

# **Executive Summary**

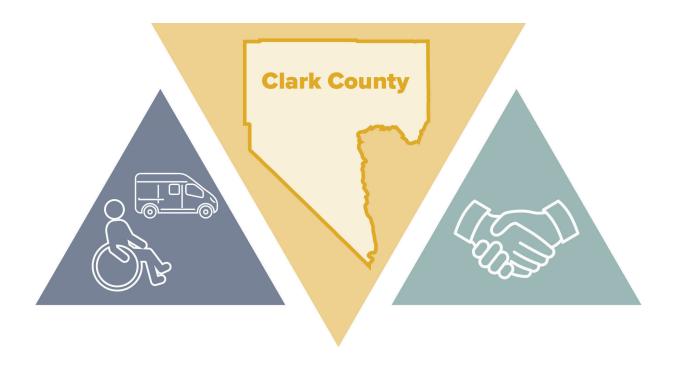
## **INTRODUCTION**

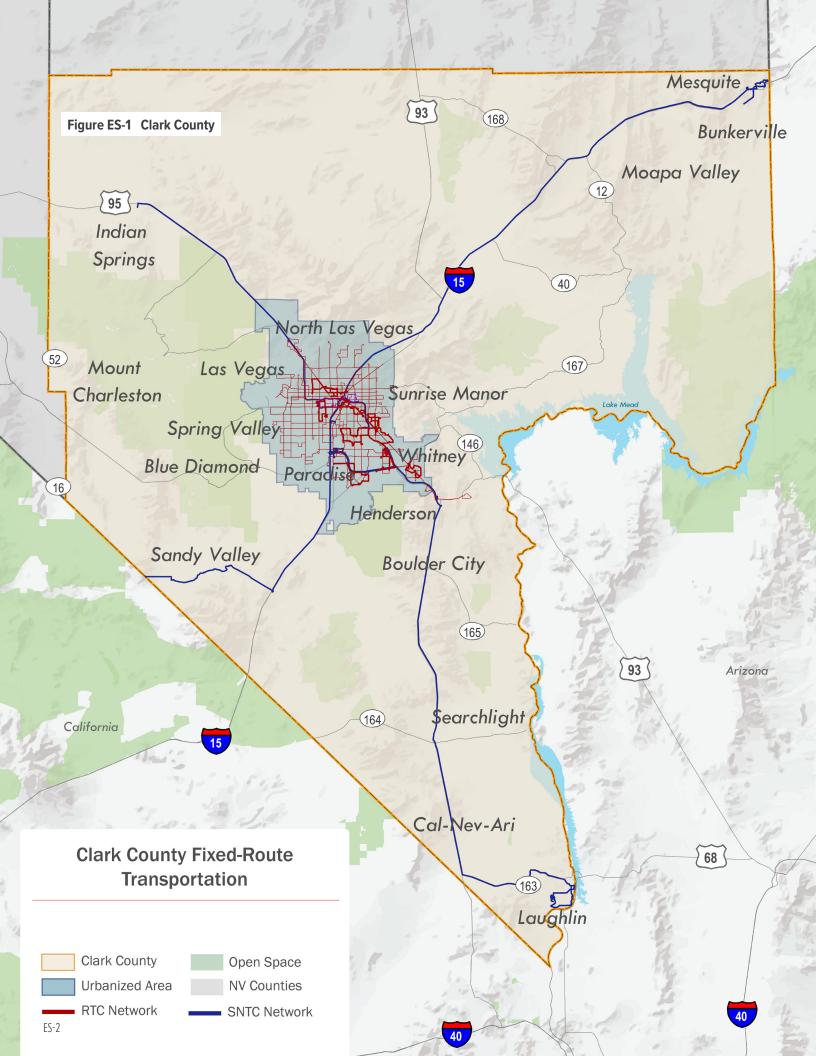
The Southern Nevada Coordinated Public Transit-Human Services Transportation Plan (Coordinated Transportation Plan) aims to enhance mobility for individuals with disabilities, older adults, and people with low incomes.

The plan brings together public, private, and non-profit transportation and human service providers and includes the following elements:

- Inventory of existing transportation services
- Identification of transportation needs, duplication of services, and regional service area gaps
- Assessment of existing and potential funding sources
- · Goals, strategies and an action plan

The Coordinated Plan assesses a spectrum of mobility services, policies, and programs for improving coordinated planning between public transit agencies (Figure ES-1) and human service transportation providers throughout Clark County.







# **GROWING DEMAND**

Since the last Coordinated Plan update, Clark County's population has increased by 9% (Figure ES-2 Clark County Population Factors (2013 and 2017)). Today, a larger portion of seniors live in Clark County. This population group is expected to increase by 8.7% by 2060. The portion of low-income households and persons with disabilities has remained the same since the last Plan update; however, these sub-groups have increased in numbers.

Almost 20% of Clark County households have incomes below \$25,000, which is slightly higher than rate for the state and country. Clark County's low-income population accounts for roughly two-thirds of the County's public transportation trips; however, a majority of low-income workers drive alone.

Clark County's unemployment rate improved by 8.8% since 2013; however, future

projections predict unemployment will resume an upward trend given the economic downturn resulting from the COVID-19 pandemic. Two out of every five workers are in industries that have been impacted by the pandemic, including educational services, healthcare, recreation, accommodation, and food services. Unemployment rates and the pandemic will likely have a continued impact on transportation modes and needs. Social distancing mandates and the unprecedented large-scale adoption of telecommuting across multiple industries have halted travel altogether. Discretionary transit riders are expected to shift away from public mobility options towards private vehicles while transitdependent riders will continue to rely on transit, even as agencies gradually scale back operations.

Figure ES-2 Clark County Population Factors (2013 and 2017)

| Factors                                | 2013      | Percent of Total<br>Population (2013) | 2017      | Percent of Total<br>Population (2017) |
|--|-----------|---------------------------------------|-----------|---------------------------------------|
| Total Population                       | 2,027,868 | _                                     | 2,204,079 | _                                     |
| Persons age 50+                        | 626,611   | 31%                                   | 718,362   | 33%                                   |
| Seniors (65+)                          | 216,595   | 11%                                   | 317,116   | 14%                                   |
| Low-Income (<\$25,000 per HH)          | 150,105   | 21%*                                  | 157,701   | 21%**                                 |
| Persons with Disabilities <sup>+</sup> | 249,201   | 12%                                   | 260,942   | 12%                                   |
| Persons with Medicaid Coverage         | 258,596   | 13%                                   | 431,157   | 20%                                   |

 $<sup>^{</sup>st}$  Based on 710,058 households in 2013.

<sup>\*\*</sup>Based on 749,858 households in 2017.

<sup>&</sup>lt;sup>†</sup> U.S. Census (2018). Disability Characteristics – 2017 American Community Survey 1-Year Estimates and U.S. Census (2018). Disability Characteristics – 2013 American Community Survey 1-Year Estimates. Retrieved from <a href="https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\_17\_1YR\_S1810&prodType=table">https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\_17\_1YR\_S1810&prodType=table</a>



#### **GAPS AND NEEDS**

# **Built Environment Does Not Easily Support Transit Connectivity**

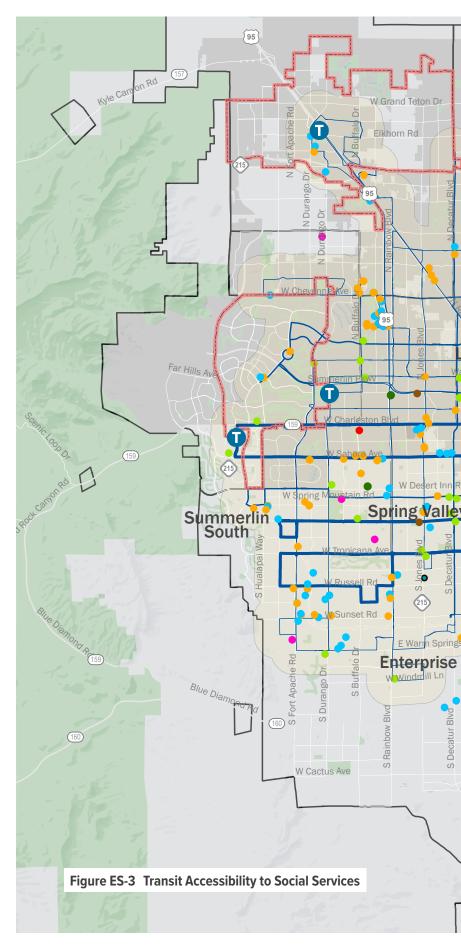
The landscape of Southern Nevada in general makes utilizing public transportation or active transportation modes like walking, rolling, and bicycling difficult. Sidewalks are not fully present everywhere or may be in poor condition, making it difficult to walk or use a mobility device uninterrupted. Long distances between destinations, a lack of street connectivity, and wide roads result in lengthy pedestrian crossing distances. Not all transit stops have benches and shelters; some are simply flag or pole stops. In areas where there are no shelters, it is difficult for vulnerable populations to wait long periods of time for the bus due to extreme temperatures.

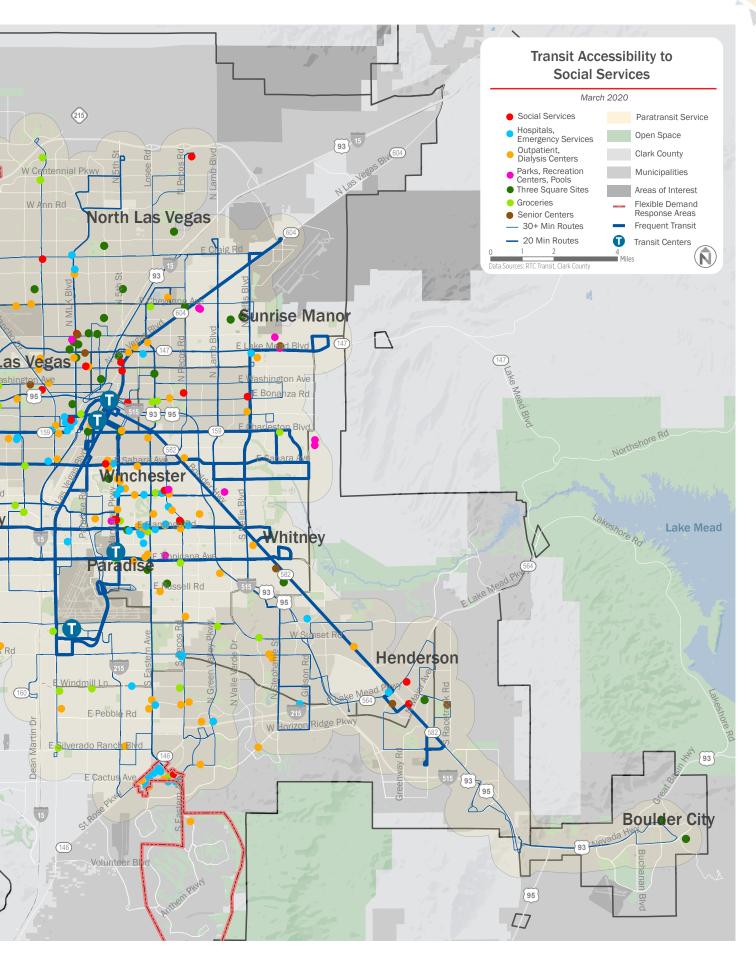
# Inconsistent Access to Social Services

The distribution of specialized services in Southern Nevada is not uniform; specifically, adult day care services (Figure ES-3 Transit Accessibility to Social Services). Grocery stores, outpatient and dialysis centers, and senior centers are generally not well served by fixed-route transit. Some services are concentrated in certain areas of the Las Vegas Valley, making it difficult for people to access them.

# Would-Be Riders and Existing Riders are Discouraged by Duration, Frequency, Safety, and Reliability of the Transit Experience

Infrequent service on some transit routes, long trip times, and concerns over safety and reliability deter some would-be riders from using public transit across Clark County. Additionally, long trips are especially







challenging for transit-dependent parents and caregivers traveling with infants and small children, low-income residents making reverse commutes, youth traveling between school and after-school activities, and people with physical, sensory, and cognitive disabilities.

Additionally, although the urbanized area of the Las Vegas Valley holds a massive majority of Clark County's population, there are towns in outlying areas that are significant distances away. As a result, routes connecting between cities often have long headways and service is infrequent and unreliable. Riders transferring from one service to another often experience long wait times at key transfer points.

### **Shared Demand-Response and On-Demand Services are Limited**

The productivity of shared demand-response services is limited by service hours and eligibility criteria. Many shared demand response services provided throughout Clark County operate a limited schedule several days a week. Specific days and hours of operation can vary by route, though service is typically concentrated in the mornings or afternoons. Service is limited during certain times of the day, which constrains the mobility of populations needing this service. Service is also often limited to riders who meet specific eligibility criteria, such as veteran status or residing in a specific geographic area or housing complex. Additionally, on-demand

services through Lyft, Uber, or Tango are mostly limited to pilot projects.

# New Partnerships Reflect Ongoing Needs in the Region

The proliferation of new partnerships between private, public, and non-profit providers in recent years illustrates a desire for creative solutions to address ongoing transportation challenges across the region. Constrained funding, limited resources, demographics, and the unprecedented COVID-19 health crisis have prompted organizations to share resources, funding, and responsibilities to reduce cost and streamline access for vulnerable populations with unmet needs.

# Funding Shortfalls for Transportation and Human Services Programs

Funding constraints limit the availability of essential services and programs for seniors, people with disabilities, and people with low incomes. The reliance on grants for non-ADA funding also threatens the consistent availability of some programs. These limitations have implications for the affordability and quality of life in Southern Nevada.



### **SUMMARY OF GOALS**

The development of this Plan's recommendations stems from multiple key goals. The goals of the Plan are derived from multiple sources, including:

- Input from the Stakeholder Advisory Committee for this Plan
- Input from over 300 representatives of transportation, health, and human services organizations reached through interviews, roundtables, presentations at partner meetings, and a stakeholder survey
- Review of relevant plans and studies, including the 2015 Coordinated Plan
- Gaps and needs analysis particular to the critical Southern Nevada populations served by this Plan (people with disabilities, older adults, and people with low incomes)

#### Goals

Proposed goals of this plan are as follows:

# Goal 1: Expand Mobility Options and Resources

Continue expanding the capacity of transportation services available to populations of all abilities and means in Southern Nevada.

#### Goal 2: Increase Awareness of Transportation

Regularly educate and inform residents and visitors of all available transportation services and resources through user-friendly and accessible educational tolls.

### Goal 3: Leverage Technology

Explore the use of emerging mobility options to complement existing transportation services.

# Goal 4: Improve Connections to Transit Facilities

Optimize land use and transit, bicycle, and pedestrian facilities to improve the efficiency, accessibility, safety, and quality of first and last mile trips.

## Goal 5: Expand Regional Collaboration

Continue expanding on existing coordination and collaboration efforts between non-profits and government agencies.

### **SUMMARY OF STRATEGIES**

Coordinated Transportation Plan strategies are big picture initiatives that Southern Nevada's transportation and human services providers can implement or facilitate and include:

- **Programs**. Activities and convenings which are related to sharing information and facilitating interested in coordinated transportation.
- Policies. Government principles and actions in support of coordinated transportation.
- **Services.** The direct provision of transportation itself.
- **Infrastructure**. The management, maintenance, development, and procurement of transportation facilities and vehicles.
- **Funding.** Approaches related to financing and programming coordinated transportation.
- Personnel. Human resources for transportation.

Proposed strategies are subject to change in the future based on community needs and available resources, which are evolving as a result of the COVID-19 pandemic. The list in Figure ES-4 on the following page provides a framework for implementing plan goals and may be modified due to potential changes in travel behavior, population and unemployment levels, funding availability, and capacity of transportation and health and human service providers.



| Type Strategy  Establish Formal Statewide Transit Association* Develop and Distribute Consumer-Friendly and Accessible Materials* Establish Mobile Travel Training Program* Provide Transparent and Accessible Section 5310 Information online Develop TNC Ride Assistance Program Develop Single Contact/App/Site for Regionwide Trip Planning, Scheduling, and Payment Broaden Awareness of Community Mobility Fund Advocate for Integration of Transit and Compact Development into New and Redevelopment Planning to Promote Transit Access* Incentivize/Encourage Neighborhood Social Service Centers and Pop-Ups for All People* Expand In-Kind Donations, Awareness, and Distribution of Complimentary and Discounted Transit Passes to Target Populations* Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships Allow TNC Trips as a Medicaid-Eligible Transportation Mode Establish Standards for Purchase of Service Continue to Expand Use of Technology in Paratransit Scheduling and Education* Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters* Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites* Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips Connect Transit Service to Regional and Intercity Hubs Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  |                    | Executive Summary   |  |  |
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| Policies  Expand In-Kind Donations, Awareness, and Distribution of Complimentary and Discounted Transit Passes to Target Populations*  Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships Allow TNC Trips as a Medicaid-Eligible Transportation Mode  Establish Standards for Purchase of Service  Continue to Expand Use of Technology in Paratransit Scheduling and Education*  Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*  Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites*  Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Services  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule  Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology*  Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand  |                    |   |  |  |
| Policies Passes to Target Populations* Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships Allow TNC Trips as a Medicaid-Eligible Transportation Mode Establish Standards for Purchase of Service Continue to Expand Use of Technology in Paratransit Scheduling and Education* Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters* Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites* Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Services Connect Transit Service to Regional and Intercity Hubs Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements* Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops* Leverage GIS Tools to Map ADA Accessible Paths Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Funding  Personnel Personnel  Personnel Finding Alternative Revenue Sources for Transit Capital and Operations Establish Regional Mobility Managers* Share Support Services Across Multiple Agencies and Organizations* Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit* Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Incentivize/Encourage Neighborhood Social Service Centers and Pop-Ups for All People*             |  |  |
| Allow TNC Trips as a Medicaid-Eligible Transportation Mode Establish Standards for Purchase of Service  Continue to Expand Use of Technology in Paratransit Scheduling and Education* Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters* Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites* Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Connect Transit Service to Regional and Intercity Hubs Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements* Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers* Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition Explore Options to Expand Demand-Response Dispatch Staffing   | Policies           |   |  |  |
| Establish Standards for Purchase of Service  Continue to Expand Use of Technology in Paratransit Scheduling and Education*  Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*  Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites*  Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule  Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology*  Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    | Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships |  |  |
| Continue to Expand Use of Technology in Paratransit Scheduling and Education*  Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*  Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites*  Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule  Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology*  Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Allow TNC Trips as a Medicaid-Eligible Transportation Mode  |  |  |
| Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters* Explore Expanding Services to Connect People in "Food Deserts" to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites* Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Funding  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    |   |  |  |
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| Food Pantries, and Congregate Meal Sites* Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology*  Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*        |  |  |
| Services  Connect Transit Service to Regional and Intercity Hubs  Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    |   |  |  |
| Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Funding  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    | Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips                             |  |  |
| Response Routes  Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops* Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers* Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   | Services           | Connect Transit Service to Regional and Intercity Hubs  |  |  |
| Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators  Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    |   |  |  |
| Operators Improve Transit Navigation for People with Disabilities Through the Use of Technology* Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    | Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule     |  |  |
| Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*  Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    |   |  |  |
| Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    | Improve Transit Navigation for People with Disabilities Through the Use of Technology*            |  |  |
| Conditions on Sidewalks and at Bus Stops*  Leverage GIS Tools to Map ADA Accessible Paths  Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*  Coordinated Funding and Related Policies*  Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   | Infrastructure     | Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*    |  |  |
| Funding  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    |   |  |  |
| Funding  Coordinated Funding and Related Policies* Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  |                    | Leverage GIS Tools to Map ADA Accessible Paths  |  |  |
| Identify Alternative Revenue Sources for Transit Capital and Operations  Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*          |  |  |
| Establish Regional Mobility Managers*  Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing  | Funding            | Coordinated Funding and Related Policies*   |  |  |
| Share Support Services Across Multiple Agencies and Organizations*  Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Identify Alternative Revenue Sources for Transit Capital and Operations                           |  |  |
| Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   | Personnel          | Establish Regional Mobility Managers*   |  |  |
| Personnel  Training the General Public to Ride on Fixed-Route Transit*  Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition  Explore Options to Expand Demand-Response Dispatch Staffing   |                    | Share Support Services Across Multiple Agencies and Organizations*                                |  |  |
| Explore Options to Expand Demand-Response Dispatch Staffing  |                    |   |  |  |
|  |                    | Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition                         |  |  |
| Increase Custodial, Security, and Ambassador Staffing at Bus Stops   |                    | Explore Options to Expand Demand-Response Dispatch Staffing                                       |  |  |
|  |                    | Increase Custodial, Security, and Ambassador Staffing at Bus Stops                                |  |  |

<sup>\*</sup> Priority strategy identified by the Plan's Stakeholder Advisory Committee

