



INSTRUCTION MANUAL  
FOR THE  
MEMORANDUM OF AGREEMENT  
AND  
THE TRANSPORTATION DISADVANTAGED SERVICE PLAN  
2007/2008

Issued By:

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# INTRODUCTION

This manual contains information regarding the Memorandum of Agreement and the Transportation Disadvantaged Service Plan. This manual is intended to provide guidance to Community Transportation Coordinators, Planning Agencies, and Local Coordinating Boards when planning, implementing and evaluating services under the Coordinated Transportation Disadvantaged Program.

Pursuant to Chapter 427, Florida Statutes, the purpose of the Commission for the Transportation Disadvantaged (Commission) is to accomplish the arrangement for the provision of transportation services to the transportation disadvantaged. In accomplishing this, the Commission approves a Community Transportation Coordinator (Coordinator) for each service area of the state. The Coordinator is responsible for the accomplishment of certain requirements regarding the arrangement of cost-effective, efficient, unduplicated, and unfragmented transportation disadvantaged services within its respective service area. The contractual administration for transportation disadvantaged services by a Coordinator is accomplished through a Memorandum of Agreement between the Commission and the Coordinator. This Agreement is a contract through which the Commission delineates the statewide minimum service standards and requirements by which the Coordinator must operate.

Conditions set forth in the Memorandum of Agreement require the development and implementation of a Transportation Disadvantaged Service Plan. The Service Plan is developed by the Coordinator and the Planning Agency under the guidance and approval of the Local Coordinating Board. The plan is an annually updated tactical plan with components of development, service and, quality assurance. Through the Local Coordinating Board's involvement in the review and approval of the Service Plan, the Local Coordinating Board is able to guide and support the Coordinator in implementing coordination efforts and locally developed service standards that are consistent with the needs and resources of the community.

This manual is divided into two parts: Memorandum of Agreement, and Transportation Disadvantaged Service Plan. Each part contains information and guidance to assist in the completion of these program requirements. An appendix is provided that contains the Memorandum of Agreement Boilerplate, a sample Transportation Disadvantaged Service Plan format, Local Coordinating Board Membership Certification Format, Roll Call Voting Sheet Format, Rate for Services Summary Page Format, Sample Update or Amendment Submittal Letter, Update or Amendment Table and, Glossary of Terms.

## **PART I**

# **MEMORANDUM OF AGREEMENT**

This part of the manual contains requirements and instructions for the completion of the Memorandum of Agreement.

### **A. GENERAL INFORMATION**

Under Chapter 427, Florida Statutes, the Planning Agency is tasked with recommending to the Commission a single Community Transportation Coordinator. The Planning Agency must follow the competitive procurement process as outlined in Chapter 287, Florida Statutes, for a Coordinator designation. Once the process has been completed, the Planning Agency submits documentation to the Commission staff, verifying a competitive process was used. The Planning Agency then requests that the Commission approve the Planning Agency's recommendation of a single Community Transportation Coordinator for that specific service area. This process is followed every five years. The contractual administration for transportation disadvantaged services by a Coordinator is accomplished through a Memorandum of Agreement between the Commission and the Coordinator.

The Memorandum of Agreement is a "state contract" for passenger transportation services and is for a term of five years. The Agreement recognizes/establishes a vendor, the Community Transportation Coordinator, who is responsible for the arrangement of all transportation services in a particular service area which are funded through federal, state, and local government transportation disadvantaged funds. This agreement is between the Commission for the Transportation Disadvantaged and an approved Coordinator. The Agreement must be reviewed in its entirety and approved by the Local Coordinating Board prior to execution by the Commission. The agreement contains the Commission's minimum standard requirements and is the basis for uniform statewide passenger transportation services. The Memorandum of Agreement includes standard contract language approved by the Commission and adopted by administrative rule. The requirements of this agreement are not subject to change by the Coordinator.

### **B. INSTRUCTION FOR COMPLETION AND SUBMITTAL**

The Planning Agency is responsible for ensuring that the Memorandum of Agreement is signed by the proposed Community Transportation Coordinator and the Local Coordinating Board. The Commission-approved Memorandum of Agreement form must be used. The most current form may be found on the Commission for the Transportation Disadvantaged web site: <http://www.dot.state.fl.us/ctd/programinfo/programdevelopmentsection/programdevelopmenthome.htm>. The approved and signed Agreement should be submitted with the Planning Agency's recommendation of a Community Transportation Coordinator. Please use the following guidelines when completing a Memorandum of Agreement for submission to the Commission for execution:

### Instructions for PAGE 1 of the Memorandum of Agreement

- Do not fill in the contract number. This number will be assigned by the Commission upon execution.
- Do not fill in the effective dates. The Commission will fill in the dates upon execution.
- Insert the legal name of the governing body which is responsible as the Community Transportation Coordinator. Include the address to which this contract will be returned upon execution.
- Enter the name of the county(ies) for which the Coordinator is designated to serve in the appropriate space.

### Instructions for PAGE 8 of the Memorandum of Agreement.

- Enter the name and/or position of the representative who is responsible for the administration of the program under the Agreement.
- Do not fill in any dates on the Agreement, except the date the local coordinating board approved the document.
- All signatures must be originals. Do not use rubber stamps.
- Be sure authorized parties type or neatly print titles and names on all copies to ensure clarity.
- Signatures on the agreements must be attested to by one affirming official and sealed (corporate or notary seal).
- Be sure to include a resolution from the agency authorizing signing of the agreement by an individual or position. The resolution must have original signatures. The resolution is from the governing body of the Community Transportation Coordinator, not the Local Coordinating Board.
- Submit two signed copies for further processing to:

Commission for the Transportation Disadvantaged  
605 Suwannee Street, Mail Station 49  
Tallahassee, Florida 32399-0450

A copy of the Memorandum of Agreement will be furnished to the Community Transportation Coordinator and the Planning Agency after the agreement has been executed by the Commission.

## **PART II**

# **TRANSPORTATION DISADVANTAGED SERVICE PLAN**

This part of the manual contains requirements and instructions for the completion of the Transportation Disadvantaged Service Plan.

### **A. GENERAL INFORMATION**

The Transportation Disadvantaged Service Plan is an annually updated tactical plan jointly developed by the Planning Agency and the Coordinator which contains development, service, and quality assurance components. The Local Coordinating Board reviews and approves the Service Plan and it is submitted to the Commission for the Transportation Disadvantaged for final action.

The Federal Transit Administration modified several of its circulars for funding assistance in support of the federal Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Beginning in fiscal year 2007, projects selected for funding under the Elderly Individuals and individuals with Disabilities, JARC, and New Freedom program must be derived from a Coordinated Public Transit-Human Services Transportation Plan. These projects should be identified within the Needs Assessment and Goals, Objectives and Strategies sections of the Development Plan. The plan must be developed through a process that includes representatives of public, private, and nonprofit transportation and human services providers and participation by the public. Florida's Transportation Disadvantaged Service Plan is developed through the input of Local Coordinating Boards whose membership includes citizens, public transportation, and human service providers. In addition to being a statutory requirement of Chapter 427, the Transportation Disadvantaged Service Plan may also be used to satisfy this federal requirement.

Through the guidance and support of the Coordinating Board, both the development and service components should complement each other. The Local Coordinating Board plays an important role in the support, advisement, monitoring, and evaluation of the Coordinator based on the approved Transportation Disadvantaged Service Plan. Through the Local Coordinating Board's involvement in the review and approval of the plan, the Coordinating Board is able to guide and support the Coordinator in implementing coordination efforts and locally developed service standards that are consistent with the needs and resources of the community.

A Transportation Disadvantaged Service Plan must be developed and maintained for each service area as recognized by the Commission. An initial Transportation Disadvantaged Service Plan is due within 120 calendar days after the execution of the initial Memorandum of Agreement. The Service Plan will cover a five-year period, with annual updates for years two through five, due prior to July 1 of each subsequent year. The development and submission of the Service Plan and annual updates are the responsibility of the Coordinator, the Planning Agency, and the Local Coordinating Board. In order to prevent any loss of funding, it is critical

that the plan and updates are submitted timely. The minimum guidelines to be utilized when developing the Transportation Disadvantaged Service Plan are provided in this manual.

## B. INSTRUCTIONS FOR COMPLETION AND SUBMITTAL

The Planning Agency is responsible for ensuring that the Transportation Disadvantaged Service Plan is completed, approved and signed by the Local Coordinating Board. The Planning Agency must complete the Development component and the Quality Assurance component of the Service Plan. The Community Transportation Coordinator must complete the Service Element and submit it to the Planning Agency to be incorporated into the complete service plan to be presented to the Local Coordinating Board for approval. At a minimum, the Service Plan must address the mandatory elements as identified in the sample format. The approved and signed Service Plan should be submitted by the Planning Agency. Please use the following guidelines when completing a Transportation Disadvantaged Service Plan for submission to the Commission for execution:

- Provide a Cover Page identifying the service area, the time period of the service plan and the parties who are submitting the plan.
- Include a Table of Contents that, at a minimum, follows the format provided in this manual. All pages should be numbered.
- Include a completed Local Coordinating Board Membership Certification form, signed by the Planning Agency representative.
- Ensure that a roll call voting sheet identifying all Coordinating Board members, their affiliation, and whether they voted for or against the submittal of this document to the Commission is included and is signed by the Local Coordinating Board chairman. Also indicate those members who were absent from the meeting.
- All signatures must be originals. Do not use rubber stamps.
- Submit two signed copies for further processing to:

Commission for the Transportation Disadvantaged  
605 Suwannee Street, Mail Station 49  
Tallahassee, Florida 32399-0450

A copy of the Transportation Disadvantaged Service Plan will be furnished to the Community Transportation Coordinator and the Planning Agency after it has been executed by the Commission.

## C. SPECIFIC COMPONENT REQUIREMENTS

Each component of the Service Plan builds and supports the others. The Development section identifies the long term goals and objectives for the local program based on data presented within that component. The Development component should describe how you will get from where you are today, as identified in the Service Plan component, to where you plan to be illustrated through the analysis provided in the Development component. The Service component identifies the operational and administrative structure as it exists today. The Quality Assurance component describes the methods utilized to evaluate the services provided by the Coordinator. The following is specific criteria that, at a minimum, should be addressed within each section of the Service Plan. The Planning Agency, Community Transportation Coordinator or Local Coordinating Board may include additional information as needed.

### I. DEVELOPMENT PLAN

#### A. Introduction to the Service Area

##### 1. Background of the TD Program

This section should provide the reader with an account of the organization and development of the TD Program at the local level. It may also include a discussion of the evolution of the Program at the state level. However, this is not a requirement.

##### 2. Community Transportation Coordinator Designation Date/History

At a minimum, include information on when and how the organization was formed and selected as a Coordinator. Also identify the process used by the Planning Agency for selection.

##### 3. Organization Chart

This should identify all those involved in the provision of service, from the Commission for the Transportation Disadvantaged, through the local Coordinating Board, to the Community Transportation Coordinator and the Planning Agency, and to the consumers.

##### 4. Consistency Review of Other Plans

Confirm that the Transportation Disadvantaged Service Plan is consistent, to the maximum extent feasible, with the following approved documents.

- a) Local Government Comprehensive Plans
- b) Regional Policy Plans
- c) Transit Development Plans
- d) Commission for the Transportation Disadvantaged 5Yr/20Yr Plan
- e) MPO Long Range Transportation Plans (where applicable)
- f) Transportation Improvement Programs (where applicable)

## 5. Public Participation

Identify the local process that allows representatives of public, private, and non-profit transportation and human services providers and members of the public to participate in the development and update of the Transportation Disadvantaged Service Plan. Stakeholders may include:

- ❖ Transportation Partners such as
  - area transportation planning agencies
  - public transportation providers (including ADA paratransit providers),
  - private transportation providers (including private transportation brokers, taxi operators, van pool providers and intercity bus operators),
  - non-profit transportation providers;
- ❖ Passengers and Advocates such as
  - existing and potential riders, including both general and targeted population passengers,
  - protection and advocacy organizations
  - representatives from independent living centers
  - advocacy organizations working on behalf of targeted populations
- ❖ Human Service Partners
  - agencies that administer health, employment or other support programs for targeted populations
  - job training and placement agencies
  - housing agencies
  - health care facilities
  - mental health providers
- ❖ Others
  - emergency and security management agencies
  - tribes and tribal representatives
  - economic development organizations
  - faith-based and community based organizations
  - representatives of the business community (employers)
  - appropriate local or state officials and elected officials
  - school districts

It is important that stakeholders be included in the development, implementation and updates of the local coordinated Transportation Disadvantaged Service Plan. This should include the annual public hearing as required of the Local Coordinating Board.

## B. Service Area Profile/Demographics

### 1. Service Area Description

Provide general descriptive information about the service area. This should be a short, one to two paragraph explanation.

### 2. Demographics

#### a) Land Use

Emphasize the relationship between land uses and transportation in the service area.

#### b) Population/Composition

Provide a description of the population of the service area. Include population information such as total population, population breakdown by age groups, population densities, income information, employment status and location of employment, housing classifications and patterns, educational profiles, automobile ownership and use, historical tradition, cultural descriptions, and government and institutional descriptions.

#### c) Employment

Address employment as it relates to the generation of trips for the service area.

#### d) Major Trip Generators/Attractors

Identify major locations where trips would be generated from or to. This can include major medical facilities, amusement parks, large employers,

#### e) Inventory of Available Transportation Services

Develop an inventory of all identifiable transportation services that are currently available in the service area. This would include public, private, non-profit and local commuter service providers.

## C. Service Analysis

### 1. Forecasts of Transportation Disadvantaged Population

You are encouraged to use the Methodology Guidelines for Forecasting TD Transportation Demand at the County Level, prepared for the Commission by the Center for Urban Transportation Research, May 1993. However, if you choose to develop and utilize your own methodology, please indicate that you have done so.

### 2. Needs Assessment

Assess the transportation needs and demand for individuals with disabilities, elderly, low income, and high risk and at-risk children. Identify any gaps in transportation services that are needed in the service area. Use service trends, populations by segments and rider expectations, and any community development plans as tools. This may be difficult for very rural counties to accomplish with a lot of certainty. Be specific as to what is needed. This

should include both service needs as well as capital purchase needs. Projects selected for funding under the Elderly Individuals and individuals with Disabilities, JARC, and New Freedom program may be derived from a the Transportation Disadvantaged Service Plan. The need for services that could be considered projects should be identified within this section of the Development Plan. The plan must be developed through a process that includes representatives of public, private, and nonprofit transportation and human services providers and participation by the public. Some examples could be expansion of service, additional routes, more vehicles, maintenance facilities, changes in routes, additional funding for particular service needs, etc.

### 3. Barriers to Coordination

Identify any federal, state, or local governmental policies, natural or operational environmental characteristics/constraints, or funding constraints, etc. that hinder or prevent the coordination of transportation services. Provide local efforts planned to address barriers and identify how the Commission for Transportation Disadvantaged can assist.

## D. Goals, Objectives, and Strategies

Develop goals, objectives and strategies for the local coordinated transportation program. Goals, objectives and strategies are critical to the implementation of the Transportation Disadvantaged Service Plan. They are important policy statements that have been carefully considered by the Coordinator and the Planning Agency with the direction and support of the Coordinating Board. They represent a statement of local policy that will be used to manage the future transportation disadvantaged program within the service area. The plan for advancing from where you are today to where you need to be should be presented in this section through long range goals, specific measurable objectives, and strategies. This section should be updated on an annual basis.

A goal is a statement of purpose intended to define an ultimate end or condition. It reflects a direction of action, and is a subjective value statement. Goals may include more than one objective. That is, there may be more than one milestone necessary to achieve a goal.

An objective is a specific, measurable action that can be taken toward achieving the goal. Objectives should be dated. Deficiencies and corresponding corrective actions, as well as any service improvements or expansions should be identified within this section as dated objectives.

Strategies are specific actions that will be taken to achieve the objectives. These represent priority actions that will be carried out as part of the planning or quality assurance activities. For accountability purposes, the annual evaluation of the Coordinator should assess both the progress on the strategies themselves and

how well the strategies that have been implemented advance the progress towards reaching or achieving the corresponding objectives.

#### E. Implementation Schedule

The Implementation Schedule should be derived from the goals, objectives, and strategies described in the section above. The schedule should be in chronological order and include the strategy, the responsible party(s) for accomplishment, the anticipated beginning and ending date and any known costs. This section should be updated on an annual basis.

## II. SERVICE PLAN

### A. Operations

The operations element is a profile of the Coordinator's current system which provides basic information about the Coordinator's daily operations. This element should be written in a manner which is intended to give someone with little or no knowledge of transportation operations an adequate level of understanding. All terminology must be consistent with the terms identified in the Glossary of Terms provided in this manual.

#### 1. Types, Hours and Days of Service

At a minimum, describe the various types of transportation services available, i.e., ambulatory, non-ambulatory, stretcher, paratransit, fixed-route, subscription or group services. Identify any special routes that are available and when these services are available. The services identified in this section should be those which are required to meet the identified needs of federal, state and local government purchasing agencies.

Coordinators should establish policies regarding any restrictions to whether services are provided door-to-door or curb-to-curb; utilization of friends/family first, mandatory use of fixed route (where available).

The Coordinator must provide for or arrange for after hours and weekend transportation as required by any Federal, State, or Local Government agency sponsoring such services. The provision of said services shall be furnished in accordance with the Coordinator's prior notification requirements. At the discretion of the Coordinator and the Local Coordinating Board, will call and same day services may be provided. However, these services should only be provided at a minimal level and may be provided for additional costs to the purchaser. Coordinator must provide a listing of any holidays that services will not be available.

Group trips may also be provided, but at a lower cost than the advance reservation or demand response. Provide the locally established definition of a group trip. Subscription trips may also be provided. Under no circumstances should a subscription rider have to continually call to arrange for their transportation. Provide the locally established definition of a subscription trip.

## 2. Accessing Services

At a minimum, this section must include detailed information regarding:

- a) The phone number and office hours in which services can be scheduled. Include alternative communications such as internet reservations and Relay Services.
- b) The method and advanced notification time required to obtain services.
- c) An explanation of the cancellation process and requirements.
- d) No show procedure (both Coordinator and rider), including any applicable penalties.
- e) Procedures for dispatching backup service or after-hours service.

Also, this section should address any policies the local coordinating board has established in regards to:

- a) Eligibility, as determined locally, for services funded by the Transportation Disadvantaged Trust Fund.
- b) Prioritization, as determined locally, for services funded by the Transportation Disadvantaged Trust Fund.
- c) Other Procedures

## 3. Transportation Operators and Coordination Contractors

The Coordinator must provide the process by which it analyzes and implements the provision of services through potential operator contracting entities. This must include: 1) the steps that must be taken by the Coordinator to contract with an operator, i.e. the locally approved procedure, whether it be competitive bid, RFP, RFQ, negotiation, etc.; and 2) the criteria on which the Coordinator makes decisions regarding the potential operator contracting entity.

Transportation services provided through negotiated arrangements with coordination contractors by the Coordinator must be justified through an analysis of the appropriate financial data, calculation methodology, and any other factors the Coordinating Board feels is relevant.

For each Operator and Coordination Contract currently in place, identify the name of the contractor and contact person, the type of service(s) they provide, the clients they serve (i.e., non-sponsored, Medicaid, ADA Complementary Paratransit (where applicable), etc.), and their hours of operation.

4. **Public Transit Utilization (where applicable)**  
Indicate the degree to which public transit is being utilized in the service area. If Public Transit is available but is not being utilized by the Coordinator, please identify any barriers which you may have encountered in your efforts. Please note that utilization of an existing public transit system is encouraged due to the cost effectiveness of this service.
5. **School Bus Utilization**  
Identify current services available through the use of school buses. Provide a detailed explanation of any additional cost for insurance, coordination surcharge, or other necessary costs, and provide the bottom line cost of utilizing school buses. In addition, for those Coordinators who currently have an agreement with a school board, provide information on anticipated services. If you do not have an agreement with the local school board in place, please identify any barriers which you may have encountered in your efforts.
6. **Vehicle Inventory**  
Provide a vehicle inventory report of the vehicles utilized within the coordinated system. The inventory should reflect the year, make, model, mileage, funding source and owner for each vehicle.
7. **System Safety Program Plan Certification**  
Each Coordinator and any transportation operators from whom service is purchased or funded by local government, state or federal transportation disadvantaged funds, shall ensure the purchasers that their operations and services are in compliance with the safety requirements as specified in Section 341.061, Florida Statutes, and Chapter 14-90, F.A.C. Provide a copy of the latest Department of Transportation System Safety Program Plan Certification.
8. **Intercounty Services**  
Coordinators are required to plan and work with Community Transportation Coordinators in adjacent and other areas of the state to coordinate the provision of community trips that might be handled at a lower overall cost to the community by another Coordinator. At a minimum, describe any cooperative agreements you may have with other Coordinators in the state. This section should also include information regarding any cooperative agreements or discussions currently in progress or planned for the period covered by the Service Plan. If applicable, identify any problems that may impede the use of cooperative agreements.
9. **Emergency Preparedness and Response**  
Discuss what plans are in place that will be activated in the event of an emergency, the anticipation of an event and after an emergency has been declared. Describe the relationship the Coordinator has with the Local Emergency Management Agency (Specifically ESF 1).

10. Educational Efforts/Marketing

Describe any current or planned activities that the Coordinator is undertaking to provide information about the transportation system. This could include educational efforts as well as marketing for services.

11. Acceptable Alternatives

Identify alternatives that have been approved based on Chapter 427.016(l)(a), Florida Statutes, and Rule 41-2.015(2-3), Florida Administrative Code, and the specific reasons for their categorization as an alternative. Include for each of these alternatives any plans to bring them through the system in the future. Indicate whether or not these alternatives were reviewed by the local coordinating board. It is not intended that you identify transportation that is currently being provided through the alternatives identified in Rule 41-2.015(2)(a)-(e), FAC.

12. Service Standards

Identify local service standards that have been jointly developed by the Local Coordinating Board, the Planning Agency, and the Coordinator, consistent with those of the Commission. Service standards are integral to the development and implementation of a quality transportation program to the transportation disadvantaged in a service area. Standards should be developed to address, at a minimum, the following:

- a) drug and alcohol policy
- b) escorts and children
- c) child restraints
- d) rider property
- e) vehicle transfer points
- f) local toll free phone number for consumer comment
- g) out of service area trips
- h) vehicle cleanliness
- i) billing requirements to contracted operators
- j) rider/trip data
- k) adequate seating
- l) driver identification
- m) passenger assistance
- n) smoking and eating on vehicles
- o) no-show policies
- p) communication equipment
- q) vehicle air conditioning and heating equipment
- r) first aid policy
- s) cardiopulmonary resuscitation
- t) pick-up windows
- u) on-time performance
- v) advance reservation requirements

- w) public transit ridership (if applicable)
- x) complaints
- y) accidents
- z) roadcalls
- aa) call-hold time

Service standards may also be developed to correct deficiencies identified in the annual evaluation of the Coordinator. The identified standards which do not currently exist or are not yet in application should be addressed in the Development Plan component of this plan through a dated objective.

### 13. Local Complaint and Grievance Procedure/Process

Provide the Coordinator's process for resolving complaints. This would include any steps that would be taken directly by the Coordinator.

Provide the process that the Local Coordinating Board uses to hear complaints and grievances regarding service. The grievance process should include the identification of the manner in which a user is made aware of the grievance process.

### 14. Community Transportation Coordinator Monitoring Procedures of Operators and Coordination Contractors

Identify the process the Coordinator has in place to monitor both transportation operators and coordination contractors. Community Transportation Coordinators are responsible for evaluating their operators and coordination contractors to ensure contractual compliance. This evaluation should be done on a periodic basis depending on the needs and requirements of the Coordinator. A comprehensive annual evaluation should be completed to ensure compliance, at a minimum, with the System Safety Program Plan, locally approved standards, Commission standards, reporting of annual operating data, and insurance requirements. This report should be provided to the Local Coordinating Board to be reviewed and included in the Coordinator's evaluation.

### 15. Coordination Contract Evaluation Criteria

Identify the criteria used to annually review coordination contractors, in cooperation with the Local Coordinating Board, and determine whether the issuance or continuation of a coordination contract would be the most cost-effective and efficient utilization of local, state, or federal dollars.

## B. Cost/Revenue Allocation and Rate Structure Justification

The Commission has established the Rate Calculation Model, a standard process for the development of rates for transportation services that are arranged or provided by the Coordinator. This model can be used by the Commission in

comparing and approving rates to be paid to and used by Coordinators and in determining cost-based rates to be charged to all purchasing agencies.

It is the intent that this model be used to develop a rate for all purchasing agencies, except fixed route bus passes. If there are any rates for services provided to other agency-sponsored customers that are different from the non-sponsored rates, provide an explanation as to why these rates were not developed in accordance with the rate model and what actions are being taken to include them in future years.

All rates for services will be included on a summary page following the format provided in this manual. This single location of information regarding rates for different types of services allows the Coordinating Board, the Commission and others the opportunity to do a comprehensive analysis of the rate structure. Coordinators should also include a copy of the Rate Calculation Model worksheets as backup documentation.

The Rate Calculation Model Worksheets and Rates for Services should be reviewed and updated annually. The Rate Calculation Model allows for annual changes to occur based on changes to the level of service, expenditures and revenues.

Any amendments that may occur after July 1, to rates which result in an increase, for any service provided, that is greater than 3% must come before the Commission for review and approval. The only exceptions to this is in instances where a recent procurement process has been conducted (i.e., request for proposals, request for bids, etc.) or an increase in rates for fixed schedule/fixed route systems, i.e., bus passes or tokens.

### III. QUALITY ASSURANCE

Provide information on the evaluation processes utilized at the local level to ensure quality of service is being obtained and that it is being provided in the most cost effective, efficient, unduplicated and unfragmented manner.

Identify the process used by the Local Coordinating Board and the planning agency in the evaluation of the Community Transportation Coordinator. The evaluation should be conducted utilizing the Commission for the Transportation Disadvantaged *QAPE/LCB CTC EVALUATION WORKBOOK*. This evaluation workbook was created to provide a formal process for evaluating the performance of the Coordinator (and its operators.) The workbook contains several worksheets that can be used by the Coordinating Board to conduct this evaluation. The Commission requires worksheets regarding Cost, Competition and Coordination be completed during this review.

Address what steps the Local Coordinating Board will take to monitor and evaluate the services provided by or coordinated through the Coordinator, based on the locally established service standards, and consistent with those of the Commission. Include a summary of the latest Coordinator Evaluation and Evaluation Procedure developed by the Coordinating Board.

Coordinators can only be evaluated against the established standards for service. It is the responsibility of the Local Coordinating Board to recommend and approve effective service standards against which the Coordinator can be evaluated, ensuring quality transportation for the transportation disadvantaged. Also included in this section should be the locally approved process through which these standards will be evaluated. The criteria used in the development of these standards should include, at a minimum:

- a) service effectiveness;
- b) cost efficiency and effectiveness;
- c) vehicle utilization;
- d) service availability;
- e) reliability; and
- f) safety and training.

Identify any local service standards which were developed based on deficiencies or problems within the system. The evaluation should provide a time table for compliance by the Coordinator. The Local Coordinating Board follow-up on the corrective actions should be incorporated in the evaluation in the following year, as well as any recommendations from the Commission through their triennial Quality Assurance reviews.

## D. UPDATES OR AMENDMENTS

It will be necessary to make amendments or updates to the Transportation Disadvantaged Service Plan. The Local Coordinating Board must approve any changes to the Plan. The Planning Agency will submit the changes to the Commission after it has been reviewed and approved by the Local Coordinating Board.

The Planning Agency should submit a letter to the Executive Director of the Commission for the Transportation Disadvantaged providing the necessary information concerning the update or amendment, a copy of the Update or Amendment Table indicating which area is being changed, and the actual pages reflecting the update or amendment. A sample format is included in this manual. Once the necessary documentation is submitted, the Commission staff will respond to the Planning Agency advising whether the change is accepted. Once the update or amendment has been accepted, they will become a part of the Transportation Disadvantaged Service Plan.

## I. UPDATES

The Transportation Disadvantaged Service Plan is an annually updated tactical plan. It must be reviewed and updated annually prior to July 1 of each year. The Local Coordinating Board must approve each annual update. The following sections of the Plan must be reviewed and updated annually.

### Section I – DEVELOPMENT PLAN

#### Needs Assessment

Ensure that new service or capital needs are identified to support future funding applications

#### Goals, Objectives, Strategies

Ensure that objectives indicate an implementation date/accomplishment date.  
Note deficiencies & corrective actions  
Note service improvements or expansions  
Section should be logical and mirror format from previous year

#### Implementation Plan

Identify progress, setbacks, adherence to schedules  
Revise implementation schedule as necessary

### Section III - COST/REVENUE ALLOCATION AND RATE STRUCTURE JUSTIFICATION

Review current and updated projected expenses, revenues and levels of service and make adjustments accordingly. A new Service Rates Summary page as well as Rate Model Worksheets must be submitted.

### Previous TDSP Review Letter

All items cited as deficient or inadequate and needing follow up

Others sections of the Plan may be updated during the same review period. These areas may include:

#### Section I. DEVELOPMENT PLAN

Organization Chart updated as necessary

LCB certification page (members, agencies, alternates and term) to include any changes as previously submitted in TDSP or updates

Any significant changes to major trip generators/attractors that have significantly altered service delivery

#### Section II SERVICE PLAN

Changes in types or hours of service

Significant changes in system policies (priorities, eligibility criteria, etc.)

New service innovations or cancellation of services

Changes in operators/coordination contractors

Changes in vehicle inventory

SSPP certification if expired and renewed

Include new acceptable alternatives

Changes and narrative for adoption of new Service standards

Any and all changes to the local Grievance Process and the Evaluation Process, including explanations for implementation of changes

#### Section III. QUALITY ASSURANCE

Include any evaluation process changes and update to the Summary of the latest Coordinator Evaluation.

## II. AMENDMENTS

Amendments may occur in any one of the sections of the Plan. Amendments are changes that need to be made to the Plan that were not made during the annual update process. Any changes to the Plan after July 1 of each year will be considered an amendment.

Rates amendments which result in an increase, for any service provided, that is greater than 3% must come before the Commission for review and approval. The only exceptions to this is an increase in rates for fixed schedule/fixed route systems, i.e., bus passes or tokens.

## **PART III APPENDICES**

Contract # \_\_\_\_\_

Effective: \_\_\_\_\_ to \_\_\_\_\_

STATE OF FLORIDA  
COMMISSION FOR THE TRANSPORTATION DISADVANTAGED  
**MEMORANDUM OF AGREEMENT**

This Memorandum of Agreement is between the COMMISSION FOR THE TRANSPORTATION DISADVANTAGED, hereby referred to as the "Commission," and

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the COMMUNITY TRANSPORTATION COORDINATOR, designated pursuant to Chapter 427, F.S., to serve the transportation disadvantaged for the community that includes the entire area of

\_\_\_\_\_ county(ies), and hereafter referred to as the "Coordinator."

This Agreement is made in consideration of the mutual benefits to both parties; said consideration acknowledged hereto by the parties as good and valuable consideration.

The Parties Agree:

I. The Coordinator Shall:

- A. Become and remain totally apprised of all of the Transportation Disadvantaged resources available or planned in their designated service area. This knowledge will be used to plan, coordinate, and implement the most cost effective transportation disadvantaged transit system possible under the economic and other conditions that exist in the designated service area.
- B. Plan and work with Community Transportation Coordinators in adjacent and other areas of the state to coordinate the provision of community trips that might be handled at a lower overall cost to the community by another Coordinator. This includes honoring any Commission-approved statewide certification program that allows for intercounty transportation opportunities.
- C. Arrange for all services in accordance with Chapter 427, Florida Statutes, and Rule 41-2, FAC, and as further required by the Commission and the local Coordinating Board approved Transportation Disadvantaged Service Plan.
- D. Return any acquired profits or surplus funds originating through the course of business as the Coordinator that are beyond the amounts(s) specifically identified and approved in the accompanying Transportation Disadvantaged Service Plan. Such profits or funds shall be returned to the Coordinator's transportation system or to any subsequent Coordinator, as a total transportation system subsidy, to be applied to the immediate following operational year. The Coordinator will include similar language in all coordination contracts to assure that transportation disadvantaged related revenues are put back into transportation disadvantaged services.

E. Accomplish this Project by:

1. Developing a Transportation Disadvantaged Service Plan for approval by the local Coordinating Board and the Commission. Coordinators who are newly designated to a particular service area shall submit a local Coordinating Board approved Transportation Disadvantaged Service Plan, within 120 calendar days following the execution of the Coordinator's initial memorandum of agreement with the Commission, for approval by the Commission. All subsequent Transportation Disadvantaged Service Plans shall be submitted and approved with the corresponding memorandum of agreement. The approved Transportation Disadvantaged Service Plan will be implemented and monitored to provide for community-wide transportation services for purchase by non-sponsored transportation disadvantaged persons, contracting social service agencies, and other entities that use local, state, or federal government funds for the purchase of transportation for the transportation disadvantaged.
2. Maximizing the use of available public school transportation resources and public fixed route or fixed schedule transit services and assuring that private or public transit, paratransit operators, and school boards have been afforded a fair opportunity to participate to the maximum extent feasible in the planning process and in the development of the provisions of the Transportation Disadvantaged Service Plan for the transportation disadvantaged.
3. Providing or arranging 24-hour, 7-day per week transportation disadvantaged service as required in the designated service area by any Federal, State or Local Government agency sponsoring such services. The provision of said services shall be furnished in accordance with the prior notification requirements identified in the local Coordinating Board and Commission approved Transportation Disadvantaged Service Plan.
4. Complying with all local, state, and federal laws and regulations that apply to the provision of transportation disadvantaged services.
5. Submitting to the Commission an Annual Operating Report detailing demographic, operational, and financial data regarding coordination activities in the designated service area. The report shall be prepared on forms provided by the Commission and according to the instructions of said forms.

F. Comply with Audit and Record Keeping Requirements by:

1. Utilizing the Commission recognized Chart of Accounts defined in the *Transportation Accounting Consortium Model Uniform Accounting System for Rural and Specialized Transportation Providers* (uniform accounting system) for all transportation disadvantaged accounting and reporting purposes. Community Transportation Coordinators with existing and equivalent accounting systems are not required to adopt the Chart of Accounts in lieu of their existing Chart of Accounts but shall prepare all reports, invoices, and fiscal documents relating to the transportation disadvantaged functions and activities using the chart of accounts and accounting definitions as outlined in the above referenced manual.

2. Assuming the responsibility of invoicing for any transportation services arranged, unless otherwise stipulated by a purchase of service contract or coordination contract.
  3. Maintaining and filing with the Commission, local Coordinating Board, and all purchasing agencies/entities such progress, fiscal, inventory, and other reports as those entities may require during the period of this Agreement.
  4. Providing copies of finance and compliance audits to the Commission and local Coordinating Board as requested by the Commission or local Coordinating Board.
  5. Reporting accidents involving a vehicle operated within the coordinated transportation system in the coordinator's designated service area. Accidents involving a fatality or fatalities must be reported to the Commission not more than 24 hours after the community transportation coordinator becomes aware of the fatal accident. Any other accident, those not involving a fatality or fatalities, with over \$1,000 in property damages, or personal injury that requires evacuation to a medical facility or a combination of both, must be reported to the Commission not more than 72 hours after the community transportation coordinator becomes aware of the accident. Copies of any accident report or reports prepared or received by the community transportation coordinator as a result of any accident must be sent to the Commission upon receipt or preparation of the report.
- G. Retain all financial records, supporting documents, statistical records, and any other documents pertinent to this Agreement for a period of five (5) years after termination of this Agreement. If an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings. The Coordinator shall assure that these records shall be subject to inspection, review, or audit at all reasonable times by persons duly authorized by the Commission or this Agreement. They shall have full access to and the right to examine any of the said records and documents during the retention period.
- H. Comply with Safety Requirements by:
1. Complying with Section 341.061, F.S., and Rule 14-90, FAC, concerning System Safety; or complying with Chapter 234.051, F.S., regarding school bus safety requirements for those services provided through a school board; and
  2. Assuring compliance with local, state, and federal laws, and Commission policies relating to drug testing. Conduct drug and alcohol testing for safety sensitive job positions within the coordinated system regarding pre-employment, randomization, post-accident, and reasonable suspicion as required by the Federal Highway Administration and the Federal Transit Administration.
- I. Comply with Commission insurance requirements by maintaining at least minimum liability insurance coverage in the amount of \$100,000 for any one person and \$200,000 per occurrence at all times during the existence of this Agreement for all transportation services purchased or provided for the transportation disadvantaged through the Community Transportation Coordinator. Upon the execution of this Agreement, the Coordinator shall add the Commission as an additional **named insured** to all insurance policies covering vehicles transporting the transportation disadvantaged. In the event of any cancellation or changes in

the limits of liability in the insurance policy, the insurance agent or broker shall notify the Commission. The Coordinator shall insure that contracting transportation operators and coordination contractors also maintain the same minimum liability insurance, or an equal governmental insurance program. Insurance coverage in excess of \$1 million per occurrence must be approved by the Commission and the local Coordinating Board before inclusion in the Transportation Disadvantaged Service Plan or in the justification of rates and fare structures. Such coverage may be provided by a self-insurance program established and operating under the laws of the State of Florida and written verification of insurance protection in accordance with Section 768.28, Florida Statutes, shall be provided to the Commission upon request.

- J. Safeguard information by not using or disclosing any information concerning a user of services under this Agreement for any purpose not in conformity with the local, state and federal regulations (45 CFR, Part 205.50), except upon order of a court, written consent of the recipient, or his/her responsible parent or guardian when authorized by law.
- K. Protect Civil Rights by:
1. Complying with state and federal laws including but not limited to laws regarding discrimination on the basis of sex, race, religion, age, disability, sexual orientation, or national origin. The Coordinator gives this assurance in consideration of and for the purpose of obtaining federal grants, loans, contracts (except contracts of insurance or guaranty), property, discounts, or other federal financial assistance to programs or activities receiving or benefiting from federal financial assistance and agreeing to complete a Civil Rights Compliance Questionnaire if so requested by the Commission.
  2. Agreeing that compliance with this assurance constitutes a condition of continued receipt of or benefit from federal financial assistance, and that it is binding upon the Coordinator, its successors, subcontractors, transferee, and assignees for the period during which such assistance is provided. Assure that all operators, subcontractors, subgrantee, or others with whom the Coordinator arranges to provide services or benefits to participants or employees in connection with any of its programs and activities are not discriminating against those participants or employees in violation of the above statutes, regulations, guidelines, and standards. In the event of failure to comply, the Coordinator agrees that the Commission may, at its discretion, seek a court order requiring compliance with the terms of this assurance or seek other appropriate judicial or administrative relief, to include assistance being terminated and further assistance being denied.
- L. To the extent allowed by Section 768.28, Florida Statutes, and only to the monetary and other limitations contained therein, indemnify and hold harmless the Commission and all of the Commission's members, officers, agents, and employees; purchasing agency/entity officers, agents, and employees; and the local, state, and federal governments from any claim, loss, damage, cost, charge or expense arising out of any act, action, neglect or omission by the Coordinator during the performance of this Agreement, whether direct or indirect, and whether to any person or property to which the Commission or said parties may be subject, except that neither the Coordinator nor any of its sub-contractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused or resulting from the sole negligence of the Commission or any of its members, officers, agents or

employees; purchasing agency/entity, officers, agents, and employees; and local, state, or federal governments. Nothing herein is intended to serve as a waiver of sovereign immunity by any agency/entity or Coordinator to which sovereign immunity may be applicable. Nothing herein shall be construed as consent by a state agency/entity or political subdivision of the State of Florida or the federal government to be sued by third parties in any matter arising out of any Agreement or contract. Notwithstanding the foregoing, pursuant to Section 768.28, Florida Statutes, no agency or subdivision of the state shall be required to indemnify, insure, or assume any liability for the Commission's negligence.

- M. Comply with standards and performance requirements of the Commission, the local Coordinating Board approved Transportation Disadvantaged Service Plan, and any purchase of service contracting agencies/entities. Failure to meet the requirements or obligations set forth in this MOA, and performance requirements established and monitored by the local Coordinating Board in the approved Transportation Disadvantaged Service Plan, shall be due cause for non-payment of reimbursement invoices until such deficiencies have been addressed or corrected to the satisfaction of the Commission.
- N. Comply with subcontracting requirements by executing or negotiating contracts for transportation services with Transportation Operators and Coordination Contractors, and assuring that the conditions of such contracts are maintained. The requirements of Part 1, Paragraph E.5. through M are to be included in all contracts, subcontracts, coordination contracts, and assignments made by the Coordinator for services under this Agreement. Said contracts, subcontracts, coordination contracts, and assignments will be reviewed and approved annually by the Coordinator and local Coordinating Board for conformance with the requirements of this Agreement.
- O. Comply with the following requirements concerning drivers and vehicles:
1. Drivers for paratransit services, including coordination contractors, shall be required to announce and identify themselves by name and company in a manner that is conducive to communications with the specific passenger, upon pickup of each rider, group of riders, or representative, guardian, or associate of the rider, except in situations where the driver regularly transports the rider on a recurring basis. Each driver must have photo identification that is in view of the passenger. Name patches, inscriptions or badges that affix to driver clothing are acceptable. For transit services, the driver photo identification shall be in a conspicuous location in the vehicle.
  2. The paratransit driver shall provide the passenger with boarding assistance, if necessary or requested, to the seating portion of the vehicle. The boarding assistance shall include opening the vehicle door, fastening the seat belt or utilization of wheelchair securement devices, storage of mobility assistive devices, and closing the vehicle door. In certain paratransit service categories, the driver may also be required to open and close doors to buildings, except in situations in which assistance in opening/closing building doors would not be safe for passengers remaining on the vehicle. Assisted access must be in a dignified manner. Drivers may not assist wheelchair up or down more than one step, unless it can be performed safely as determined by the passenger, guardian, and driver.
  3. All vehicles shall be equipped with two-way communications in good working order and be audible to the driver at all times to the base.

4. All vehicles providing service within the coordinated system, shall have working air conditioners and heaters in each vehicle. Vehicles that do not have a working air conditioner or heater will be scheduled for repair or replacement as soon as possible.

P. Comply with other requirements as follows:

1. Transport an escort of a passenger and dependent children as locally negotiated and identified in the local Transportation Disadvantaged Service Plan.
2. Determine locally in the Transportation Disadvantaged Service Plan, the use, responsibility, and cost of child restraint devices.
3. Transport with the passenger at no additional charge, passenger property that can be carried by the passenger and/or driver in one trip and can be safely stowed on the vehicle. Additional requirements may be negotiated for carrying and loading rider property beyond this amount. Passenger property does not include wheelchairs, child seats, stretchers, secured oxygen, personal assistive devices, or intravenous devices.
4. Provide shelter, security, and safety of passengers at vehicle transfer points.
5. Post a local or other toll-free number for complaints or grievances inside each vehicle. The local complaint process shall be outlined as a section in the local Transportation Disadvantaged Service Plan including advising the dissatisfied person about the Commission's Ombudsman Program as a step within the process as approved by the local Coordinating Board.
6. Provide out-of-service-area trips, when determined locally and approved by the local Coordinating Board, except in instances where local ordinances prohibit such trips.
7. Keep interior of all vehicles free from dirt, grime, oil, trash, torn upholstery, damaged or broken seats, protruding metal or other objects or materials which could soil items placed in the vehicle or provide discomfort for the passenger.
8. Determine locally by the local Coordinating Board and provide in the local Transportation Disadvantaged Service Plan the billing requirements of the Community Transportation Coordinator. All bills shall be paid to subcontractors within 7 calendar days after receipt of said payment by the Coordinator, in accordance with Section 287.0585, Florida Statutes.
9. Maintain or have access to a passenger/trip database on each rider being transported within the system.
10. Provide each rider and escort, child, or personal care attendant adequate seating for paratransit services. No more passengers than the registered passenger seating capacity shall be scheduled or transported in a vehicle at any time. For transit services provided by transit vehicles, adequate seating or standing space will be provided to each rider and escort, child, or personal care attendant, and no more passengers than the registered passenger seating or standing capacity shall be scheduled or transported in a vehicle at any time.

11. First Aid shall be determined locally and provided in the local Transportation Disadvantaged Service Plan.
12. Cardiopulmonary Resuscitation shall be determined locally and provided in the local Transportation Disadvantaged Service Plan.

II. The Commission Shall:

- A. Recognize the Coordinator as the entity described in Section 427.011(5), Florida Statutes, and Rule 41-2.002(4), F.A.C.
- B. Attempt to insure that all entities with transportation disadvantaged funds will purchase transportation disadvantaged services through the Coordinator's system.

III. The Coordinator and the Commission Further Agree:

- A. Nothing in this Agreement shall require the Commission to observe or enforce compliance with any provision thereof, perform any other act or do any other thing in contravention of any applicable state law. If any of the provisions of this Agreement is found by a court of law to violate any applicable state law, the purchasing agency/entity will at once notify the Commission in writing in order that appropriate changes and modifications may be made by the Commission and the Coordinator to the end that the Coordinator may proceed as soon as possible with the provision of transportation services.
- B. If any part or provision of this Agreement is held invalid, the remainder of this Agreement shall be binding on the parties hereto.
- C. Termination Conditions:
  1. Termination at Will - This Agreement may be terminated by either party upon no less than thirty (30) days notice, without cause. Said notice shall be delivered by certified mail, return receipt required, or in person with proof of delivery.
  2. Termination for Breach - Unless the Coordinator's breach is waived by the Commission in writing, the Commission may, by written notice to the Coordinator, terminate this Agreement upon no less than twenty-four (24) hours notice. Said notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery. Waiver by the Commission of breach of any provision of this Agreement shall not be deemed to be a waiver of any other breach and shall not be construed to be a modification of the terms of this Agreement, and shall not act as a waiver or estoppel to enforcement of any provision of this Agreement. The provisions herein do not limit the Commission's right to remedies at law or to damages.
- D. This agreement will expire unless an extension is granted to the Coordinator in writing by the Commission for the Transportation, in accordance with Chapter 287, Florida Statutes.
- E. Renegotiations or Modifications of this Agreement shall only be valid when they have been reduced to writing, duly approved by the Commission, and signed by both parties hereto.

F. Notice and Contact:

The name and address of the contract manager for the Commission for this Agreement is: **Executive Director, 605 Suwannee Street, MS-49, Tallahassee, FL 32399-0450.** The representative/position of the Coordinator responsible for administration of the program under this Agreement is:

\_\_\_\_\_  
\_\_\_\_\_

In the event that either party designates different representatives after execution of this Agreement, notice of the name and address of the new representative will be rendered in writing to the other party and said notification attached to originals of this Agreement.

This document has been reviewed in its entirety and approved by the local Coordinating Board at its official meeting held on \_\_\_\_\_.

\_\_\_\_\_  
Coordinating Board Chairperson

WITNESS WHEREOF, the parties hereto have caused these presents to be executed.

COMMUNITY TRANSPORTATION  
COORDINATOR:

STATE OF FLORIDA, COMMISSION FOR  
THE TRANSPORTATION DISADVANTAGED:

\_\_\_\_\_  
Agency Name

\_\_\_\_\_  
Typed Name of Authorized Individual

\_\_\_\_\_  
Typed Name of Authorized Individual

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: Executive Director

Title: \_\_\_\_\_

Attest: \_\_\_\_\_ (SEAL)  
Notary Public

ATTEST: \_\_\_\_\_ (SEAL)  
Corporate Officer or Notary Public

# TRANSPORTATION DISADVANTAGED SERVICE PLAN FORMAT

COVER PAGE

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#### III. QUALITY ASSURANCE

COMMUNITY TRANSPORTATION COORDINATOR EVALUATION PROCESS

# COORDINATING BOARD MEMBERSHIP CERTIFICATION

Name: \_\_\_\_\_

Address: \_\_\_\_\_

The Metropolitan Planning Organization/Designated Official Planning Agency named above hereby certifies to the following:

1. The membership of the Local Coordinating Board, established pursuant to Rule 41-2.012(3), FAC, does in fact represent the appropriate parties as identified in the following lists; and
2. The membership represents, to the maximum extent feasible, a cross section of the local community.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

REPRESENTATION	MEMBER	ALTERNATE	TERM
1. Chairperson			
2. Elderly			
3. Disabled			
4. Citizen Advocate			
5. Citizen Advocate/User			
6. Children at Risk			
7. Community Action			
8. Public Education			
9. Dept. of Transportation			
10. Dept. Of Children and Families			
11. Dept. Of Elder Affairs			
12. Dept. of Education			
13. Dept. of Health Care Adm.			
14. Regional Workforce Dev. Brd			
15. Veteran Services			
16. Local Mass Transit			
17. Transportation Industry			
18. Local Medical Community			

TRANSPORTATION DISADVANTAGED SERVICE PLAN  
 LOCAL COORDINATING BOARD  
 ROLL CALL VOTE

REPRESENTATION	MEMBER	VOTED FOR	VOTED AGAINST	ABSENT FROM VOTING
1. Chairperson				
2. Elderly				
3. Disabled				
4. Citizen Advocate				
5. Citizen Advocate/User				
6. Children at Risk				
7. Community Action				
8. Public Education				
9. Dept. of Transportation				
10. Dept. Of Children and Families				
11. Dept. Of Elder Affairs				
12. Dept. of Education				
13. Dept. of Health Care Adm.				
14. Regional Workforce Dev. Brd.				
15. Veteran Services				
16. Local Mass Transit				
17. Transportation Industry				
18. Local Medical Community				

The Coordinating Board hereby certifies that an annual evaluation of this Community Transportation Coordinator was conducted consistent with the policies of the Commission for the Transportation Disadvantaged and all recommendations of that evaluation have been incorporated in this Service Plan. We further certify that the rates contained herein have been thoroughly reviewed, evaluated and approved. This Transportation Disadvantaged Service Plan was reviewed in its entirety and approved by this Board at an official meeting held on

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Coordinating Board Chairperson

Approved by the Commission for the Transportation Disadvantaged.

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Executive Director



SAMPLE UPDATE OR AMENDMENT SUBMITTAL LETTER

(Designated Official Planning Agency Letterhead)

(DATE)

Ms. Lisa Bacot, Executive Director  
Commission for the Transportation Disadvantaged  
605 Suwannee Street, MS-49  
Tallahassee, FL 32399-0450

RE: \_\_\_\_\_ (MOA No)  
\_\_\_\_\_ (MOA Dates)

Dear Ms. Bacot:

By this letter, \_\_\_\_\_ (Name of Community Transportation Coordinator) is requesting an update or amendment to the above referenced Memorandum of Agreement/Transportation Disadvantaged Service Plan. This update or amendment has been reviewed and approved by the Local Coordinating Board at their \_\_\_\_\_ meeting. We request that the Commission accept this update/amendment effective \_\_\_\_\_.

(State what the update or amendment is and why it is being submitted)

If this request is accepted, please signify by signing below, and returning a copy of the signed letter to us. Upon receipt, we will then consider the update or amendment accepted. If this is not acceptable, or further information is needed before it can be accepted, please advise us in writing within ten days.

Thank you for your consideration of this request.

Sincerely,

(Designated Official Planning Agency)

The Commission for the Transportation Disadvantaged hereby agrees and accepts this update or amendment to the above referenced MOA/TDSP, effective \_\_\_\_\_(Date).

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Date

## TRANSPORTATION DISADVANTAGED SERVICE PLAN UPDATE OR AMENDMENT TABLE

Please indicate by placing an "X" by the area(s) that is being updated/amended.

_____AMENDMENT	_____UPDATE
LOCAL COORDINATING BOARD MEMBERSHIP CERTIFICATION	_____
ROLL CALL VOTING SHEET	_____
<b>I. DEVELOPMENT PLAN</b>	
INTRODUCTION OF SERVICE AREA	
Background of TD Program	_____
Community Transportation Coordinator Designation Date/History	_____
Organization Chart	_____
Consistency Review of Other Plans	_____
Public Participation	_____
SERVICE AREA PROFILE/DEMOGRAPHICS	
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Major Trip Generators/Attractors	_____
Inventory of Available Transportation Services	_____
SERVICE ANALYSIS	
Forecasts of Transportation Disadvantaged Population	_____
Needs Assessment	_____
Barriers to Coordinator	_____
GOALS, OBJECTIVES AND STRATEGIES	
_____	_____
IMPLEMENTATION SCHEDULE	
_____	_____
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Types, Hours and Days of Service	_____
Accessing Services	_____
Transportation Operators and Coordination Contractors	_____
Public Transit Utilization	_____
School Bus Utilization	_____
Vehicle Inventory	_____
System Safety Program Plan Certification	_____

Intercounty Services	_____
Emergency Preparedness and Response	_____
Education Efforts/Marketing	_____
Acceptable Alternatives	_____
Service Standards	_____
Local Complaint and Grievance Procedure/Process	_____
Community Transportation Coordinator Monitoring Procedures For Operators And Coordination Contractors	_____
Coordination Contract Evaluation Criteria	_____

COST/REVENUE ALLOCATION AND RATE STRUCTURE JUSTIFICATION

Service Rates Summary	_____
Rate Model Worksheets	_____

III. QUALITY ASSURANCE

COMMUNITY TRANSPORTATION COORDINATOR EVALUATION PROCESS	_____
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## COMMISSION FOR THE TRANSPORTATION DISADVANTAGED GLOSSARY OF TERMS AND ABBREVIATIONS

The following glossary is intended to coordinate terminology within the Florida Coordinated Transportation System. It is imperative that when certain words or phrases are used, the definition must be universally acknowledged.

**Accidents:** when used in reference to the AOR, the total number of reportable accidents that occurred whereby the result was either property damage of \$1000.00 or more, or personal injury that required evacuation to a medical facility, or a combination of both.

**(AER) Actual Expenditure Report:** an annual report completed by each state member agency and each official planning agency, to inform the Commission in writing, before September 15 of each year, of the specific amount of funds the agency expended for transportation disadvantaged services.

**Advance Reservation Service:** shared or individual paratransit service that is readily delivered with at least prior day notification, seven days a week, 24 hours a day.

**Agency:** an official, officer, commission, authority, council, committee, department, division, bureau, board, section, or any other unit or entity of the state or of a city, town, municipality, county, or other local governing body or a private non-profit transportation service providing entity.

**(ADA) Americans with Disabilities Act:** a federal law, P .L. 101-336, signed by the President of the United States on July 26, 1990 providing protection for persons with disabilities.

**(AOR) Annual Operating Report:** an annual report prepared by the community transportation coordinator detailing its designated service area operating statistics for the most recent operating year.

**(APR) Annual Performance Report:** an annual report issued by the Commission for the Transportation Disadvantaged that combines all the data submitted in the Annual Operating Reports and the CTD Annual Report.

**(ASE) Automotive Service Excellence:** a series of tests that certify the skills of automotive technicians in a variety of maintenance areas.

**Availability:** a measure of the capability of a transportation system to be used by potential riders, such as the hours the system is in operation, the route spacing, the seating availability, and the pick-up and delivery time parameters.

**Bus:** any motor vehicle designed for carrying more than 10 passengers and used for the transportation of persons for compensation.

**Bus Lane:** a street or highway lane intended primarily for buses, either all day or during specified periods, but used by other traffic under certain circumstances.

**Bus Stop:** a waiting, boarding, and disembarking area, usually designated by distinctive signs and by curbs or pavement markings.

**(CUTR) Center for Urban Transportation Research:** a research group located at the University of South Florida's College of Engineering.

**(CMBE) Certified Minority Business Enterprise:** any small business concern which is organized to engage in commercial transactions, which is domiciled in Florida, and which is at least 51 percent owned by minority persons and whose management and daily operations are controlled by such persons. These businesses should be certified by the Florida Department of Management Services.

**Chapter 427, Florida Statutes:** the Florida statute establishing the Commission for the Transportation Disadvantaged and prescribing its duties and responsibilities.

**Commendation:** any documented compliment of any aspect of the coordinated system, including personnel, vehicle, service, etc.

**(CDL) Commercial Driver's License:** a license required if a driver operates a commercial motor vehicle, including a vehicle that carries 16 or more

passengers (including the driver), or a vehicle weighing more than 26,000 pounds.

**Commission:** the Commission for the Transportation Disadvantaged as authorized in Section 427.013, Florida Statutes.

**(CTD) Commission for the Transportation Disadvantaged:** an independent agency created in 1989 to accomplish the coordination of transportation services provided to the transportation disadvantaged. Replaced the Coordinating Council on the Transportation Disadvantaged.

**(CTC) Community Transportation Coordinator:** (formerly referred to as "coordinated community transportation provider") a transportation entity competitively procured or recommended by the appropriate official planning agency and local Coordinating Board and approved by the Commission, to ensure that safe, quality coordinated transportation services are provided or arranged in a cost effective manner to serve the transportation disadvantaged in a designated service area.

**Competitive Procurement:** obtaining a transportation operator or other services through a competitive process based upon Commission-approved procurement guidelines.

**Complaint:** any documented customer concern involving timeliness, vehicle condition, quality of service, personnel behavior, and other operational policies.

**Complete (or Full) Brokerage:** type of CTC network in which the CTC does not provide any on-street transportation services itself, but contracts with transportation operators or coordination contractors for the delivery of all transportation services.

**Coordinated Transportation System:** includes the CTC, the transportation operators and coordination contractors under contract with the CTC, the official planning agency, and local Coordinating Board involved in the provision of service delivery to the transportation disadvantaged within the designated service area.

**Coordinated Trips:** passenger trips provided by or arranged through a CTC.

**Coordinating Board:** an entity in each designated service area composed of representatives who provide assistance to the community transportation coordinator relative to the coordination of transportation disadvantaged services.

**Coordination:** the arrangement for the provision of transportation services to the transportation disadvantaged in a manner that is cost effective, safe, efficient, and reduces fragmentation and duplication of services. Coordination is not the same as total consolidation of transportation disadvantaged services in any given service area.

**Coordination Contract:** a written contract between the community transportation coordinator and an agency who receives transportation disadvantaged funds and performs some, if not all of, its own services, as well as services to others, when such service has been analyzed by the CTC and proven to be a safer, more effective and more efficient service from a total system perspective. The Commission's standard contract reflects the specific terms and conditions that will apply to those agencies who perform their own transportation, as well as joint utilization and cost provisions for transportation services to and from the coordinator.

**Deadhead:** the miles or hours that a vehicle travels when out of revenue service. From dispatch point to first pick-up, and from last drop-off to home base, or movements from home base to maintenance garage or fuel depot, and return.

**Demand Response:** a paratransit service that is readily delivered with less than prior day notification, seven days a week, 24 hours a day. This service can be either an individual or shared ride.

**Designated Service Area:** a geographical area subject to approval by the Commission, which defines the community where coordinated transportation services will be provided to the transportation disadvantaged.

**Disabled Passenger:** anyone with a physical or mental impairment that substantially limits at least one of the major life activities (i.e., caring for one's self, walking, seeing, hearing, speaking, learning).

**Dispatcher:** the person responsible for having every scheduled run leave the yard or garage on time and maintain a schedule, matching the work force with the work load on a minute-by-minute basis. In demand-response transportation, the person who assigns the customers to vehicles and notifies the appropriate drivers.

**Driver Hour:** the period of one hour that a person works whose main responsibility is to drive vehicles.

**Economies of Scale:** cost savings resulting from combined resources (e.g., joint purchasing agreements that result in a lower cost per gallon or quantity discount for fuel).

**Effectiveness Measure:** a performance measure that indicates the level of consumption per unit of output. Passenger trips per vehicle mile is an example of an effectiveness measure.

**Efficiency Measure:** a performance measure that evaluates the level of resources expended to achieve a given level of output. An example of an efficiency measure is operating cost per vehicle mile.

**Emergency:** any occurrence, or threat thereof, whether accidental, natural or caused by man, in war or in peace, which results or may result in substantial denial of services to a designated service area for the transportation disadvantaged.

**Emergency Fund:** transportation disadvantaged trust fund monies set aside to address emergency situations and which can be utilized by direct contract, without competitive bidding, between the Commission and an entity to handle transportation services during a time of emergency.

**Employees:** the total number of persons employed in an organization.

**Fixed Route:** (also known as Fixed Route/Fixed Schedule) service in which the vehicle (s) repeatedly follows a consistent time schedule and stopping points over the same route, whereby such schedule, route or service is not at the users request (e.g. conventional city bus, fixed guideway).

**(FAC) Florida Administrative Code:** a set of administrative codes regulating the state of Florida.

**(FCTS) Florida Coordinated Transportation System:** a transportation system responsible for coordination and service provisions for the transportation disadvantaged as outlined in Chapter 427, Florida Statutes.

**(FDOT) Florida Department Of Transportation:** a governmental entity. The CTD is housed under the Florida Department of Transportation for administrative purposes.

**(FS) Florida Statutes:** the laws governing the state of Florida.

**(FTE) Full Time Equivalent:** a measure used to determine the number of employees based on a 40-hour work week. One FTE equals 40 work hours per week.

**(FAC) Fully Allocated Costs:** the total cost, including the value of donations, contributions, grants or subsidies, of providing coordinated transportation, including those services which are purchased through transportation operators or provided through coordination contracts.

**General Trips:** passenger trips by individuals to destinations of their choice, not associated with any agency program.

**Goal:** broad conditions that define what the organization hopes to achieve.

**Grievance Process:** a formal plan that provides a channel for the adjustment of grievances through discussions at progressively higher levels of authority, culminating in mediation, if necessary.

**In Service:** the time a vehicle begins the route to provide transportation service to the time the route is completed.

**In-Take Clerk/Reservationist:** an individual whose primary responsibility is to accept requests for trips, enter dates on requests, determine eligibility and provide customer service.

**Latent Demand:** demand that is not active (i.e., the potential demand of persons who are not presently in the market for a good or service).

**Limited Access:** the inability of a vehicle, facility or equipment to permit entry or exit to all persons. Lack of accessibility of vehicle, facility or other equipment.

**Load Factor:** the ratio of use to capacity of equipment or a facility during a specified time period.

**Local Government:** an elected and/or appointed public body existing to coordinate, govern, plan, fund, and administer public services within a designated, limited geographic area of the state.

**Local Government Comprehensive Plan:** a plan that meets the requirements of Sections 163.3177 and 163.3178, Florida Statutes.

**(LCB) Local Coordinating Board:** an entity in each designated service area composed of representatives appointed by the official planning agency. Its purpose is to provide assistance to the community transportation coordinator concerning the coordination of transportation disadvantaged services.

**(MIS) Management Information System:** the mechanism that collects and reports key operating and financial information for managers on a continuing and regular basis.

**(MOA) Memorandum of Agreement:** the state contract included in the transportation disadvantaged service plan for transportation disadvantaged services purchased by federal, state, or local government transportation disadvantaged funds. This agreement is between the Commission and the community transportation coordinator and recognizes the community transportation coordinator as being responsible for the arrangement of the

provision of transportation disadvantaged services for a designated service area.

**(MPO) Metropolitan Planning Organization:** the area-wide organization responsible for conducting the continuous, cooperative and comprehensive transportation planning and programming in accordance with the provisions of 23 U.S.C. s. 134, as provided in 23 U.S.C. s. 104(f)(3). Also serves as the official planning agency referred to in Chapter 427, F.S.

**Network type:** describes how a community transportation coordinator provides service, whether as a complete brokerage, partial brokerage, or sole provider.

**Non-coordinated Trip:** a trip provided by an agency, entity, or operator who is in whole or in part subsidized by local, state, or federal funds, and who does not have coordination/operator contract with the community transportation coordinator.

**Nonsponsored Trip:** transportation disadvantaged services that are sponsored in whole by the Transportation Disadvantaged Trust Fund.

**Objective:** specific, measurable conditions that the organization establishes to achieve its goals.

**Off Peak:** a period of day or night during which travel activity is generally low and a minimum of transit service is operated.

**(OPA) Official Planning Agency:** the official body or agency designated by the Commission to fulfill the functions of transportation disadvantaged planning. The Metropolitan Planning Organization shall serve as the planning agency in areas covered by such organizations.

**Operating Cost:** the sum of all expenditures that can be associated with the operation and maintenance of the system during the particular period under consideration.

**Operating Cost per Driver Hour:** operating costs divided by the number of driver hours, a measure of the cost efficiency of delivered service.

**Operating Cost per Passenger Trip:** operating costs divided by the total number of passenger trips, a measure of the efficiency of transporting riders. One of the key indicators of comparative performance of transit properties since it reflects both the efficiency with which service is delivered and the market demand for the service.

**Operating Cost per Vehicle Mile:** operating costs divided by the number of vehicle miles, a measure of the cost efficiency of delivered service.

**Operating Environment:** describes whether the community transportation coordinator provides service in an urban or rural service area.

**Operating Expenses:** sum of all expenses associated with the operation and maintenance of a transportation system.

**Operating Revenues:** all revenues and subsidies utilized by the operator in the provision of transportation services.

**Operating Statistics:** data on various characteristics of operations, including passenger trips, vehicle miles, operating costs, revenues, vehicles, employees, accidents, and roadcalls.

**Operator Contract:** a written contract between the community transportation coordinator and a transportation operator to perform transportation services.

**Organization Type:** describes the structure of a community transportation coordinator, whether it is a private-for-profit, private non-profit, government, quasi-government, or transit agency.

**Paratransit:** elements of public transit that provide service between specific origins and destinations selected by the individual user with such service being provided at a time that is agreed upon between the user and the provider of the service. Paratransit services are provided by sedans, vans, buses, and other vehicles.

**Partial Brokerage:** type of CTC network in which the CTC provides some of the on-street transportation services and contracts with one or more other

transportation operators, including coordination contractors, to provide the other portion of the on-street transportation disadvantaged services, including coordination contractors.

**Passenger Miles:** a measure of service utilization which represents the cumulative sum of the distances ridden by each passenger. This is a duplicated mileage count. For example: If 10 people ride together for 10 miles, there would be 100 passenger miles.

**Passenger Trip:** a unit of service provided each time a passenger enters the vehicle, is transported, then exits the vehicle. Each different destination would constitute a passenger trip. This unit of service is also known as a one-way passenger trip.

**Passenger Trips per Driver Hour:** a performance measure used to evaluate service effectiveness by calculating the total number of passenger trips divided by the number of driver hours.

**Passenger Trips per Vehicle Mile:** a performance measure used to evaluate service effectiveness by calculating the total number of passenger trips divided by the number of vehicle miles.

**Performance Measure:** statistical representation of how well an activity, task, or function is being performed. Usually computed from operating statistics by relating a measure of service output or utilization to a measure of service input or cost.

**Potential TD Population:** (formerly referred to as TD Category I) includes persons with disabilities, senior citizens, low income persons, and high risk or at risk children. These persons are eligible to receive certain governmental and social service agency subsidies for program-related trips.

**Program Trip:** a passenger trip supplied or sponsored by a human service agency for the purpose of transporting clients to and from a program of that agency (e.g., sheltered workshops, congregate dining, and job training).

**Public Transit:** means the transporting of people by conveyances or systems of conveyances traveling on land or water, local or regional in

nature, and available for use by the public. Public transit systems may be governmental or privately owned. Public transit specifically includes those forms of transportation commonly known as paratransit.

**Purchased Transportation:** transportation services provided for an entity by a public or private transportation provider based on a written contract.

(RFB) **Request for Bids:** a competitive procurement process.

(RFP) **Request for Proposals:** a competitive procurement process.

(RFQ) **Request for Qualifications:** a competitive procurement process.

**Reserve Fund:** transportation disadvantaged trust fund monies set aside each budget year to insure adequate cash is available for incoming reimbursement requests when estimated revenues do not materialize.

**Revenue Hours:** total vehicle hours used in providing passenger transportation, excluding deadhead time.

**Revenue Miles:** the total number of paratransit service miles driven while TD passengers are actually riding on the vehicles. This figure should be calculated from first passenger pick-up until the last passenger drop-off, excluding any breaks in actual passenger transport. For example: if 10 passengers rode 10 miles together, there would be 10 revenue miles.

**Ridesharing:** the sharing of a vehicle by clients of two or more agencies, thus allowing for greater cost efficiency and improved vehicle utilization.

**Roadcall:** any in-service interruptions caused by failure of some functionally necessary element of the vehicle, whether the rider is transferred or not. Roadcalls exclude accidents.

**Rule 41-2, F.A.C.:** the rule adopted by the Commission for the Transportation Disadvantaged to implement provisions established in Chapter 427, F.S.

**Scheduler:** a person who prepares an operating schedule for vehicles on the basis of passenger demand, level of service, and other operating elements such as travel times or equipment availability.

**Shuttle:** a transit service that operates on a short route, or in a small geographical area, often as an extension to the service of a longer route.

**Sole Source:** (also referred to as Sole Provider) network type in which the CTC provides all of the transportation disadvantaged services.

**Sponsored Trip:** a passenger trip that is subsidized in part or in whole by a local, state, or federal government funding source (not including monies provided by the TD Trust Fund).

**Standard:** something established by authority, custom, or general consent as a model or example.

**Stretcher Service:** a form of non-emergency paratransit service whereby the rider is transported on a stretcher, litter, gurney, or other device that does not meet the dimensions of a wheelchair as defined in the Americans with Disabilities Act.

**Subscription Service:** a regular and recurring service in which schedules are prearranged, to meet the travel needs of riders who sign up for the service in advance. The service is characterized by the fact that the same passengers are picked up at the same location and time and are transported to the same location, and then returned to the point of origin in the same manner.

**(SSPP) System Safety Program Plan:** a documented organized approach and guide to accomplishing a system safety program set forth in Florida Rule 14-90.

**Total Fleet:** this includes all revenue vehicles held at the end of the fiscal year, including those in storage, emergency contingency, awaiting sale, etc.

**(TQM) Total Quality Management:** a management philosophy utilizing measurable goals and objectives to achieve quality management practices.

**Transportation Alternative:** those specific transportation services that are approved by rule to be acceptable transportation alternatives, and defined in s. 427.018, F. S.

(TD) **Transportation Disadvantaged:** those persons, including children as defined in s. 411.202 F.S., who because of physical or mental disability, income status, or inability to drive due to age or disability are unable to transport themselves or to purchase transportation and have no other form of transportation available. These persons are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, or medically necessary or life-sustaining activities.

**Transportation Disadvantaged Funds:** any local government, state or available federal funds that are for the transportation of the transportation disadvantaged. Such funds may include, but are not limited to, funds for planning, Medicaid transportation, transportation provided pursuant to the ADA, administration of transportation disadvantaged services, operation, procurement and maintenance of vehicles or equipment, and capital investments. Transportation disadvantaged funds do not include funds expended by school districts for the transportation of children to public schools or to receive service as a part of their educational program.

**Transportation Disadvantaged Population:** (formerly referred to as TD Category II) persons, including children, who, because of disability, income status, or inability to drive due to age or disability are unable to transport themselves.

(TDSP) **Transportation Disadvantaged Service Plan:** a three-year implementation plan, with annual updates developed by the CTC and the planning agency which contains the provisions of service delivery in the coordinated transportation system. The plan shall be reviewed and recommended by the local Coordinating Board.

**Transportation Disadvantaged Trust Fund:** a fund administered by the Commission for the Transportation Disadvantaged in which all fees collected for the transportation disadvantaged program shall be deposited. The funds deposited will be appropriated by the legislature to the Commission to carry

out the Commission's responsibilities. Funds that are deposited may be used to subsidize a portion of a transportation disadvantaged person's transportation costs which are not sponsored by an agency.

**Transportation Operator:** a public, private for profit, or private non-profit entity engaged by the community transportation coordinator to provide service to the transportation disadvantaged pursuant to an approved coordinated transportation system transportation disadvantaged service plan.

**Transportation Operator Contract:** the Commission's standard coordination/operator contract between the community transportation coordinator and the transportation operator that outlines the terms and conditions for any services to be performed.

**Trend Analysis:** a common technique used to analyze the performance of an organization over a period of time.

**Trip Priorities:** various methods for restricting or rationing trips.

**Trip Sheet:** a record kept of specific information required by ordinance, rule or operating procedure for a period of time worked by the driver of a public passenger vehicle in demand-response service. Also known as a driver log.

**(UPHC) Unduplicated Passenger Head Count:** the actual number of people that were provided paratransit transportation services, not including personal care attendants, non-paying escorts, or persons provided fixed schedule/fixed route service.

**Unmet Demand:** the number of trips desired but not provided because of insufficient service supply.

**Urbanized Area:** a city (or twin cities) that has a population of 50,000 or more (central city) and surrounding incorporated and unincorporated areas that meet certain criteria of population size of density.

**(USDHHS) U.S. Department of Health and Human Services:** a federal agency regulating health and human services.

**(USDOT) U.S. Department of Transportation:** a federal agency regulating the transportation field.

**Van Pool:** a prearranged ride-sharing service in which a number of people travel together on a regular basis in a van. Van pools are commonly a company-sponsored van that has a regular volunteer driver.

**Vehicle Inventory:** an inventory of vehicles used by the CTC, transportation operators, and coordination contractors for the provision of transportation disadvantaged services.

**Vehicle Miles:** the total distance traveled by revenue vehicles, including both revenue miles and deadhead miles.

**Vehicle Miles per Vehicle:** a performance measure used to evaluate resource utilization and rate of vehicle depreciation, calculated by dividing the number of vehicle miles by the total number of vehicles.

**Vehicles:** number of vehicles owned by the transit agency that are available for use in providing services.

**Volunteers:** individuals who do selected tasks for the community transportation coordinator or its contracted operator, for little or no compensation.

**Will-Calls:** these are trips that are requested on a demand response basis, usually for a return trip. The transportation provider generally knows to expect a request for a will-call trip, but can not schedule the trip in advance because the provider does not know the exact time a passenger will call to request his/her trip.