



"Ride the Capital T"

Coordination Overview

FY2023 Coordination Plan

HISTORY OF COORDINATION

The concept of coordination has been promoted since the late 1960s: however, it was not until recently that a real push for coordination, emphasized at the federal level, has been observed. More and more communities are realizing the scarcity of resources (fuel, vehicles, drivers, and funding) and that cost-effective and efficient delivery of services is vital if local communities are to continue to ensure access to vital human services, employment, recreation, and other opportunities and needs. Coordination should be looked at as a step-wise effort. It takes a firm understanding of local needs and resources to develop a plan that, in the end, increases the mobility of residents. The earliest coordination studies focused on a three-tiered continuum of service integration (as described in the Montana Coordinated Transportation Handbook):

- Communication – informally working together towards a common goal;
- Collaboration – this is the level most associated with the term Coordination. Collaboration involves the formalization of the process of two or more organizations working together;
- Consolidation – is the merging of two or more organizations resources together for all participates.

Consolidation of resources is one which is not likely to be done in most communities. It requires that all agencies and providers to fall under one authority and it is difficult to obtain complete consensus for operations. However, the first two elements represent plausible ways to integrate services in a given area. The goal is to build on that cooperation between providers and human services to determine **if coordination is a viable option**. One of the greatest barriers to coordination is that the key stakeholders are not present or choose not to participate when planning of coordinated services is being done.

Levels of Coordination

There are varying levels of coordination across a broad spectrum of operating scenarios. Levels can range from very low levels of coordination, such as sharing rides on several different agency vehicles, to the extreme levels such as shared vehicles, shared maintenance, a brokerage established for all agencies, and others. The Capital Transit Advisory Committee (CTAC) understands that coordination of services generally may take some amount of time and effort upon the part of the local providers and human service agencies.

Resource Management

The first set of resource management objectives, targeting greater efficiencies, focuses on reducing duplication and fragmentation in operating, administering, and funding transportation services. Specific strategies for achieving these objectives include reducing the following:

- Operating and administrative salaries;
- Capital costs on vehicles and other equipment; and
- Other operating costs such as maintenance, fuel, and insurance.

The second set of resource management objectives, targeting more productive or effective services, focuses on improving acceptability, accessibility, adaptability, affordability, and availability of transportation services within the area. Specific strategies for achieving these objectives include increasing the following:

- Days and hours of service;
- Service area;
- Rider types and purposes of the rides;
- The accessibility of vehicles and facilities for people with special needs;
- Public information concerning services; and
- Funding available to help pay the cost of the service.

COMMON COORDINATION STRATEGIES

Brokerage/Lead Agency Scenario

This coordination concept is possibly the most used in transit coordination. In recent years there has been a quantum leap in computerized dispatch and reservation technology. Many large transit systems across the United States have implemented this software to operate their complementary ADA Para- Transit service. The basic premise of this technology is that a customer can call in a reservation for service. This reservation is then placed into the computer which takes this reservation and combines it with other reservations to develop a transit route that emphasizes efficiency and effectiveness. In the past, as well as today in some circumstances, dispatching has been done manually. This can be done successfully if the dispatchers are knowledgeable of the area and the number of trips per day to be dispatched is relatively small. The advantage of the new dispatching software is that it can handle much larger trip numbers and, with GIS technology, can accurately develop a transit route that handles the most customers in a cost-effective manner. The dispatching software can also easily develop a multitude of reports that can be very useful in reporting the activities of the brokerage service to its member agencies as well as various states, local, and federal agencies.

Reservation software works in concert with the dispatch software and can be developed to store necessary information about customers for billing purposes. The reservation software can store more than one request from a customer for service and, since it is interconnected to the dispatch software, assures that these multiple trip requests are not misplaced or forgotten.

In FY2015, Capital Transit formally known as “HATS” purchased through the State of Montana Department of Transportation the RouteMatch scheduling/ dispatching software package for its operation. In FY 2017, the fixed route component was added.

Consolidation of Services

Consolidation of transit services differs from a brokerage/lead agency coordinated service in that under consolidation, social service agencies would turn over their transit vehicles, equipment, and other transit assets to one organization that would then provide the social service agency with transportation services. This would relieve the social service agency of the burden of providing and operating a transit service. The State of Montana is encouraging coordinated/consolidated rural transit in each of the state’s transportation regions. Having a consolidated rural transit system allows social service agencies to concentrate on their primary goals as an agency, which generally does not include operating a transit system. Since many agencies receive their vehicles through state-administered federal grants, it is a simple matter of transferring the state-owned title to the new consolidated service. In cases where there is no longer any state equity in a vehicle or where a vehicle has been purchased with agency funds, these vehicles can be donated, leased, or sold to the consolidated transit service. Contracts are

negotiated between the social service agency and the new consolidated transit provider that will assure transit service to the social service agency at a reasonable cost.

Consolidated transit service would create “one-stop shopping” for local residents. Instead of going through a long list of potential providers, citizens would now only need to call one telephone number to get transportation. The new agency could acquire the reservation and dispatch software described earlier in this chapter to help provide efficient and effective service that should enable the transit service to charge less than it cost for the social service agency to provide the service.

Elements of a Coordinated Transit Plan

The guidelines specify elements that must be in a coordinated plan, but do not provide much structure in how planning must be done.

- Assessment of transportation needs for individuals with disabilities, older adults, and persons with limited incomes.
- An inventory of available services that identifies areas of redundant service and gaps in service.
- Strategies to address the identified gaps in service.
- Identification of coordination actions to eliminate or reduce duplication in services and strategies for more efficient utilization of resources.
- Prioritization of implementation strategies.

Some of these objectives were completed with Round 2 of the Helena Area Inclusive Transit Planning grant from Community Transportation Association of America (CTAA).

Outreach to Allow for Participation

The following list represents those agencies, providers, organizations, or groups that should be involved in a coordinated effort:

- Area transportation planning agencies
- Transit riders and potential riders
- Public transportation providers
- Private transportation providers
- Nonprofit transportation providers

- Human service agencies funding and/or supporting access for transportation services
- Other government agencies that administer health, employment, or other support programs for targeted populations
- Nonprofit organizations that serve targeted populations
- Advocacy organizations working on behalf of targeted populations
- Security and emergency management agencies
- Other appropriate local or state officials
- Tribes and tribal representatives
- Representatives of the business community
- Community-based organizations
- Economic development agencies
- Job training and placement agencies
- Elected officials

Capital Transit along with the members and leaders of our local transportation advisory council, Capital Transit Advisory Committee (CTAC) are working together to create an atmosphere where collaboration and even consolidation may occur. While this high goal remains out of reach currently, being open and searching for opportunities of collaboration can only improve our relationships.

Agencies involved in Coordination

City of Helena operates Capital Transit and works cooperatively with the below listed agencies to the extent possible for the public ridership.

Lewis and Clark County and City of East Helena

Lewis and Clark County is the City of Helena's primary partner in providing public transit. The county provides most of the match funds for the East Valley deviated-fixed route bus service which serves the area east of the City of Helena extending through East Helena and its eastern boundary is Lake Helena Drive. Canyon Ferry Road currently serves as the northern boundary and Hwy 12 serves as the southern boundary. The remaining match funding is provided by the City of East Helena. This service runs five days a week 7-11 AM and 1- 5 PM. Both Lewis and Clark County and the City of East Helena are active members of the TAC.

WEST MONT FY23 COORDINATION PLAN

Empowering People to Succeed by Promoting Dignity, Ability, and Independence

ABOUT US

West Mont is a Montana 501(c)(3) non-profit organization that was established in 1973. We operate 17-locations throughout Helena and provide a wide variety of services, care, and support for over 250 individuals with disabilities annually.

- **Residential Services (Group Homes /Apartments):** Our homes operate 24-hours-a-day/ 7-days-a-week with trained staff onsite to ensure the safety of our residents, provide supervision, and any needed support. Staff also escorts and transports clients to and from medical appointments, on shopping excursions, to their jobs or vocational sites, to social activities, and community outings.
- **Vocational Sites** offer employment and job training options at 4-sites (Flower & Trading Co., Farm & Gardens, Blaine Work Services, and VASTT). Each offers meaningful work to give clients a sense of accomplishment and the opportunity to earn a paycheck. West Mont provides the transportation.
- **Supported Employment Services** help clients find and prepare for work in the community. Staff may provide transportation, help with interviews, resumes, social skills, on-the-job training, job coaching, etc. to ensure a successful placement.
- **Supported Living Services** is available for those living on their own. Staff teach the necessary skills to help them live as independently as possible. This can include assistance with personal hygiene, household maintenance, safety, meal preparation, transportation, and shopping.

DESCRIPTION OF TRANSPORTATION SERVICES

West Mont provides transportation to people with disabilities that reside with us, attend our vocational/employment programs, Supported Services programs, and/or participate in West Mont activities. Some clients can utilize Capital Transit for transportation however, more and more medically fragile, and physically challenged clients that require staff assistance with transportation.

The West Mont fleet has a median age of 12-years and is comprised of 23-passenger vehicles, ranging from a 12-person bus to vans, and passenger cars. Our transportation services are demand-response 24-hours-per-day, 7-days-per-week. Transportation can include driving clients to their jobs, medical appointments, shopping, and on outings. In FY21 COVID-19 continued to impact our transportation services for a good portion of the year. Despite that, for the 12-months ending 6/30/21, West Mont vehicles:

- **Provided 24,604 passenger trips (2,050 avg. month)**
- **Drove 136,728 miles (11,394 avg. month)**
- **14 of our vehicles (61%) have 100,000+ odometer miles; 1-has 212,900+ miles**

We occasionally receive requests from families or individuals needing transportation that are not enrolled in our services and we attempt to fulfill reasonable requests for assistance. For many years, West Mont has been and continues to be an active member on the Capital Transit Advisory Council.

For FY23, we respectfully request a 9-passenger ADA van. This van would replace the Ford Transit Van at our Farm Group Home. It has over 105,000 miles on it.

West Mont FY21 Transportation Inventory

#	<u>YEAR</u>	<u>MAKE</u>	<u>MODEL</u>	<u>LOCATION</u>	<u>MILEAGE</u>
1	1992	Ford	W/C Van	Lewis & Clark Group Home	106,724
2	2001	Dodge	Van - White	Townsend Group Home	111,767
3	2001	Chevy	Silverado	Blaine Vocational Services	150,167
4	2003	Chevy	TranStar	Caldwell House Group Home	86,900
5	2005	Dodge	Caravan	Cedar Apartments	80,839
6	2005	Ford	Gray Van	Hillside Group Home	122,172
7	2006	Toyota	Sienna Silver	Humbolt Apartments/Melodee House	102,573
8	2006	Toyota	Dark Blue Matrix	Supported Living	212,955
9	2007	Ford	Econoline 350 Super Van	Humbolt Apartments/Melodee House	140,984
10	2008	Toyota	White Sienna	Tara Group Home/Apartments	147,107
11	2009	Chevy	Express-White	Hillside Group Home	70,328
12	2009	Chevy	Express Van	Tara Group Home/Apartments	129,230
13	2009	Chrysler	Town & Country -Silver	Farm Group Home	131,104
14	2009	Chrysler	Town & Country -White	Supported Living	154,763
15	2010	Dodge	Caravan- Gray	Supported Living	187,663
16	2011	Dodge	Caravan -White	Supported Living	139,939
17	2013	Ford	Focus - Blue 2013	Supported Living	31,418
18	2015	Dodge	Caravan-White	Ron's Place Group Home	25,168
19	2015	Ford	Transit White Van	Farm Group Home	104,898
20	2016	Ford	Transit White	Tara Group Home/Apartments	84,405
21	2018	Ford	Creative Coach Bus W/C	Ron's Place Group Home	4,584
22	2019	Ford	Transit 350 - White	Townsend Group Home	5,772
23	2019	Nissan	Versa - Red	Supported Living	41,305

Bolded vehicles were acquired from grants submitted to and awarded by the Montana Department of Transportation.

Rocky Mountain Development Council, Inc. (Rocky)

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Rocky Mountain Development Council, Inc. (Rocky) – a Community Action Agency (CAA) that primarily serves Lewis & Clark, Broadwater, and Jefferson Counties – was established in 1965, a year after federal authorization legislation. Our vision is to improve the lives of all individuals and families served by us through shared respect, empathy, integrity, and accountability. Rocky is one of 10 Human Resource Development Councils in Montana. Like our 1,000 counterparts around the nation, we are the community resource for vulnerable individuals and families. Rocky has been serving young children during their early educational years and seniors in their most challenging years for 55 years. Rocky ensures that families have safe and warm homes.

Description of Transportation Services

Virtually all of Rocky's programs require transportation in one form or another. Rocky provides free transportation for Helena area senior citizens, within Helena and E. Helena city limits, participating in the following Rocky programs: Helena Senior Center (located in the Neighborhood Center) for lunch and other activities, Foster Grandparent Program, Retired & Senior Volunteer Program, and Area IV Agency on Aging. Historically, Rocky's bus provides an average of 340 rides per month or over 4,100 annually. In March 2020 with the COVID-19 pandemic, Rocky closed its centers, discontinuing congregate dining, senior activities and shuttle services. Due to these closures, Rocky saw a decrease in ridership in FY21. We resumed shuttle services in April 2021 and have a current monthly average of approximately 200 one-way rides. We anticipate our ridership will continue to increase in FY22 and FY23.

Each year, Rocky helps over 500 seniors in Lewis & Clark, Broadwater, and Jefferson counties live as independently through the Meals on Wheels Program. Hot nutritious meals are delivered Monday through Friday, to seniors 60 and over who are home bound or have trouble preparing their own meals due to a disabling physical, emotional, or environmental condition. During the onset of the pandemic, Rocky began the delivery of meals to our congregate diners who needed nutrition assistance. Some clients have continued on this program, with some returning to congregate dining. Rocky expanded in FY2021 by transitioning to primarily a volunteer-based model from an employee-based model. Rocky transports senior food commodities to a broad, low-income clientele throughout the tri-county area.

Rocky is a partner in the Eagles Manor Complex, which currently includes the Penkay Eagles Manor (with 66 one-bedroom and single-room occupancy units), Eagles Manor II (with an additional 44 units), and Eagles Manor III (additional 30 units in the common complex), which is located at 715 North Fee in Helena. These units are dedicated to low-income seniors and adults with disabilities. The complexes are home to the frail elderly with a mean age in the 80s. Most experience age-related disabilities and need walkers, wheelchairs, and portable oxygen tanks. Few drive or have access to

personal vehicles. The Eagles Bus is primarily used for senior outings, such as breakfast or lunch away from the facility, and to view Christmas lights or attend educational seminars provided locally. Senior Companions and Foster Grandparents are senior volunteer programs for low-income seniors. Volunteers receive a small hourly stipend and are reimbursed for the mileage they log in support of providing service. Senior Companions provide in-home services, transportation, and run errands for their frail elderly clients. Not only do these programs serve the specific target population noted, they also provide a strong protective factor for the impoverished senior volunteers themselves.

Service Productivity

Rocky provided 2,827 one-way, passenger-trips between July 2019 and June 2020 (FY20), but with the onset of the COVID-19 pandemic our shuttle services was suspended from March 2020 through March 2021. We resumed in April 2021 and provided 307 one-way rides between April 2021 and June 2021 (FY21). Our current ridership is 29 passengers, with 950 one-way rides between July 2021 and October 2021. We continue to implement social distancing and necessary safety and sanitation measures on the shuttle(s). We anticipate ridership will steadily increase over the next years, hopefully to pre-pandemic ridership. Area demographics indicate that there will be a steady rise in the percentage of seniors in the population for the next 20 years, as reflected in the projected growth in the tri-county population aged 65 and older.

Service Analysis – Vehicle Fleet

Rocky’s vehicle fleet is 20 vehicles (includes trailers); four are used for Rocky’s Weatherization, one is used for Facilities, four are used for Head Start and two are used for our Agency on Aging. The remaining nine are used for Senior Nutrition and Transportation.

The following list provides the detail.

Rocky Vehicle Inventory Description	Fund Name
1999 Ford Econoline Van	Facility Manager
1992 GM Safari Van	Head Start
2017 Jeep Patriot	Head Start
2020 Chevy Traverse	Head Start
2020 Buick Enclave	Head Start
2008 Ford Ranger	Meals on Wheels
2009 GMC Van	Meals on Wheels
2017 Subaru Forester	Meals on Wheels
2013 Chevy Express Bus – 13 psgr.	Senior Transportation
2020 Ford Elkhart Coach E450 Bus-13 psgr.	Senior Transportation
2007 Starcraft Bus	Senior Transportation (Eagles)
2003 GMC Savana Van	CSFP (Commodity Supplemental Food Program)
2018 Chevy Silverado 1500 LT	CSFP (Commodity Supplemental Food Program)
2020 Load Runner Cargo Trailer 7 X 16	CSFP (Commodity Supplemental Food Program)
2009 Dodge Ram 2500 (donated)	Weatherization
1998 Cargo Mate Trailer	Weatherization
2012 Nissan Rogue	Weatherization

2014 Rav 4	Weatherization
2021 Subaru Ascent Limited – Vehicle #1	Agency on Aging
2021 Subaru Ascent Limited – Vehicle #2	Agency on Aging

Future Needs

Currently Rocky has no immediate needs for short-term transportation purchases. Currently our Meals on Wheels trucks are on aging out and require increased maintenance and repair. With the implementation of our Volunteer Meals on Wheels delivery program, the need for replacement vehicles is not necessary, at this current time. In FY21 Rocky updated our CSFP (Commodity Supplemental Food Program) program with a 2018 Chevrolet Silverado and a 2020 Load Runner Cargo Trailer. These additions provide more delivery flexibility. We deliver commodities every two months to Augusta, Avon, Boulder, Elliston, Lincoln, Townsend, Wolf Creek, White Sulphur Springs, and Whitehall. We also purchased a new 2020 Ford E450 13-passenger shuttle in October 2020 to replace our aging 2013 Chevrolet Express 13-passenger shuttle.

Table 2: Rocky Short-Term Needs

Description	Amount
Total Estimated Short-Term Needs	\$00

Rocky is an active member of the TAC

Good Samaritan Ministries

Good Samaritan Ministries

What we do and how we are involved in community services

Good Samaritan Ministries, motivated by Catholic Social Teaching, works in our community to advance family life, human dignity and the common good. We provide services to meet the physical, social, emotional, and spiritual needs of individuals and families of all faiths, especially those most in need.

Good Samaritan Ministries serves as the "social justice arm" of Helena's four Catholic parishes; St. Mary Catholic Community, Cathedral of St. Helena Parish, Our Lady of the Valley Parish, Ss. Cyril and Methodius Catholic Community. Likewise, GSM works closely with numerous other denominations.

GSM has been serving the people of Helena and surrounding communities for over 35 years with support from many denominations and partnering non-profit agencies within the community of

Helena. GSM serves all people regardless of faith, sex, race, orientation or creed. GSM is currently under the same 501c3 as the Diocese of Helena. The GSM Board and staff are working to obtain our own 501 in the future. GSM is fortunate to receive infrastructure support from the Diocese of Helena such as access to group health insurance and unemployment costs.

The Assistance Ministry

GSM's initial Assistance Ministry to the Needy started nearly 35 years ago. The Ministry is funded through various small grants, private donations, and fundraisers.

Quarterly, when possible, the thrift store tithes 10% to the assistance ministry. The Assistance office is run by one person serving well over 1500 individuals and families annually in Lewis and Clark, Jefferson, and Broadwater counties. The program is

Managed by a database system monitoring all clients, assistance giving with an elaborate reporting system.

HUNTHAUSEN HOUSING LOAN/GRANT PROGRAM

The Hunthausen Fund was established by the Hunthausen Family and Good Samaritan Ministries to honor the social teachings and extraordinary work of Archbishop Hunthausen, Fr. John (Jack) Hunthausen and Sr. Edna Hunthausen. All three siblings are champions of Social Justice, working for the poor and needy in Montana. The Hunthausen Fund is a replica of The Hunthausen Fund in Seattle, WA. The Helena GSM fund began July 1, 2018 to award grants to help house the working poor in the Greater Helena Area. The fund is a "hands-up" approach to reducing homelessness. This grant is to help move men, women, and children from shelters and transitional housing into more stable and permanent housing.

The fund is two-part assistance with a grant and no interest loan enabling individuals and Families into a home of their own with a positive start to a stable living situation. The fund is unique to any other grant/or account of funds at GSM or other agencies in town because of the two components: a grant portion and a loan portion. The Hunthausen Fund preliminary supports the working poor who fall through cracks by not qualifying for funds due to their Income.

Emergency Solutions Grant (ESG)

The Emergency Solutions Grant (ESG) is a HUD pass through grant from Rocky Mountain Development Council (ROCKY). GSM has managed and implemented ESG funds for the past six years. ESG requires a 100% matching grant, which GSM is easily able to provide through non-cash match from our Assistance Ministry. The grant is specifically to address Homeless Prevention and Rapid Rehousing. GSM has grown the grant from our starting award of \$5,000 initial start for GSM to this past year of \$57,000 serving forty-seven individuals and families. The grant is given to Montana Counties according to homeless populations.

Our Place Drop in Center

GSM took on Our Place December of 2019 in collaboration with the L&C County on a temporary basis. The purpose of Our Purpose is:

“We are peer led, peer run and our purpose is to provide a place for mental health and those with substance abuse issues to find support, friendship, advocacy, community integration, a sense of purpose and mutual belonging.”

Our Place is open Monday through Saturday from 9:00-4:00 staffed by credentialed Peer Supports through the State of Montana. In addition to having a safe place to be, Our Place has optional groups, provides the obtaining of housing, employment, enrolling and transporting individuals to treatment of various types, to residential and returning from residential treatment, and other day to day needs. Our Place is a day treatment program only.

Street Outreach Program

The street outreach program is to meet individuals on the street, develop a relationship, and make referrals to other agencies. The street outreach staff ensures individuals are safe, provides transportation and follow up on individuals.

Good Samaritan is an active member of the TAC

Montana Independent Living Project (MILP) FY23 Coordination Plan Update

Montana Independent Living Project (MILP) is a 501(c)(3) nonprofit and one of four Centers of Independent Living (CIL) in the state of Montana. We are funded in part by the Rehabilitation Act of 1973 as amended in 1992 (Title VII – Independent Living Services) and the Montana Department of Public Health and Human Services (Disability Services Division). MILP provides Information and Referral, Transition Services, Peer Counseling, Independent Living Training, and Individual and Systems Advocacy to people with disabilities throughout southwest Montana. We currently serve approximately 360 consumers in our 14 county area.

MILP currently has 3 accessible vans in the Helena area. One van will be leased to Helena Taxi, and the start date for this service is October 21, 2021. We are currently looking for funding to assist with providing reduced fares to the Helena disabled community. The second van is owned by MILP, and can be utilized as needed for vaccination clinics, Dr appointments, etc, on a scheduled basis in certain circumstances.

MILP is an active member of the TAC.

St. Peters Health/Hospital

While we do not have transportation options for coordination (something we continually look at to help support our patients) we do greatly support CTAC and look forward to continued involvement.

St. Peters Health/Hospital is an active member of the TAC

Non-Profit sector agencies currently not participating in coordination

Montana Council Developmental Disabilities (MCDD)

No update provided at this time.

Easter Seals/ Goodwill

No update provided at this time.

Spring Meadow Resources

No update provided at this time.

PEERS, Unlimited

No update provided at this time.

The CTAC and Capital Transit have made numerous invites to groups and individuals who may have an interest in public transit. We had over 50 participants at the charrette to develop the proposed new two route fixed bus service. Over the past year we have had numerous individuals and organizations attend CTAC meetings. Many do not attend every meeting due to other priorities and commitments but through our email list over 90 individuals and groups maintain connectivity with our CTAC. Listed below are organizations that are engaged with the CTAC and support the need for public transit but are unable to regularly attend CTAC meetings.

Lewis and Clark Co. Treatment Court
YWCA
God's Love Inc.
Helena's Business Improvement District (BID)

Public Sector Involvement

Public involvement for CTAC meetings has been handled by the CTAC. The CTAC currently has over 90 individuals or groups who have signed up to be informed about the CTAC meetings and items discussed. Minutes for each CTAC meeting are kept. Transit items which go before the lead agency for formal decisions are conducted through the City of Helena's city administrative meetings and city commission meetings process. All items before the City Commission are properly public noticed and minutes are kept.

Private sector agencies participating in coordination

None at this time

Private sector agencies currently not participating in coordination

Capital Taxi

Out of business, no formal taxi service exists in Helena area

First Student

First Student provides rides for our school district and is not an active member of the TAC.

Salt Lake Express (SLE)

Salt Lake Express provides intercity transportation from Helena to the cities of Butte, Great Falls and Salt Lake City. SLE also connects with Jefferson Lines to provide transportation east/west across Montana. SLE is currently not an active member of the TAC. Salt Lake Express has permission use the west foyer entrance for ticket sales via an unmanned ticket kiosk; loading and unloading of passengers and their luggage only; there are no freight services provided by SLE at the Capital Transit Facility, SLE is not charged for the activities located in the Capital Transit facility. All operational costs associated with operating the Kiosk are reimbursed through the 5311 Operating Grant.

Plan for transit growth and/or increased ridership

As outlined in the former 2013-2018 updated Transportation Development Plan (TDP), Helena’s identified number one way to increase our ridership numbers is to develop a more efficient transit service such as developing a demand response bus service. This goal remains the city’s first priority going into FY 2023 budget process.

SUMMARY

Coordination is a management strategy for improving the performance of various individual transportation services. It wrings inefficiencies out of the disparate operations and service patterns that often result from a multiplicity of providers. Overlapping, duplicate, and inefficient services can be combined for more efficient service delivery. As a result, coordinated services may achieve economies of scale not available to smaller providers. Coordinated services often provide a higher quality of service with greater efficiency that helps to stretch the limited (and often insufficient) funding and personnel resources of coordinating agencies. This plan will allow the CTAC to build upon existing associations to create a plan of action.

Current / ongoing Coordination Efforts:

1. Capital Transit is committed to inviting all players to be part of the process of updating its Transit Plan in FY 2023. For this update extensive community input will be solicited from the citizens of Helena. Groups being solicited include: current riders, potential riders, businesses, medical providers, appointed and elected officials, advocacy groups and the general public. A key focus of the update includes how Capital Transit continues to serve the elderly and disabled while developing more fixed route bus service.
2. Ongoing coordination with Rocky Mountain Development Councils (RMDC).
3. Capital Transit will continue to coordinate with the TAC to send out invitations to the above listed groups to join the TAC.

List of items accomplished during the 2013-2018 TDP.

#	Action	Status
Objective 1	Implement service changes	
Action 1.1	Add a route and make route and schedule adjustments to improve on-time performance, better meet commuter needs, and improve safety.	Done
Action 1.2	Update fare structure to direct curb-to-curb towards people who need it. Reviewed periodically, last reviewed March 2020	On Going
Action 1.3	Restrict East Valley (north of East Helena) curb to curb service to align with demand, density, and funding sources. Due to COVID and limited staffing, vehicles and capacity limitations for social distancing, Canyon Ferry Road (south side) is current northern boundary	Revised 9/2020

#	Action	Status
Action 1.4	Expand fixed route and ADA paratransit to 12 hours per weekday. Operational day includes 1-hour COVID-19 shutdown for cleaning time and operational shutdown for driver lunches	Revised 4/2020
Action 1.5	Implement 2-5-year service improvements to the extent funding allows	On-going
Objective 2	Improve infrastructure	
Action 2.1	Move bus stops out of parking lots and onto roads whenever possible. Walmart Stop now located permanently on Gibbons St 3/21.	On-going
Action 2.2	Establish designated stops with bus stop signs	On-going
Action 2.3	Begin addressing issues with bus stop infrastructure and facilities to better serve riders.	On-going
Action 2.4	Establish designated stops with signage, ADA access, benches, shelters and schedules.	On-going
Action 2.5	Parking management	Done
Action 2.6	Consider Park & Rides	On-going
Objective 3	Implement fleet upgrades and improve maintenance supervision	
Action 3.1	Improve maintenance documentation and procedures	Done
Action 3.2	Implement a financially sustainable phased vehicle replacement and fleet expansion plan	Done
Action 3.3	Work with MDT to ensure that Capital Transit operates with vehicles that provide safe, efficient, and quality service	On-going
Objective 4	Improve coordination with human services providers to minimize duplication of services and improve overall service to transportation disadvantaged populations.	
Action 4.1	Work with human service providers to develop strategies to coordinate services and funding to improve efficiency and service quality.	On-going
Action 4.2	Continue working with human service providers to implement coordination strategies and contracts to improve and expand efficiency, funding and service quality.	On-going
Action 4.3	Expand participation in the TAC to include other organizations in addition to transportation providers and health and human services agencies.	On-going
Objective 5	Expand funding & partnerships to provide effective commuter service.	
Action 5.1	Engage stakeholders in TDP implementation	On-going
Action 5.2	Consider developing a communications plan Completed/ Helena Area Inclusive Planning grant phase II	Done

#	Action	Status
Action 5.3	Pursue ideas for additional revenue	On-going
Action 5.4	Position Capital Transit to meet growing demand for services and to become more integrated into the community.	On-going
Action 5.5	Consider creating an Urban Transportation District (UTD) within the Helena area. Voter petition failed in 2011 for inclusion on ballot, may look at this option in future as demand/interest for service grows in Greater Helena Valley	On-going
Objective 6	Strategically implement data management and technology to improve management capabilities as well as service to customers.	
Action 6.1	Streamline data tracking through interim improvements to spreadsheets and sampling stop-by-stop ridership	On-going
Action 6.2	Develop an Intelligent Transportation Systems (ITS) plan following a systems engineering process	Done
Action 6.3	Implement General Transit Feed Specification (GTFS)	Done
Action 6.4	Purchase and implement demand response management software New/Improved software platform option currently under development with Spare Labs for implementation in early 2022	On-going
Action 6.5	Implement the data management and ITS plan	Done
Objective 7	Create and implement a marketing, outreach and promotion plan to significantly increase fixed route ridership by commuters and other choice riders, as well as seniors.	
Action 7.1	Replace current website with a new site that meets standards for peer services Revise or update current website/create new survey	On-going
Action 7.2	Improve and update maps and schedules	On-going
Action 7.3	Create a brochure – Updated as needed	Done
Action 7.4	Continue to improve website – Updated as needed	On-going
Action 7.5	Take advantage of opportunities for free media coverage and other free publicity	On-going
Action 7.6	Develop a marketing plan with a dedicated budget	On-going
Objective 8	Continue to improve management and staffing	
Action 8.1	Improve management of curb-to-curb through policy changes and up-to-date tools – Paratransit Policy reviewed for updates annually	On-going
Action 8.2	Improve training and procedures as recommended in Maintenance & Operations Review	On-going
Action 8.3	Practice sound and sustainable financial management	On-going
Action 8.4	Provide customer service that produces highly satisfied riders and respects the needs of people with disabilities.	On-going
Action 8.5	Continually monitor rider satisfaction and Capital Transit performance, make modifications where necessary.	On-going

Even with the expiration of the 2013- 2018 TDP the former plan identified many benchmarks needed to improve upon past successes and have been able to assure continued success and growth, it is important to understand that transit is not a race with a finish line but a continuing process. Since the acceptance of the TDP by the City Commission many additional topics and services have come to the front. Some of these are:

- Expand from 5 days of service to 7 days of service
- Operate on all Holidays
- Weekend service (fixed and Para-Transit)
- Expand to an 18 or 24 hour a day transit operation
- Provide either fixed route service or consider changing transit service to a demand response service for everyone

FY 22 Accomplishments:

- Due to COVID-19 impacts on service delivery our accomplishments have been limited again this year. However, some accomplishments include evaluating fixed route stops for better service delivery as we recover from the current health crisis. Continue with health and safety measures as daily cleaning and sanitizing of all buses. No confirmed COVID-19 cases from driver to passenger interactions, credit goes to staff for their vigilance.
 - 2 new Para-Transit buses have been added to the fleet
 - Secured a new dispatching software to provide more efficient scheduling and electronic fare collection for both fixed route and Para-Transit service.

FY 23 Goals:

- Go live with new dispatching software to provide more efficient scheduling and electronic fare collection for fixed route and Demand Response Service.
- Look for efficiencies created by new software for extended operational hours Monday – Friday.
- Implement a City-wide demand response service that is accessible for all passenger types.