office.

Hours: Monday - Friday 7am-11 am & 1pm-5pm * Effective 10/16/2012

HOW IT WORKS....

- Call 447-8080 to schedule a ride, the bus will pick you up at your location. Please be ready for pick up. Please call for next day service for all 7am & 8am rides.
- If your destination is not listed on our route, you may transfer to the Checkpoint Bus. There may be some wait time for transfers. See H.A.T.S. checkpoint schedule below. If your destination is not on the Checkpoint bus, you need to schedule a curb to curb bus for next day service with the HATS Dispatcher - please call 447-8080.
- The H.A.T.S. curb to curb fare is an additional charge of minimum 85 cents, maximum $1.50.
- All stops other than East Helena Admin Building & Library, Pre-Release Center, Wal-Mart - General Merchandise door and Capital Hill Mall *are call in locations*. There are no deviated stops within the City of Helena.

East Valley Schedule HOURLY 7AM -11AM / 1PM-5PM

HATS OFFICE North MT	7:00
902 North Jackson	7:02 (call in)
Public Assistance Office	7:05 (call in)
Leisure Village mail center	7:10 (call in)
East Gate	7:25 (call in)
East Helena Admin Bldg.	7:30
East Helena Library	7:31
Pre Release Center	7:35
Wal-Mart -West G.M. door	7:40
City County Health Dept	7:45 (call in)
St Peters Hospital	7:50 (call in)
Capital Hill Mall (South Door by Leslie Hallmark)	7:55
HATS Office N. MT	8:00

H.A.T.S Checkpoint Schedule HOURLY 7 AM - 6 PM

HATS OFFICE North MT	7:00	City County Health Dept	7:36
K-Mart	7:02	St Peters Hospital	7:40
Public Assistance Office	7:05	Wal-Mart West GM door	7:47
Shop-Ko/Albertsons N	7:08	Eagles Manor	7:52
Target	7:11	Ramey Park	7:54
Murdoch's Ranch/Home	7:13	Helena Industries	7:56
Golden Triangle	7:20		
Main St.& 13th St	7:22		
Guardian (Old Sunset Capt)	7:24		
Fuller & Placer	7:26		
Basecamp/B & B Market	7:28		
Safeway	7:32		
Capital Hill Mall (South Door by Leslie Hallmark)	7:34		

With the exception of bus stop signage, the HATS logo is used on all marketing tools. However, the logo itself does not clearly communicate the nature of the service. Many stakeholders noted that without reading the small print at the bottom, it could be a logo for a hat store or some other product. They did not perceive it as a clear brand for public transit services.

According to transit management, there have also been newspaper ads (with the logo and phone number) and TV commercials for HATS over the past few years. However, these were not available for review.

In summary, HATS marketing efforts have been minimal. The brand is used relatively consistently, but in a very low visibility way. Passenger information has been provided, but it is not user friendly. As a result, most people in Helena either don't know they have a public transit system or simply don't think of it as a transportation option.

Customer Experience Review

(Note that to understand the experience that a potential transit rider would have when riding HATS for the first time, the consultant used the Check Point and East Helena routes as a customer).

I caught the Check Point route early in the morning at the Base Camp stop which was just a short distance from my hotel. I had to ask where the stop was (as it wasn't entirely clear from the map and I'm not familiar with the area). However, when I arrived at the stop I was pleasantly surprised to find a sign and a bench. The bus came just a few minutes after the posted time

and picked me up. I asked how much fare to pay and the driver told me 85 cents, so I put a dollar in.

Once seated, three things caught my attention.

- A very large display of rules which took up the entire panel behind the driver. At the bottom were some take-one pockets which I thought might have a route map/schedule. However, the literature there was actually a Title VI brochure and complaint form.
- Posters about the ADA application process were taped on many of the windows. They left me a bit baffled when they said that I needed to complete an application to "keep my service uninterrupted." They were clearly addressed to riders of the curb-to-curb service but were posted on the fixed route bus.
- The third thing I noticed is that the exterior ads which went across the windows made it a bit difficult to see out and see exactly here I was in Helena.

As passengers boarded (there were about a dozen riders on my round trip), it became clear that it was a very regular ridership group. The driver knew most of them and greeted them by name. It was a very pleasant environment in terms of social interaction.

The physical quality of the ride was somewhat less pleasant. It was a very rough ride. One rider I spoke with commented on how painful it is for him to ride the bus due to his arthritis and the "lack of shocks" in the bus.

I had hoped to connect from the Checkpoint to the East Valley bus, but that wasn't possible at the time of day I was traveling. Due to the 75 minute vs. 60 minute cycle, the buses only connect twice a day.

The mid-day gap in service and the fact that the last trip to East Valley leaves at 4 PM makes that route a bit tricky to use – both for the average rider and for this consultant. I ended up riding the 1 PM bus to East Valley and getting off at Walmart to walk to the 2:30 PM HATAC meeting 1 block to the north.

There were seven other riders on my trip to East Valley. All boarded at the Mental Health Center in Helena and got off at their homes in East Valley. On the trip back we had two riders: a middle aged woman who we picked up at her home and a young man who got on at the pre-release center with his bike.

I asked the driver about who can request deviated service (since the woman did not appear disabled) and he said anyone – they just have to pay $1.50. This was different than what I understood from the transit manager so I am unclear on how the East Valley Service functions.

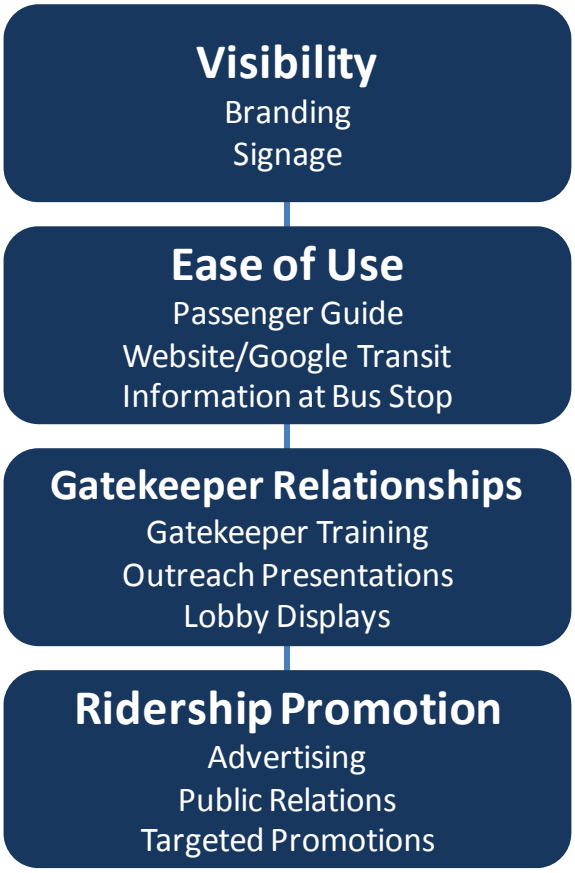
The young man told me that the staff at the pre-release center provide them with transit information and buy tickets for them (which the rider pays for) so that they can use the bus to look for jobs.

There is a nice shelter at the bus stop next to the East Valley City Hall with a HATS logo decal inside. As with the other shelters in the system, there is no information about when the bus serves this location.

Overall, my experience riding HATS as a customer was pleasant and the service worked as designed. HATS is providing a critical service to a core group of riders who rely on it. The system is not an easy one for new riders to find their way to and requires a significant level of effort and time to utilize. The service improvement strategy seeks to make the system function better for a broader spectrum of trips, while this marketing plan will seek to make the system more visible and easier to use for more riders.

Marketing Objectives

The primary goal of the HATS marketing and communications program is increasing ridership and productivity by creating a more inclusive transit system. In pursuit of this goal, there are four specific objectives which need to be pursed. This plan will address strategies for accomplishing each of these objectives.



Increase Visibility and Awareness of the Transit System and Services

To maximize utilization, HATS must first maximize visibility and awareness of the transit services among both potential riders and gatekeepers for those riders. This can be accomplished through a combination of bolder branding of buses and bus stops with an identity that is clearly public transit.

Enhance Ease of Use of Transit Services

This is a critical issue for ridership attraction. HATS must make the system as easy as possible for novice riders to understand and use. This can be accomplished by providing passenger information that is easy-to-understand and readily available. This information needs to be broadly available through printed materials, on the internet, at bus stops and at key destinations.

Build On Relationships with HATAC Membership

Social service agencies, senior centers and complexes, schools and colleges, employers, medical facilities and other organizations that work with constituents with transportation needs can serve as a "sales force" for public transit. By building on the active participation of these "gatekeepers" in HATAC, HATS can educate them about improved transit services and enlist their aid in promoting transit use among their clients and customers.

Promote Trial and Repeat Ridership Among Potential Ridership Segments

Marketing of transit services needs to be an on-going effort. It is critical to continually attract new riders to the system, in order to maintain ridership as well as to expand it. This can be accomplished through a combination of community wide promotion such as advertising and public relations and targeted programs focused on a wide variety of target market segments.

Target Markets

The current HATS service is primarily designed to meet the needs of seniors and persons with disabilities who make up its core ridership. However, once the improved HATS service is implemented, the potential target markets may expand to include the following segments. The segments are arranged roughly from "easiest" to attract to most challenging.

Current Riders

While attracting new riders is important, retaining existing riders is critical if the overall ridership base is to be expanded. HATS currently provides approximately 100-120 trips per day on the Check Point route and 50-60 trips per day on the East Valley. Assuming that most people are making a round trip and a small number are transferring between routes, this equates to a daily ridership of about 75-80 people. Since many people do not ride every day, this represents a larger "pool" of riders – perhaps a few hundred that rely on the service. It will be important as the service improvement is implemented to communicate actively with this group to insure that they understand the changes and how the revised system can continue to meet their needs (hopefully better).

Seniors and persons with disabilities make up the core of the existing ridership. However there is likely potential for expanded ridership even among this base, once service is improved and passenger information enhanced. The senior demographic is growing rapidly, both in the Helena area and nationally. For example, of Helena's approximately 28,000 residents, 14.5% are age 65+ and that number has been projected to grow by 228% between 2000 and 2030. If HATS attracted even a small additional portion of this group it would represent a significant ridership increase.

Low Income Families

Approximately 12.3% of the Helena population has incomes below the poverty level. This represents nearly 3,500 individuals – many of whom are low wage workers who need to travel to jobs and families who need to travel for shopping, medical appointments and recreation. One way for lower income families to make their budget work is by using public transit instead of owning a vehicle or a second vehicle. This is a target group which can benefit from an improved transit service and which represents significant potential for ridership growth.

There are also a significant number of low income persons living in the East Valley area some of whom are using the existing East Valley Service. Depending on the final form that service takes, this is a group with ridership growth potential as well.

Helena College and Carroll College Students

College students are traditionally a key ridership segment for public transportation nationally. The eco-focus of the millennial generation has increased this tendency. In Helena, two sets of college students offer entirely untapped ridership potential.

UM Helena has 1100 students – 88% of whom live in Helena or East Helena. There is no on-campus housing, so all students commute to the two campuses which are located near downtown and near the Airport. While there are some evening classes, most classes are between 7 AM and 4 PM. Seventy two percent of UM Helena students are Pell grant eligible. Hence the economy offered by transit may be very attractive to this group.

Carroll College has 1385 students, 900 of whom live on campus. About a third of students do not have vehicles – many of these are out-of-state students from areas (e.g. Portland, Seattle and Spokane) where transit use is common. While you can walk from Carroll College to downtown (in good weather), students need transportation to shopping (Target, Walmart, Costco, Macy's), medical appoints (St. Peter's, Cooperative Health Center and VA), and the Capitol area for internship opportunities.

Faculty and staff at the colleges are a smaller, lower probability target group. However, for those living near the route, commuting via HATS may be an attractive option.

Youth/Secondary Students

According to the HATS TDP, about 11% of Helena's population (3100 individuals) is between age 10 and 19. Many of these are youth old enough to travel independently but too young to drive or own a vehicle. Particularly in the summer when students are out of school, HATS can offer these youth freedom to travel for recreation or summer jobs.

Veterans

The Helena area has a large population of veterans, active military personnel and dependents, as it is the home of various Veterans Administration facilities (VA Hospital and Regional Benefits Office) and Montana Army National Guard facilities. Approximately 6765 veterans live in Lewis and Clark County and in particular Helena's west, central and north neighborhoods. These individuals will be an important target market for the improved transit service.

Local Commuters to Downtown Helena

Local residents who commute to jobs in downtown Helena may be well served by the new route structure. This target group includes both service workers at the local hotels and stores as well as white collar workers with downtown offices – such as BCBS employees, and City/County staff.

A challenge in serving the needs of lower wage service workers (who can benefit greatly from transit access) is that their jobs often require work on weekends and/or evenings when HATS does not run.

State Workers and Visitors

The Capitol campus, which is not served by the current HATS route, represents a major destination for workers, legislative visitors and tourists. In the legislative season, it is a

destination for 6000 to 7000 people each day, according to an estimate by a business stakeholder. Parking is insufficient for the demand and would provide an incentive for transit use.

If the improved service provides a relatively direct connection to the Capitol campus, two target groups become very relevant to HATS. State workers who may wish to economize and avoid searching for parking and visitors staying downtown who may enjoy having easy access to the Capitol.

Commuters from East Valley

During stakeholder interviews, the issue of providing commute service from the East Valley to Helena arose repeatedly. To be effective in attracting commuters, beyond the low-wage workers discussed previously, this service would have to be direct and timely with a park and ride facility.

Visitors

Visitors to Helena represent another potential market for transit use. While they will not be regular users like the other groups described, they have the potential to use the service to travel around downtown, visit the Capitol, visit the colleges and take advantage of Helena's other attractions.

HATS is already serving this market with the Trail Rider shuttle sponsored by the Business Improvement District to take hikers and bikers from downtown to the trail heads of Mt. Helena.

Additional potential ridership segments include visitors who stay in the 250-300 hotel rooms located downtown, spouses and family member of conference attendees who are looking for recreational opportunities, and visitors to the city who have business at the Capitol but would prefer to avoid the parking challenges.

Marketing Strategies

Fundamental Strategies

We will first address strategies that are fundamental to the effective operation of a transit system – branding and passenger information.

Branding

Increase Visibility of the Transit System and Services through effective branding

Branding is marketing at its most basic. It is how we identify a service and everything associated with it using a name, logo, and packaging. The objective of branding is to create a unified image in the mind of the potential customer and to create immediate recognition of all facets of the service.

For a transit system, the key elements of its visual brand are its name, logo, vehicle colors, vehicle graphics, bus stop signage and bus stop facilities (shelters, benches, etc.). The vehicles and bus stops are in essence a transit system's "packaging."

Buses and bus stops are a transit system's most visible marketing tools. They are seen by thousands of people every day. They can be a highly effective awareness-building tool, can be essentially invisible or can communicate mis-information about the service provided.

HATS buses are largely invisible within the Helena community. When they are noticed, they convey the impression that this is a social service – specifically for persons with disabilities or the elderly.

This section will address strategies for enhancing HATS' visibility and awareness through branding and signage strategies which can be implemented using capital resources and which, once implemented, have long term communications value.

To illustrate the various elements of branding, samples from a similar transit rebranding will be included. These are not intended to reflect an image suitable for Helena but simply to illustrate the difference that bold branding can make.

Name

The name "Helena Area Transit System" communicates both the nature of the service and the service area. Unfortunately it is rather long and wordy. HATS is an acronym for Helena Area Transit System. It has the advantage of being short and easy to say. Unfortunately without seeing it spelled out, it has no relationship to the transit service it represents. The region may wish to consider a name that is brief, but relates more directly to transportation and ties to the region's image.

Other transit names in the region include Missoula's Mountain Line, The Butte Bus, and Bozeman's Streamline.

Rebranding Example
from a transit system which operates in Big Bear – a mountain community in southern California.

Original Name: *MARTA – an acronym for Mountain Area Regional Transit Authority*

Re-branded Name: *Mountain Transit*

The consultant will hold a meeting with key stakeholders to discuss the potential for changing the name and to identify candidate names. A few starter suggestions which came up during the stakeholder outreach included:

- Gold Line
- GoldBus
- SkyTran
- Capital Transit
- Sleeping Giant Transit
- CapTran
- Lewis & Clark Transit
- Last Chance Transit

There is also the potential to create sub-brands to differentiate the fixed route and paratransit services. For example you might have Gold Line and Gold Lift or SkyTran and SkyVan.

Logo

A logo is a graphic representation of the name which is used on vehicles, signage, printed materials, website, driver uniforms and everything associated with the system. The logo sets the pallet of colors which are used to identify the service. Attributes of a good transit logo are:

- Visually reinforces the name and service
- Clear, simple and immediately identifiable
- Easily used in a variety of applications and sizes
- Works in both horizontal (a bus) and vertical (a sign or brochure) applications

If it is the desire of HATAC and the system, the consultant will develop a new logo for the transit system. Three distinct alternatives will be presented and refined based on input from HATAC.

Rebranding Example

Original Logo

New Logo

Vehicle Graphics

The vehicles themselves are the most visible evidence of HATS existence. However, without effective branding they will remain "invisible" as public transportation, simply looking like the thousands of delivery vans, RVs and social service vehicles that travel Helena's streets each day.

It is recommended that all vehicles operated by HATS be consistently and boldly branded to serve as rolling "billboards" for the service. This does not mean that they need to be garish or wrapped in advertising – simply that they need to use bold color and graphics in a way that is eye-catching and clearly communicates the nature of the service. Recommended elements of the vehicle graphics include:

- A bold, distinctive base color for the buses that will become the signature color of public transit in Helena.
- Graphics that include bold use of the logo, the words public transit, the phone and the web address.

Rebranding Example

Original Vehicle

Rebranded Vehicle

Bus Stop Signage

Bus stop signage is another key element of a transit system's brand and serves two valuable purposes. First, it lets passengers know where they can catch the bus. Second, and equally important, it advertises the fact that transit service is available within a given corridor or to a specific destination. Unlike an ad which is here today and gone next week, signage is a marketing strategy which, once implemented, provides value day in day out.

Bus stop signage will be critical in building awareness and showing potential riders how to use the system.

Note: Most cities consider bus stop signage to be a critical public information function, similar to street signs and traffic signage. They do not regard it as "advertising" and hence subject to the limitations placed on outdoor advertising.

All fixed route stops should be boldly signed with a permanent sign including the following information:

- System logo
- Universal Bus Symbol
- Telephone number
- Website address

In addition, it is recommended that a changeable information panel be placed at each stop which includes route and schedule information. This will be addressed further under "passenger information."

Rebranding Example

Old Sign

Rebranding Example

Old Sign

If the consultant works with HATAC to develop a new brand for HATS, that brand will be carried through in recommended vehicle graphics and bus stop sign design.

Shelters and benches at major bus stops serve two valuable functions. Of course, they increase passenger comfort but they also increase visibility of the bus stops. In placing these types of amenities at bus stops, keep in mind that they are much a part of the system's branding as the buses and bus stops. Their style, color and quality should be consistent with the overall image you are trying to create for HATS.

Route Names

Related to branding is the issue of how routes are named. Route names are most useful when they give the rider information about where the route goes. For example: East Valley-Helena would let a user know that the route goes between the East Valley and Helena. It is recommended that once routes are determined, careful thought be given to the names used on schedules, headsigns and bus stops signs.

It is sometimes useful to use both a route number and name. The route number provides shorthand that experienced riders can use, but new riders have the benefit of the information conveyed by the name. For example:

- Route 1 Helena Circulator
- Route 2 Helena to East Valley

Passenger Information

Enhance ease of use by providing passenger information in easy-to-use, readily available forms.

Passenger information is the "directions" for using public transportation and is the basis of any transit marketing program. Without effective, easy to use, broadly distributed passenger information, public transit services are simply not useful. Passenger information tools, like the services themselves, should be designed with the potential rider's needs in mind. They should be clear, attractive and intuitive – not requiring the potential user to "figure out" how the system works.

Since HATS will be serving a variety of target segments, information will need to be provided through various channels that appeal to these segments.

Printed Guide

The primary passenger information tool for the improved service will be a ***printed brochure which will be developed as part of this project***. The brochure will be an attractive, full color, comprehensive passenger guide and will include:

- Route map showing all fixed routes, bus stops, destinations and landmarks along the route and the paratransit/deviation zones in Helena and the East Valley. (If consistent clockface headways are used, the map may also show the minutes past the hour when each stop is served.)

Example Passenger Guide - front, back and folded

- Schedule information for each route, color coded for easy reference to the route map.
- How to ride information including fares, fare media, how to identify a bus stop, how to request a deviation, how to apply for paratransit certification.
- Contact information for HATS including a reference to Google Transit trip planning available on the website.

The brochure will be designed such that it can be used folded as a rack brochure or flat as a poster.

Website

New riders to transit are most likely to turn to the internet for travel information – as they do for information about virtually anything. National research demonstrates this and it is particularly true for some of HATS key potential target markets – college students and commuters.

Design Principles

There are several design principles which make a transit website an effective transit marketing tool:

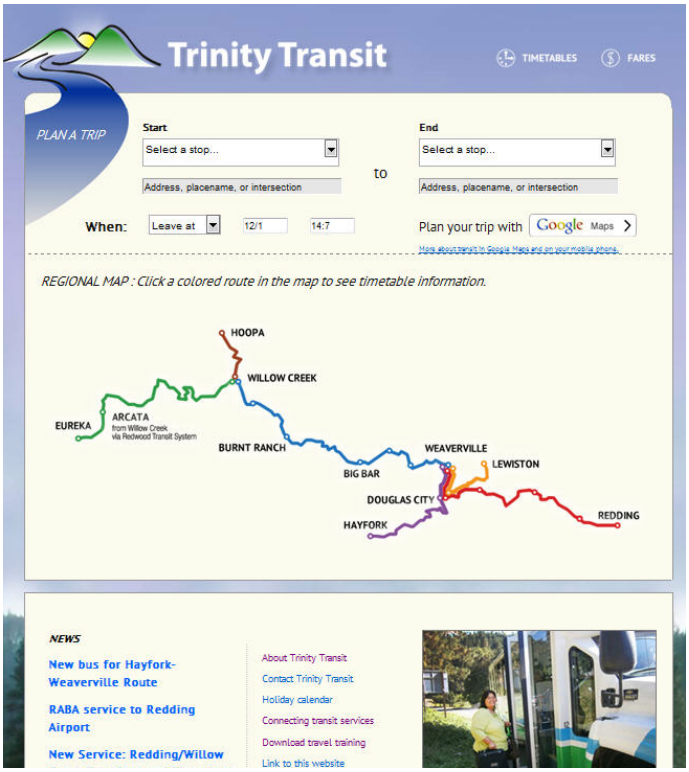
- The website needs to be easy to access and the web address easy to convey. As part of the city's website, the address for the HATS webpage is www.helenamt.gov/public-works/hats - not the easiest thing to include on a bus stop sign. There needs to be a clear easy to remember URL for the website such as helenatransit.org or something related to the name of the system.
- The website needs to work on mobile as well as desktop platforms. (See www.sagestage.com for example.)
- Current and potential passengers should be the primary focus of the website and should be able to quickly and easily understand where the system goes and how to plan a trip to their destination. The current website does not immediately convey this information.
- The primary rule of web design is that people don't read web pages - they scan them, looking for links to the specific information they need. Therefore long segments of text are counterproductive. In addition, the need to scroll should be minimized. The user should be able to see what the website has to offer from a glance at the homepage.
- Getting driving directions is one of the most common uses of the internet. Virtually anyone with a computer knows how to use Google maps. Having a trip planner based on Google maps provides a way to plan transit trips that is familiar to potential users and overcomes the barrier of having to interpret schedules.
- Information on the website needs to be kept fresh and up-to-date in order to be useful. This means that transit staff needs to have direct control of website content. This factor, combined with the need for a short URL and the fact that people seldom think of transit as a government service argues for having a stand-alone website separate from that of the lead agency.

As part of this project, a new website, based on these concepts, will be developed for Helena's transit system.

Website content:

- The website home page should include two key elements:
  - Interactive System Map with links to schedules for each route
  - Trip Planner based on Google Transit

The Trinity Transit home page shown here (www.trinitytransit.org) is an example of a transit website which takes this approach. At a glance it shows the potential user where they can go and gives them two easy tools for planning their trip. They can use the trip planner (which includes a drop down list of all major bus stops) or they can click on a route on the interactive map to display a schedule for that route. A variety of other links – to specific information such as news stories, contact information, holiday schedule, connecting services, bike & ride and travel training - are provided lower on the page. However, the core trip planning information can be accessed without scrolling.



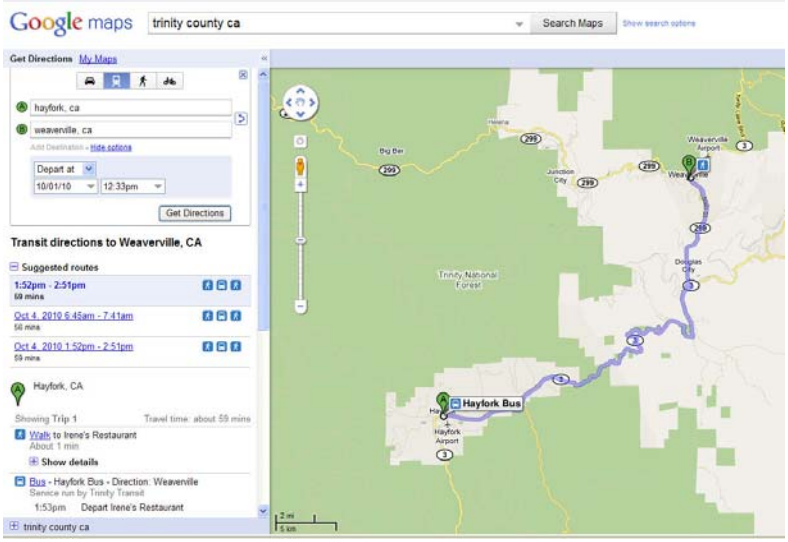
www.trinitytransit.org

- Schedules should be displayed on the screen in html format rather than as PDFs or graphics. This insures that they are easy to read on the screen and that they can be accessed using a screen reader by persons with sight impairments. You may also wish to provide a PDF link for easy printing.
- Individual route maps can be displayed along with the schedules.
- Fare information and information about fare media and where to buy it.
- Complete Paratransit information should continue to be available on the website, presented in an easy to understand format, including a printable ADA application form.
- Other specific pieces of information should be easily found via links from a home page menu. These would include:
  - Rider Alerts – for weather, holiday and other notices
  - Contact link for comments, questions or complaints
  - Holiday calendar

- Bike rack information
- Wheelchair accessibility information
- Links to websites for other transportation services (intercity, social service, taxi)
- Administrative Information – Meetings, Employment Notices, etc.

Google Transit

Use of on-line services such as Google Maps to get directions is one of the most common internet practices (behind only email and basic searches). Google Transit allows potential transit riders to get information in a trip planner format that is already familiar to most people. For a very modest investment of resources to maintain up-to-date GTFS data (General Transit Feed Specification – the data format required by Google), HATS can be part of Google Maps and Google Transit which offers passengers a number of advantages:



- Provides easy access to HATS information on smart phones and tablets as well as on computers.
- Avoids the difficulty that many potential riders have understanding transit schedules to plan trips, particularly those requiring transfers.
- Provides social gatekeepers with an easy way to plan and print trip information for their constituents.
- As the State of Montana DOT implements Google Transit for intercity services, Google Maps will provide a seamless way of coordinating trips between local and intercity services.

Bus Shelter and Bus Stop Displays

Signage at the bus stop can do more than build visibility and let passengers know where to wait. It can also be an important passenger information tool, especially for occasional or first time riders. This strategy was recommended repeatedly during stakeholder interviews.

Passenger information at the bus stop can be provided in a number of ways:

- At bus stops with shelters, a large system map with a "you are here" indicator can

show riders where they are in the system and where they can go from here.

- At bus stops without shelters in which to mount large displays, standard changeable information panels are an easy, efficient way to provide information. They come in a wide variety of sizes and accept standard sized, laminated inserts. (Note: Source for info-panels included in appendix.)
- At bus stops where service runs hourly, the core bus stop sign can include the hours of service and a decal with the minutes past the hour when the bus serves that stop.

However the information is provided, it is critical that be up-dated and refreshed on a regular basis if it is to be useful. Out-of-date or illegible information is counter-productive.

It is also important that the information provided be that which is relevant at the given point and time. This includes departure times for the given stop, but may also include additional route and fare information.

Information at the bus stop is particularly important for building ridership among transient populations such as visitors and college students, and for encouraging first time use by new riders.

Real Time Information

Real time information – how long until the bus gets here – is the ideal for transit users and was once available only to large transit systems with significant resources. However the Route Match technology already in use at HATS has the potential to make real time information available to every rider on a smart phone, tablet, computer or even via automated phone or text.

- Different target groups will want to access this information in different ways:
- College students and professionals almost universally have smart phones
- Older adults and lower income populations may still use conventional cell phones and prefer to access the information by a phone call (punch in bus stop number to get next bus info) or text.
- Access to the realtime information should also be made easily available from the new HATS website. (See example at http://laketransit.org/wheres-my-bus/)

Bus Stop Placement and Amenities to Enhance the Customer Experience

A transit system's bus stops are as much a part of its brand and product as the vehicles and service themselves. Bus Stop strategies which make the system more convenient and comfortable to use have the potential to greatly enhance the passenger experience and the attractiveness of the system to potential riders.

Montana's harsh winters and sunny summers make shelter at key bus stops an important amenity. For this reason, the

implementation of an advertising shelter program to expand the number of stops with shelters would be highly beneficial.

Similarly, having stops as close as practical to key destinations such as major grocery stores and hospitals would enhance the ease of using the bus for shopping and medical appointments. The very wide parking lots which separate big box stores and medical facilities from the street can often be a real challenge for transit users with parcels or who have limited mobility. The need to "stay out of parking lots" mid-route is a valid concern if the system is to be faster, more timely and more efficient. However, when major destinations fall at the end of the route, customer convenience and comfort should be a primary focus.

Community Based Ridership Promotion Strategies

Once the fundamentals are in place – a strong brand and user-friendly passenger information – HATS can turn its attention to strategies that promote trial and repeat ridership. This section will focus on low-cost, community based efforts which will capitalize on the strong local engagement created through HATAC.

Gatekeeper Outreach

Capitalize on existing "gatekeeper" relationships to promote ridership among key potential rider segments.

Many organizations serve as "gatekeepers" for potential transit riders. These include social service agencies, schools and colleges, youth programs, support organizations for the disabled and medical services. These organizations, and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, training, classes, interviews and jobs. As a result, they have the potential to serve as "salespeople" for public transit.

Interviews conducted as part of the outreach for this plan made it clear that many gatekeepers would welcome a closer working relationship with HATS and are very willing to serve as a conduit of transit information to their constituents.

To capitalize on the strong gatekeeper relationships which already exist, there are several things HATS and HATAC can do. Some of these strategies are discussed in more detail later in this section (see links).

- Create a simple database that includes the organization, contact person and contact information, including e-mail. (HATAC has already created such a database in Nation Builder). These individuals should be provided with regular e-mail updates about changes in transit services and programs, availability of new passenger guides and other updates. When appropriate, E-mails can include an 8 ½" X 11" PDF flyer for printing and posting or distributing to co-workers and/or clients.
- Conduct "training" sessions at meetings of front line staff who need to understand how transit works so they can pass the knowledge on to constituents. These trainings would include an overview of the routes and where you can go on transit, how to use the schedules to plan trips, how to use the Google Trip planner and information about paratransit services and certification.

- Provide the gatekeepers with "tools" for marketing transit to their constituents. These might include:
  - Bulletin board posters for their facilities
  - Permanent transit information display for their lobby
  - Targeted flyer for distribution to their population
  - Or simply a supply of transit guides for distribution
- Work with organizations to implement targeted promotional programs to encourage transit ridership among their constituents.
- Establish formal service agreements which allow constituents of the sponsoring organization to ride fare-free.

Community Information Displays and Distribution

Attractive, easy-to-understand transit information can have a promotional as well as educational value. During outreach for this plan, stakeholders responded very positively to the concept of establishing transit information displays at high traffic locations including colleges, social service offices, senior centers, medical clinics, etc. These displays would provide permanent low-cost advertising for the system and be seen by hundreds of people each week. In addition, they would provide a focus for the distribution of the new passenger guides.

These displays can be created using the graphics developed for the news passenger guide and pre-fabricated display units. There are many styles of displays which can be purchased on-line at sources such as:

www.beemak.com www.displays2go.com www.display-world.com

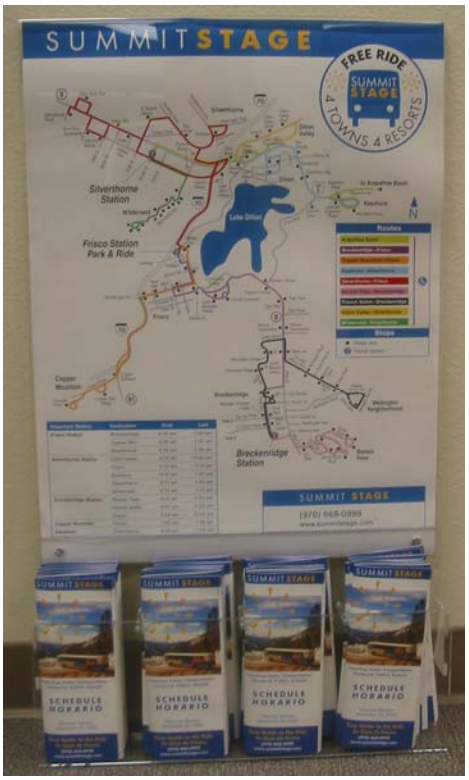
The fixtures can be purchased in small quantities and customized with the addition of a digital print and a supply of HATS passenger guides.

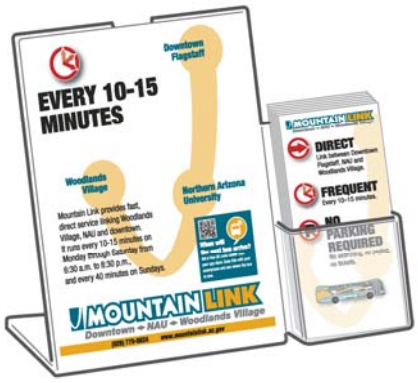
Different formats (counter top, wall mounted, free standing, etc) may be needed at different locations. On the following page are several examples of information display types. Ideally, the displays should:

- Visibly and attractively communicate the new brand
- Include a system map for the service area
- Include a "you are here" designation for the specific location to help readers orient
- Provide pockets for passenger guide distribution
- Promote the web-site for additional information, including Google trip planning

Like information at the bus stop, it is critical that these displays be maintained and stocked with current information. HATS should create an inventory of information distribution locations which are visited and replenished on a periodic basis (monthly or quarterly).

Sample Information Displays





Targeted Marketing

When attempting to attract new riders, the more targeted the appeal and information provided, the more likely you are to generate a trial ride. For example a general appeal in a newspaper ad which simply says "Ride the Bus, It's Easy" and provides a web address for more information is much less likely to get a response than a targeted flyer/poster distributed on campus at UM Helena that says "Ride the Bus to Campus for Only $.85" then provides the exact location of the bus stop and the times each hour when the bus serves the campus, as well as a reference to Google Transit for trip planning.

Therefore it is recommended that HATS and HATAC work through gatekeepers to communicate directly with key target groups. Several types of communication channels can generally be accessed through partnerships with gatekeepers:

- Permanent information displays in their facilities – these displays, as described above, provide long term communications value (unlike an ad that exists for only day or a week) and they can be customized to provide the information most relevant to the target group.
- Bulletin board posters and flyers – this is a very low cost communications medium which can deliver appeals and information specific to the target group (what seniors and college students want to know is likely very different).

- Website links – ask gatekeepers to provide a link to the new transit website as a resource from their own website.
- Inclusion of transit information in orientation packets – schools, social service agencies and medical facilities often provide their new clients/students with packets of relevant information. Ask them to include a targeted flyer in this information that tells the reader how they can use transit to travel to the relevant destination.
- E-mail blasts – some gatekeepers (particularly schools/colleges) communicate with their constituents via email and can distribute transit updates in this way.
- Newsletter Articles – some gatekeepers publish e-mail or hard copy newsletters and can include articles about the evolving transit services.
- Staff or client travel training – as previously referenced, gatekeepers can often offer opportunities to conduct travel training with front line staff (such as caseworkers) or directly with constituents (such as seniors at the nutrition program).

Keep in mind that it is not necessary to do everything with every organization. Gatekeepers know what works best for their population. During stakeholder interviews for this plan, gatekeepers for key populations were asked to suggest ways of communicating with their constituents about transit. Following are communication channels they said they would be willing to put to work for HATS.

- Carroll College
  - Link from college website
  - Include transit in on-line orientation packet
  - Weekly email blast to students
  - Include transit info on TV screens around campus
  - Transit information displays on campus (suggested locations: Campus Center with dining hall, PE Center lobby)
  - Transit table at open house (first Wednesday of school year)
  - Provide information to students with disabilities at intake
  - Sell passes on campus
- UM Helena
  - Provide information at New Student orientation each semester
  - Link from college website
  - Train staff at Student Support Center
  - On Campus Information Display
- State Employees
  - Cafeterias – bulletin board posters or table tents
  - Communicate through State Human Resources – they can convey information to Agency HR departments
  - Public Information Officer network
  - New employee web portal – provide link to transit

- Housing Authority Residents
  - Post information in rental offices
  - Include transit info in new resident packets
  - Training for Housing Authority staff – they meet monthly (property managers, Section 8 managers, administrative staff that handle new leases)
  - Include transit information in orientation for people on housing waiting list
- St. Pete's Hospital
  - Training for front line staff at hospital
  - Training for Care Transitions Coalition – meets monthly
  - Large map displays for at shelter and in lobby
- Lewis & Clark Cooperative Health Center
  - Currently creating patient web portal – link to transit from there
  - Training for staff – reception, case workers, affordable care counselor, nursing staff

Service Agreement

A Service Agreements is a more formal partnership between a lead transit agency and a community organization. Under such an agreement an organization pays a fixed amount to the lead transit agency (HATS) and in return for that payment all member of a defined group (for example enrolled college students , state employees, hospital employees or military personnel) ride by simply showing a pass that designates them a member of the defined group.

These agreements, which are most common with colleges and universities, have been shown to significantly increase transit usage. They also create a natural marketing partnership between the transit system and the sponsoring organizations. The transit agency wants to build ridership and the sponsor wants to receive benefit for their investment. Hence the sponsor has an incentive to aggressively promote the transit system to its constituents through the types of strategies outlined in the previous section.

While such agreements are most common with colleges, they have also been implemented with employers, apartment complexes and neighborhoods. The ecoPASS program is Flagstaff, Arizona is an example of such an opportunity which is marketed to employers.

Carroll College, Helena College, State Employees at the capitol campus, City and County employees at the City/County building and BCBS employees are all potential targets for service agreements if the transit system is seen to offer their employees a viable transportation alternative.

Potential User Survey Questions

Before they are willing to consider entering into a service agreement, organizations are likely to want to survey their constituents about their interest in using public transportation. In addition to including a map of the system or recommended system for reference, there are a variety of questions that such a survey should address:

- Is the respondent a candidate for transit use?
  - In what community do you live?
  - Is there a bus stop within walking distance of your home?
- How open are they to the concept of using transit?
  - If there was a bus that connected where you live and this location (specific to the sponsor), how likely do you think you would be to use it at least occasionally? (Might include additional details about service here – e.g. Bus would run every hour, Monday thru Friday, from 7 AM to 7 PM.)
    - I would not use the bus
    - I would probably not use it
    - I would probably use it
    - I would definitely use it
  - (If "would probably use" or "would definitely use") How often do you think you would use the bus to travel from your home to this location?
    - Daily
    - A few days a week
    - Once a week
    - Only occasionally (less than once a week)
  - If, as a _____ you were able to ride fare-free, would you be more likely to take advantage of the transit service?
- Under what conditions would they see themselves using the bus? (check all that apply)
  - If the bus stop was within a quarter mile of your home?
  - In snowy/icy weather?
  - In nice summer weather?
  - Only occasionally when my car is not available?
  - To go to lunch or to run errands during the workday?
- What factors would motivate them to use transit?
  - Cost savings?
  - Environmental benefit?
  - Avoiding parking and driving hassles?
  - Avoiding driving in bad weather?
  - Other?

Media Based Ridership Promotion Strategies

There are two ways in which HATS can utilize local media outlets (print, broadcast and on-line) to build visibility for the enhanced transit service. One is through "earned media" – articles about newsworthy events relating to the transit system. The other is through paid advertising.

Given the level of activity around public transit at this time, HATS should definitely take advantage of the potential for unpaid news coverage. Paid advertising is an optional strategy which is secondary to the fundamental and community based strategies previously described.

News Calendar

Articles about HATS in the *Independent Record* and other local publications, as well as on Helena radio and TV stations that provide local news coverage and in newsletters of relevant organizations, can increase awareness of public transit and educate residents about what it has to offer.

News coverage about transit services can be increased by making sure that local media and organizations are provided with a regular stream of information about HATS, its services and its evolution. Therefore it is recommended that HATS create and maintain a systematic news calendar that is used to drive the distribution of information to the local media and community partners.

The calendar should identify topics for news releases during the coming 3-6 months and be updated periodically to reflect changes and new story ideas.

- Possible news release topics would include:
  - Selection of the preferred service alternative and plans for implementation
  - Introduction of the new name and logo
  - Introduction of the new Passenger Guide and/or website which will make it easier for residents to use transit.
  - Putting new vehicles into service.
  - Implementation of amenity enhancements at bus stops (signs, shelters, benches).
  - Introduction of new fare media or sales outlets.
  - Award of funding to enhance service or facilities.
  - Public hearings and meetings.
  - Partnership efforts with other community organizations.
  - Tie-ins with local activities such as using transit to access special events without getting caught in traffic.

- News releases should be prepared and issued in a timely manner to all local media:
  - Helena Independent Record – Daily News
  - Helena Vigilante – Monthly News & Entertainment
  - Local TV Stations - KTVH, KMTF, KXLH, KFBB
  - Local radio stations

When appropriate, digital photographs should be included with news releases to newspapers and newsletters.

News releases should also be distributed in a number of other non-traditional ways:

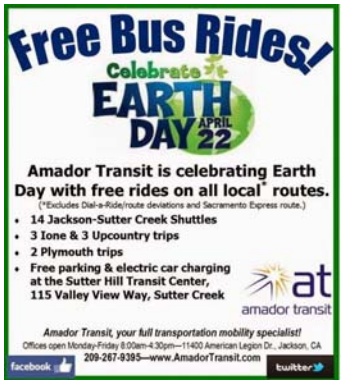
- Posted on the HATS website in a "What's new" window.
- Distributed to the gatekeeper e-mail list with a request that they share the information with constituents or issue their own news release relating how the transit story impacts their organization (e.g. a new release from UM Helena about why the new transit routes will benefit Helena College students). If the news story is something that you wish to have passed on to their constituents, send a PDF poster along with the e-mail and ask gatekeepers to post it on their bulletin boards.
- Distributed to local organizations that have newsletters for inclusion in their own publications.
- Used as content for posts on social media – e.g. Facebook or Twitter.

Media Advertising

The use of paid media advertising is often the first thing that transit systems think of when they consider marketing. However, it has intentionally been left to the end because it is generally less cost-effective than the community based strategies already discussed. This is particularly true in a community like Helena where there is already a high level of engagement with social service providers and other gatekeepers.

Strategies such as boldly branded vehicles and bus stops are seen by thousands of people every day. An effective passenger guide, website, bus stop displays and community information displays make transit information easily available when a potential rider needs it. And targeted marketing through gatekeepers gets information to the target groups with the greatest likelihood of using transit. Media adverting offers more immediate, but less sustained visibility.

If resources are available for paid media advertising, it is recommended that they be focused around key time periods rather that dispersed throughout the year. In this way, the advertising will have enough visibility and impact to increase awareness. For example, during the coming year, HATS should focus its resources around the introduction of the improved service. In future years, resources might be focused around:



- Earth Day in April

- Dump the Pump Day in June
- Try Transit Week in September

These are national activities that encourage people to try transit – either to save the environment or to save money. Tying in with them will allow Helena to capitalize on national coverage occurring at the same time.

Specific Strategies to Support Launch of Service Improvement

The launch of the improved service along with a new brand will be a significant opportunity to reintroduce the transit system to the Helena area community. This will also be a natural time to introduced enhanced passenger information tools, a revised fare structure, new fare media and other features which will make the system easier to use. Many of the strategies outlined above should be initiated at that time with a particular focus on the "new and improved" transit service.

Existing Rider Communications

While the new plan will improve the transit service, change is always difficult for existing customers. Information about the revamped services should be provided to existing riders well in advance of the change. This can be accomplished by posters and handouts on board both fixed route and paratransit buses, driver announcements, a posting on the existing HATS website and a message on the phone when people call for information. Also consider having "ambassadors" ride the bus the week before the change to talk with riders and make sure they understand how the service will change and how to make their trips using the new routes.

Materials to promote the launch should take a friendly, positive approach. Possibly a headline like:

"Getting around Helena is about to get easier."

"The new NAME OF SYSTEM is going your way."

Stakeholder Summit

To initiate the Gatekeeper Outreach program described previously, a Stakeholder Summit is recommended to "kick-off" the new service. This will be an opportunity to bring together all of the stakeholders that have participated in the inclusive planning process to learn about the outcome of the effort, to see exactly what the new transit system will look like and to walk away with tools for promoting the new service within their own organizations: Passenger guides, posters and information displays.

Lead-up News Release Series

Implementation of the improved service, a new brand and new passenger information tools will create many "newsworthy" opportunities. During the period leading up to the initiation of the improved service, a series of news releases should be issued to mark major milestones and create anticipation.

- Approval of plan by City/County
- Finalization of routes and schedules

- Introduction of the new brand (what buses will look like)
- Announcement of start date
- Announcement of kick-off event

Kick-off Event

A festive kick-off event for the service will both generate media coverage and serve as a celebration for the many individuals and organizations who have worked on the inclusive planning project. Features of the kick-off might include:

- Traditional ribbon cutting for new route.
- Having community leaders ride the first bus to create media coverage.
- Free rides during the first week of service.
- Specialty gifts for those who ride on the first day of the new service.

Poster/Ad Campaign

During stakeholder interviews, the use of posters as a communications medium came up repeatedly. Colorful posters around town on bulletin boards and in windows can create low-cost exposure for the enhanced system.

It is recommended that a poster be created which highlights the features of the enhanced service and the new brand in a fun way. This poster can be broadly posted throughout the service area and also run as an ad or insert in the local newspapers.

Resources for Implementation

The strategies outlined in this plan require two types of resources for implementation – budget and staffing.

- Budget is required for:
  - Branding buses and bus stops (capital)
  - Printing passenger information materials
  - Website hosting
  - Information Displays
  - Printing of posters, flyers and targeted promotional materials
  - Media advertising
- Staffing is required for:
  - Outreach activities
  - Gatekeeper communications
  - Implementation of targeted programs through gatekeepers
  - Preparation and distribution news releases

HATS has the valuable advantage of an active support base in the HATAC membership. This group can provide "staffing" support for many activities as well as solicit in-kind donations to off-set some budget items.

That said, there will be need for some hard cash to fund the marketing effort. Some costs will be one-time costs associated with re-branding and improving bus stops. These costs can be paid for with capital funding.

Other costs will be on-going. Most transit systems set aside about 1% of their budget for passenger information and promotional activities. HATS needs to budget at least $10,000 for annual marketing efforts.

Sample Budget

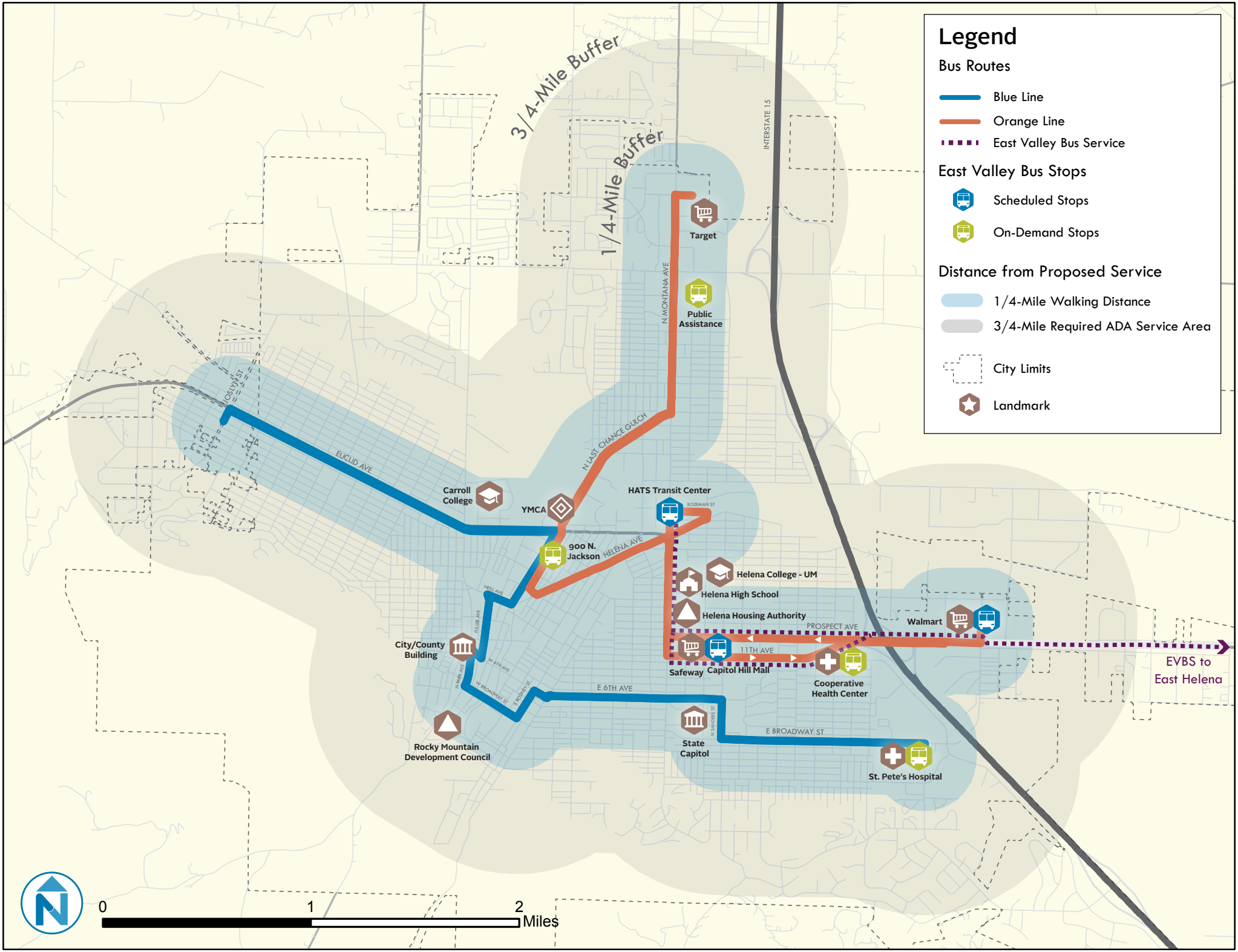
Budget Item	**One-Time Cost**	**Annual Cost**
Bus Wraps	$3000-5000/bus	
Bus Stop Signage & Displays	$125/stop + installation	
Updating/Printing Passenger Guides		$3000
Website Hosting/Maintenance		$1000
Creating/Printing Promotional Materials		$2500
Information Displays	$1000	$500
Media Advertising		$3000

Appendix

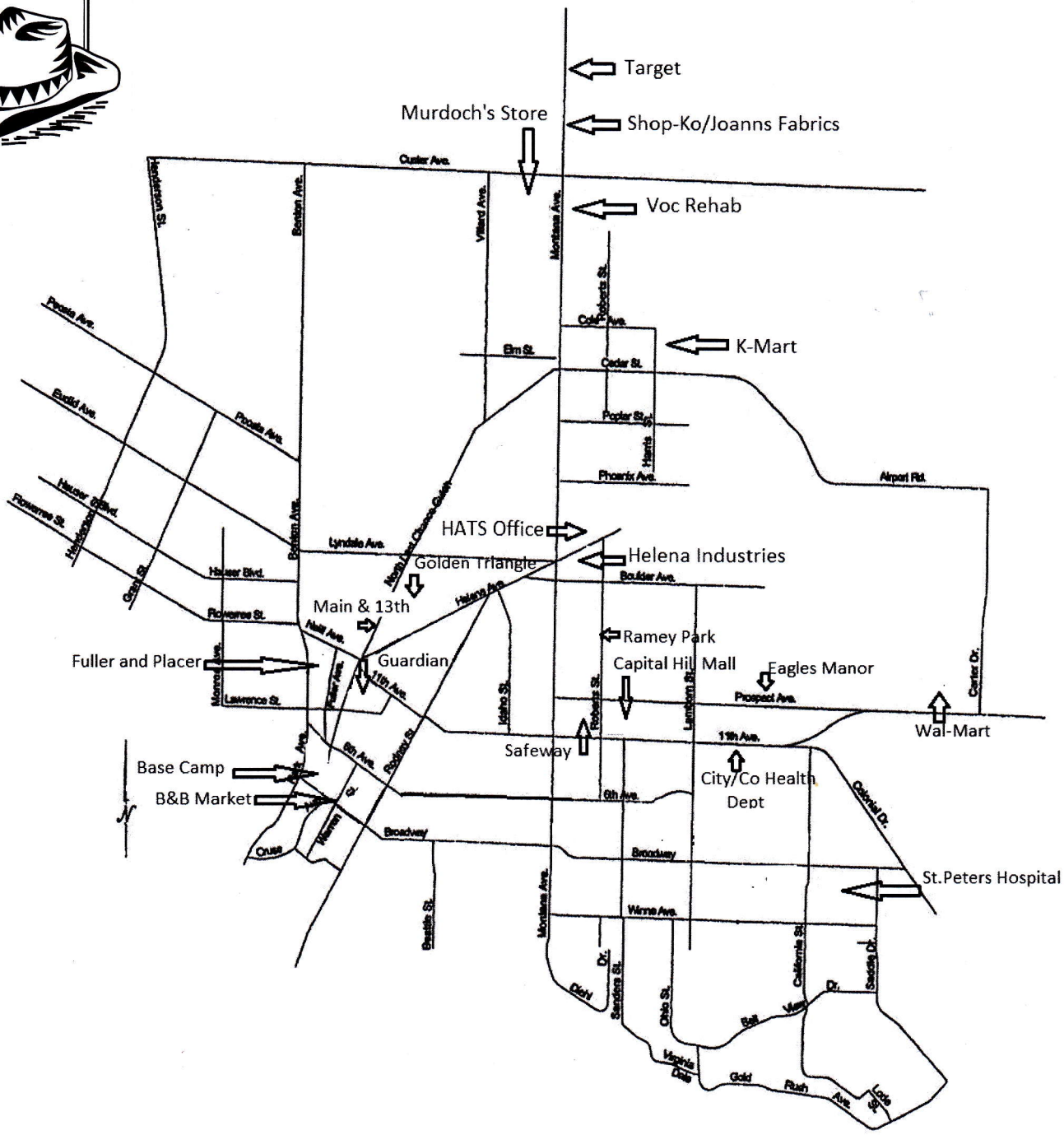
HATAC's Recommended Service Improvement Strategy

HATS Passenger Information Materials

Information Panel Source


Legend
Bus Routes
Blue Line
Orange Line
East Valley Bus Service
East Valley Bus Stops
Scheduled Stops
On-Demand Stops
Distance from Proposed Service
1/4-Mile Walking Distance
3/4-Mile Required ADA Service Area
City Limits
Landmark
3/4-Mile Buffer
1/4-Mile Buffer
INTERSTATE 15
N MONTANA AVE
N LAST CHANCE GULCH
EUCLID AVE
JOSLYN ST
HELENA AVE
BOZEMAN ST
PROSPECT AVE
11TH AVE
E 6TH AVE
E BROADWAY ST
N SANDERS ST
NEILL AVE
FULLER AVE
W 8TH AVE
W BROADWAY ST
N PARK AVE
E RODNEY ST
Target
Public Assistance
Carroll College
YMCA
HATS Transit Center
900 N. Jackson
Helena College - UM
Helena High School
Helena Housing Authority
Walmart
City/County Building
Safeway
Capitol Hill Mall
Cooperative Health Center
EVBS to East Helena
Rocky Mountain Development Council
State Capitol
St. Pete's Hospital
0
1
2
Miles

HELENA AREA TRANSIT SERVICE



	HATS	K-MART	VOC REHAB	SHOP-KO/JOANNS FABRIC	TARGET	MURDOCHS	GOLDEN TRIANGLE	MAIN & 13TH	GUARDIAN	FULLER & PLACER	BASECAMP	B&B MARKET	SAFEWAY	CAPITAL HILL MALL	CITY/COUNTY HEALTH	ST PETES HOSPITAL	WAL-MART	EAGLES MANOR	RAMEY PARK	HELENA INDUSTRIES	HATS
Loop #1	7:00 AM	S	S	S	7:15 AM	S	S	S	S	7:30 AM	S	S	7:42 AM	S	S	S	8:00 AM	S	S	S	8:12 AM
Loop #2	8:15 AM	S	S	S	8:30 AM	S	S	S	S	8:45 AM	S	S	8:57 AM	S	S	S	9:15 AM	S	S	S	9:27 AM
Loop #3	9:30 AM	S	S	S	9:45 AM	S	S	S	S	10:00AM	S	S	10:12 AM	S	S	S	10:30 AM	S	S	S	10:42 AM
Loop #4	10:45 AM	S	S	S	11:00AM	S	S	S	S	11:15 AM	S	S	11:27 AM	S	S	S	11:45 AM	S	S	S	11:57AM
Loop #5	12:00 PM	S	S	S	12:15 PM	S	S	S	S	12:30 PM	S	S	12:42 PM	S	S	S	1:00 PM	S	S	S	1:12 PM
Loop #6	1:15 PM	S	S	S	1:30 PM	S	S	S	S	1:45 PM	S	S	1:57 PM	S	S	S	2:15 PM	S	S	S	2:27 PM
Loop #7	2:30 PM	S	S	S	2:45 PM	S	S	S	S	3:00 PM	S	S	3:12 PM	S	S	S	3:30 PM	S	S	S	3:42 PM
Loop #8	3:45 PM	S	S	S	4:00 PM	S	S	S	S	4:15 PM	S	S	4:27 PM	S	S	S	4:45 PM	S	S	S	4:57 PM
Loop #9	5:00 PM	S	S	S	5:15 PM	S	S	S	S	5:30 PM	S	S	5:42 PM	S	S	S	6:00 PM	S	S	S	6:12 PM

S= STOP SERVED ON THIS ROUTE

NEW SCHEDULE STARTING SEPTEMBER 03, 2013

EAST VALLEY BUS SERVICE [.85 TO $1.50] CALL 447-8080

Featuring bus service to and from: boundary's of York Road to Lake Helena Drive to Hwy 12 East to the HATS Office.

Hours: Monday – Friday 7am-11 am & 1pm-5pm * Effective 10/16/2012

HOW IT WORKS….

- Call 447-8080 to schedule a ride, the bus will pick you up at your location. Please be ready for pick up. Please call for next day service for all 7am & 8am rides.
- If your destination is not listed on our route, you may transfer to the Checkpoint Bus. There may be some wait time for transfers. See H.A.T.S. checkpoint schedule below. If your destination is not on the Checkpoint bus, you need to schedule a curb to curb bus for next day service with the HATS Dispatcher - please call 447-8080.
- The H.A.T.S. curb to curb fare is an additional charge of minimum 85 cents, maximum $1.50.
- All stops other than East Helena Admin Building & Library, Pre-Release Center, Wal-Mart - General Merchandise door and Capital Hill Mall *are call in locations*. There are no deviated stops within the City of Helena.

East Valley Schedule HOURLY 7AM –11AM /1PM-5PM

HATS OFFICE North MT	7:00
900 North Jackson	7:02 (call in)
Public Assistance Office	7:05 (call in)
Leisure Village mail center	7:10 (call in)
East Gate	7:25 (call in)
East Helena Admin Bldg.	7:30
East Helena Library	7:31
Pre Release Center	7:35
Wal-Mart –West G.M. door	7:40
City County Health Dept	7:45 (call in)
St Peters Hospital	7:50 (call in)
Capital Hill Mall (South Door by Leslie Hallmark)	7:55
HATS Office N. MT	8:00

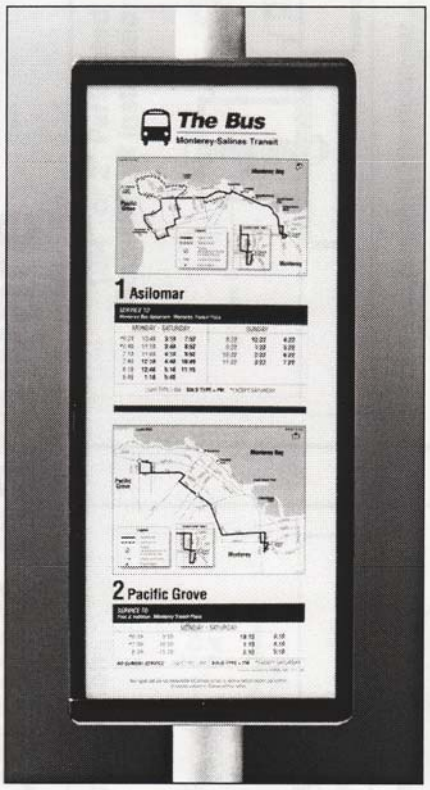
H.A.T.S Checkpoint Schedule HOURLY 7 AM – 6 PM

HATS OFFICE North MT	7:00	City County Health Dept	7:36
K-Mart	7:02	St Peters Hospital	7:40
Public Assistance Office	7:05	Wal-Mart-West GM door	7:47
Shop-Ko/Albertsons N	7:08	Eagles Manor	7:52
Target	7:11	Ramey Park	7:54
Murdoch's Ranch/Home	7:13	Helena Industries	7:56
Golden Triangle	7:20		
Main St & 13th St	7:22		
Guardian (Old Sunset Capt)	7:24		
Fuller & Placer	7:26		
Basecamp/B & B Market	7:28		
Safeway	7:32		
Capital Hill Mall (South Door by Leslie Hallmark)	7:34		

HATS
HELENA AREA TRANSIT SERVICE

TRANSIT INFORMATION PRODUCTS

RCH INFORMATION HOLDERS



Smooth Rounded Corners - Safer for Public Enviroments

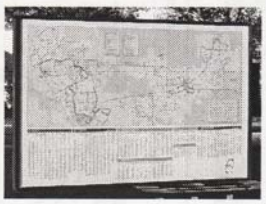
Designed for use at bus stops, shelters, transit centers or anywhere that transit information is displayed in a public environment - indoors or outdoors.

The RCH Series features an exceptionally rugged all-metal design with hemispherically rounded corners for maximum public safety.

Mounts quickly on round, square or U-channel bus stop poles, walls or shelters.

RCH Features

- 180 Custom colors available
- Used by over 140 Transit Authorities nationwide
- Available with 3, 4 and 5-sided rotating kiosk frames
- Modular design allows you to post as little or as much info as needed at a bus stop.
- Fully recessed stainless steel tamper-proof cap locking screws
- Available with polycarbonate windows or tempered safety glass
- Insect-resistant drain & vent openings
- ADA compliant when used to display route or schedule information



RCH Map Case - Large format display with rounded corners. Installs vertically or horizontally, indoors or outside.

Tabloid Size

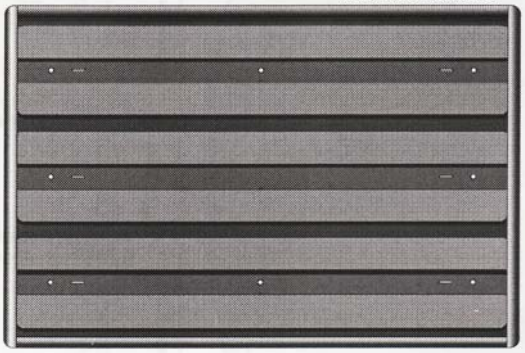
Displays a 11" X 17" sheet

RCH 11/17
Display: 11" x 17"
Overall size: 12" x 19"

RCH 11/22
Display: 11" x 22"
Overall size: 12" x 23"

Large Format Map Case

36" x 24" DISPLAY AREA
IDEAL FOR BUS SHELTERS AND TRANSIT CENTERS



Wide Series

Letter Size

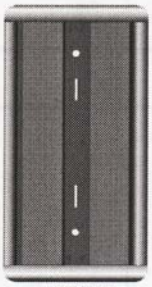
Displays a 8 1/2" X 11" sheet

RCH-11
Display: 8 1/2" x 11"
Overall size: 9 1/2" x 12"

Legal Size

Displays a 8 1/2" X 14" sheet

RCH-14
Display: 8 1/2" x 14"
Overall size: 9 1/2" x 15"



RCH-17
Display: 8 1/2" x 17"
Overall size: 9 1/2" x 18"

RCH-22
Display: 8 1/2" x 22"
Overall size: 9 1/2" x 23"

RCH-24
Display: 8 1/2" x 22"
Overall size: 9 1/2" x 23"

Slim Series

RCH-6-11
Display: 6" x 11"
Overall size: 7 1/4" x 12"

RCH-6-14
Display: 6" x 14"
Overall size: 7 1/4" x 15"

RCH-6-17
Display: 6" x 17"
Overall size: 7 1/4" x 18"

RCH-6-22
Display: 6" x 22"
Overall size: 7 1/4" x 23"

RCH-6-24
Display: 6" x 24"
Overall size: 7 1/4" x 25"

TRANSIT INFORMATION PRODUCTS
A DIVISION OF WEBB & ASSOCIATES, INC
5052 FORNI DR. STE. B CONCORD, CA 94520
(877) 676-8900 TOLL FREE
Fax (925) 676-3030

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