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# Will County Coordinated Paratransit Study Final Report



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consulting associates

In association with:  
RLS and Associates



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# Executive Summary

## Introduction

### Study Purpose

Will County, together with the Regional Transportation Authority (RTA), has undertaken a Paratransit Coordination Study, the focus of which was to develop a blueprint for the coordination of community transportation services and a mobility management program for Will County.

### Project Team

The project was conducted by the team of Nelson\Nygaard Consulting Associates and RLS & Associates, under contract to Will County.

### Key Definitions

Prior to summarizing the findings and the recommendations of the project, it is important to clarify the definitions of three frequently-used phrases:

- **Community Transportation:** Any public transportation service or human service agency transportation service or program, whether it be provided by a public or private entity, that *focuses* on transportation for older adults, persons with disabilities and/or persons with low income.
- **Coordination of Community Transportation:** Ways in which organizations can work together to share information and resources in providing transportation to those populations which rely on community transportation services. In this context, the goal of coordination is to better utilize funding that currently supports community transportation services in the region and to leverage additional funding to expand current services and/or introduce new mobility options for these populations.
- **Mobility Management.** This is a program that will support the above goal. Will County's Mobility Management Program will thus be the coordination strategies that Will County and its stakeholders wish to pursue. The strategies are often categorized into:
  1. Coordination strategies that directly focus on the customer, i.e., those coordination strategies that directly improve the mobility of the populations that rely on community transportation services; and,
  2. Coordination strategies that directly focus on improving efficiency for the community transportation providers (i.e., as described above) by coordinating information and services. The goal is to translate that improved efficiency into additional service to keep up with a growing demand and/or expand service to new areas or destinations, new days or times, new trip purposes, and/or a higher level of service.

## Coordination Truisms

Prior to summarizing the finding, it is also appropriate to emphasize some coordination truisms that have shaped coordination efforts and mobility management programs elsewhere in the RTA region and indeed across the U.S.:

- There are many different ways to coordinate information and services, ranging from the very simple to the very complex. All are beneficial and require trust.
- To generate that trust and to maximize participation, coordination requires an inclusive process.
- Coordination requires a champion – a point person, an organization, or a group – that wants to make coordination succeed. It is very difficult to implement and sustain such efforts without that champion.

## Scope of Work

The scope of work for this Paratransit Coordination project focused on:

- Developing an inventory of community transportation services available to Will County residents, building on the inventory that was developed in the RTA's regional coordination study in 2007;
- Identifying where the three target populations lived, where they needed to go, and when they needed to travel;
- Comparing the inventory with these needs to identify unmet needs, gaps in the system, and service redundancies;
- Developing coordination strategies and an implementation framework to implement those strategies in place in order to address those needs, gaps, and redundancies; and,
- Developing service and business plans for selected high-priority strategies.

## Steering Committee and Stakeholder Outreach

To assist Will County staff in guiding the project, its findings, and its recommendations, a Project Steering Committee of stakeholders was established. Members of the Committee included representatives from local townships and municipalities (some of whom directly funded or operated Dial-A-Ride services), representatives from human service agencies with transportation operations, representatives from advocacy organizations, and representatives from both Pace and the RTA.

In developing the inventory, project team staff met with most of the public and private entities involved in community transportation and public transportation. Additional meetings with key stakeholders were held to help shape recommendations.

At various points throughout the study, findings and recommendations were made available to the public on the Will County website. Near the close of the project, the team made a presentation to the Will County Mayors and Township Supervisors group.

## Summary Findings

### Inventory of Transportation Services

Because of the more detailed approach and follow-up as compared to the 2007 RTA Study efforts, far more community transportation services in Will County were identified.

These were categorized into:

- ADA Paratransit and Dial-A-Ride (DAR) Services – In addition to Pace’s ADA Paratransit service, 11 different Dial-A-Ride services were identified. Of these, five DAR services are available to the general public (residents of the sponsoring municipalities), two are available only to seniors, and four are available to seniors and persons with disabilities. And, while two of the DAR services include multiple townships and municipalities, the other nine are specific to one township or municipality.
- Medical Transportation Services – There are five services that provide for non-emergency medical transportation only. Two of these are state programs: Medicaid and the Department of Healthcare and Family Services. Two others are services available only to patients of Provena Saint Joseph Medical Center and Silver Cross Hospitals. The Veterans Assistance Commission of Will County provides non-emergency medical transportation to veterans for Will County.
- Transportation Services for Persons with Developmental Disabilities – There are four private human service agencies that provide services to persons with developmental disabilities. Transportation for clients are provided often from agency residences to the agencies for training and to worksites. The four agencies are Cornerstone Services, Individual Advocacy Group, SouthSTAR Services, and Trinity Services.
- Other Human Service Agency Transportation Services/Programs – There are nine other human service agencies that provide client transportation. One, Catholic Charities in Joliet, provides transportation for seniors and persons with low income. Helping Hand Rehabilitation Center, South Suburban Recreation Association, and United Cerebral Palsy of Will County provide transportation services for persons with disabilities. Three others, the Illinois Department of Human Services, the Workforce Investment Board of Will County, and Guardian Angel Community Services, provide transportation services for persons with low income. Two nursing homes, Beecher Manor Nursing and Sunny Hill Nursing Home, sponsor client transportation through private services.

One of the products of this project was the development of Directory of Community Transportation Services. This is found in Appendix C.

### Existing Instances of Coordination

Recognizing that coordination can help improve cost efficiency, and in some cases improve service quality as well, organizations have initiated coordination in several ways. These include several Will County entities utilizing (i.e., purchasing service from) an existing operator:

- Several municipalities in Western Will County have entered into sponsorship agreements with Pace to have their DAR services coordinated through and operated by Pace’s local contractor, First Transit. In these instances, requests for ADA paratransit trips and DAR trips go through the same call center, and compatible trips are co-mingled on the same vehicles.

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- Southland Senior Services DAR serves as a carrier for Medicaid, United Cerebral Palsy, and several municipalities/townships in Eastern Will County.
- Rich Township DAR serves as a carrier for both the Villages of Park Forest and University Park and for Medicaid.
- The Frankfort Township DAR service and the Southland Senior Services DAR sometimes transfer or otherwise coordinate trips going to/from Cook County with the Rich Township DAR.
- Several public agencies and hospitals utilize TeleCab, Will County's largest taxi company, through third-party billing or user-side subsidy voucher programs.

Some of the organizations above have succeeded in other coordination efforts. For example,

- Several townships and municipalities work with Pace to co-sponsor DAR Services;
- Pace, the Northeastern Illinois Area Agency on Aging, and several municipalities co-sponsor Southland Senior Services' paratransit operation in Eastern Will;
- Trinity Services leases vehicles through Pace's Advantage Vanpool program; and,
- Some operators share information about available transportation services and provide referrals.

## Unmet Needs

Despite all the services and the coordination thereof, which go a long way to addressing transportation needs of seniors, persons with disabilities, and persons with low income, the mobility of these three populations is still limited in Will County. This is because:

- These individuals do not know about all of these services. For those that do, understanding how to access and/or navigate these services can be challenging.
- Many of these services have limited service areas. Needed destinations are beyond service area boundaries and are therefore out-of-reach.
- Many of these services have limited service hours. One DAR service operates only two days per week; most of the other services operate only during weekday business hours. There is only limited or no service on weekday evenings and weekends. As a result, many cannot access evening or early morning jobs, get to school, or training, or attend essential services offered during the evenings. Further, many cannot visit family and friends or get to religious services or functions held during weekend days and on weekday evenings.
- Many of these services limit eligibility, destinations, and/or trip purposes.
- Commercially-available transportation services, available on a private for-pay basis, are unaffordable for many.
- Service providers don't have the funding to expand to address these unmet needs.

## Development and Phasing of Strategies

Thus, the situation in Will County is not that agencies are not coordinating; indeed, there is much more coordination of community transportation services than was reported in previous studies. Rather, there is much that can be done to improve service through even more coordination, especially given the increasing demands on limited resources and the yet-to-be-realized opportunities. Consequently, the project developed a series of coordination strategies designed to build on current successes.

The development of these strategies utilized input from the Steering Committee members and from various providers and stakeholders. The project team also drew on their knowledge of national best practices and examples. These were then categorized into three phases, reflecting increasing amounts of coordination and complexity.

**Figure ES-1 Phased Coordination Strategies for Will County**

| Phase                            | For the Customer   | For the Service Provider  |
|----------------------------------|--|---|
| Phase 1<br>July – Dec.<br>2010   | <ul style="list-style-type: none"> <li>• Creation dissemination of centralized directory</li> <li>• One-stop access for information</li> </ul>   | <ul style="list-style-type: none"> <li>• Facilitation of shared policies and practices (e.g., grant applications, vehicle specifications, training curriculum)</li> </ul>   |
| Phase 2<br>Jan. – June<br>2011   | <ul style="list-style-type: none"> <li>• Referrals and rudimentary trip planning</li> <li>• Local user-side travel vouchers or taxi subsidy programs</li> <li>• Fare and/or mileage reimbursement</li> </ul> | <ul style="list-style-type: none"> <li>• Local sharing of support staff and resources</li> <li>• Joint purchasing of fuel, maintenance, insurance, vehicles, software/hardware, etc.</li> <li>• Centralization of resources (e.g., back-up drivers, volunteer drivers, escorts, bus buddies)</li> <li>• Co-sponsorship of local operations</li> </ul> |
| Phase 3<br>June 2011 -<br>Onward | <ul style="list-style-type: none"> <li>• Enhanced trip planning</li> <li>• One-stop for requesting trips</li> <li>• Trip boards for unsponsored trips</li> </ul>   | <ul style="list-style-type: none"> <li>• Trip swapping</li> <li>• Seat filling/coordinating schedules</li> <li>• Purchasing service from another provider</li> <li>• Consolidation of call center functions</li> <li>• Consolidation of operations</li> </ul>   |

As shown above, there are certain coordination strategies that directly focus on the customer and strategies that directly focus on improving efficiency for the community transportation providers. The goal of the latter set is to translate gained efficiencies into additional/expanded service. Thus, the ultimate goal in both cases is to improve mobility.

- **Phase 1 strategies (July –December 2010)** fall along the critical path to implementing more advanced strategies, and are focused on sharing information and building partnerships. For example, these strategies would initially focus on disseminating the directory (which may include making it available on the Will County website), and facilitating the sharing of information about – and creating a repository for – vehicle

specifications, operating practices and policies, driver training curriculum, and other resource information. It is also suggested that a group approach to grant applications be adopted.

- **Phase 2 strategies (January – June 2011)** build on the Phase 1 strategies and introduce new local coordinated services and coordination efforts that also focus on building partnerships with RTA. For example, Will County might staff an information and referral helpline, providing rudimentary trip planning assistance for community transportation service customers. New services that might be implemented include a travel voucher and/or taxi subsidy program, noting that an infusion of accessible taxis should go hand-in-hand with the latter. For service providers, coordination strategies might include sharing support staff/resources; joint purchasing of fuel, maintenance, and insurance; and centralizing resources (such as back-up drivers, volunteer drivers/escorts/bus buddies).
- **Phase 3 strategies (July 2011 onward)** build on the Phase 1 and 2 coordination efforts, expand upon the co-mingling of compatible trips sponsored by different funding sources, and ultimately can involve better coordination of regional services and travel. These strategies are typically more complex and require a longer lead time to implement. For the customer, these strategies include establishing enhanced trip planning and a one-stop access point for trip reservations. For the service providers, these Phase 3 strategies include consolidating call center functions for the county.

## **Two Key Steps: Establishing a Paratransit Coordinating Council and Mobility Manager**

Prior to prioritizing and undertaking any of these strategies, there are two very important, if not critical steps Will County needs to take. The first is the formation of a Will County Paratransit Coordinating Council to help determine the County's which strategies should be included in Will County's Mobility Management. The second is the designation or hiring of a Mobility Manager to help lead the efforts and staff the Paratransit Coordinating Council.

The Will County Paratransit Coordinating Council should be composed of representatives from community transportation service providers, advocacy agencies that understand the needs of the target populations, and paratransit consumers. The on-going role of the Will County Paratransit Coordinating Council will be to:

- Foster, organize, and guide coordination efforts in the County;
- Provide feedback to state, regional, and county agencies and organizations that fund/purchase community transportation services; and,
- Seek grants to further the coordination and improvement of community transportation in Will County.

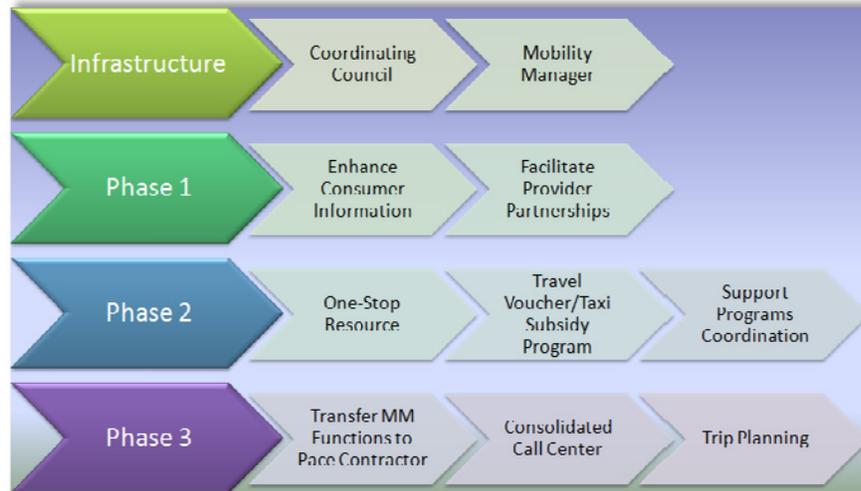
The ongoing role of the Mobility Manager will be to:

- Serve as administrative staff and as a technical resource for the Paratransit Coordinating Council;
- Assist the Paratransit Coordinating Council in developing and implementing the Mobility Management Program in Will County;
- Serve as the communication lead for the Council;
- Perform grant-writing services;

- Track the results and evaluate the coordination efforts; and,
- Work with mobility managers from other regions.

It is envisioned that Will County would initially designate or hire a Mobility Manager. In consultation with Pace, Will County could later transfer this responsibility to a Pace contractor, or retain these mobility management functions as a County function.

**Figure ES-2 Summary: Phased Implementation Strategies**



## Business Plans

In the last chapter of the report, costs and task-by-task implementation timelines are developed for (1) the formation of the Paratransit Coordinating Council, (2) the hiring of a Mobility Manager, and (3) tasks associated with each of the three phases of the Mobility Management Program. Approximate timelines are mentioned above. Cost estimates are summarized in the figure below.

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**Figure ES-3 Projected Implementation Costs**

| Account Detail                             | FY<br>2011 | FY<br>2012 | FY<br>2013 | FY<br>2014 | FY<br>2015 |
|--|------------|------------|------------|------------|------------|
| <b>Expenses</b>                            |            |            |            |            |            |
| <b>Salaries &amp; Wages</b>                |            |            |            |            |            |
| <b>Will County Mobility Management</b>     |            |            |            |            |            |
| Mobility Management                        | \$35,000   | \$ -       | \$ -       | \$ -       | \$ -       |
| Customer Service Support                   | \$6,000    | \$ -       | \$ -       | \$ -       | \$ -       |
| <b>Fringe Benefits</b>                     |            |            |            |            |            |
| Consolidated Fringes                       | \$20,520   | \$ -       | \$ -       | \$ -       | \$ -       |
| <b>Professional Services</b>               |            |            |            |            |            |
| Web development fees                       | \$8,000    | \$ -       | \$ -       | \$ -       | \$ -       |
| <b>Utilities</b>                           |            |            |            |            |            |
| Telephone                                  | \$2,000    | \$ -       | \$ -       | \$ -       | \$ -       |
| <b>Purchased Transportation Services</b>   |            |            |            |            |            |
| <i>Consolidated Call Center Operations</i> |            |            |            |            |            |
| Low Estimate                               | \$ -       | \$368,469  | \$431,184  | \$475,610  | \$520,660  |
| High Estimate                              | \$ -       | \$387,382  | \$450,253  | \$494,835  | \$540,041  |
| <b>Miscellaneous Expenses</b>              |            |            |            |            |            |
| Printing & Mailing                         | \$250      | \$ -       | \$ -       | \$ -       | \$ -       |
| Promotional Expenses                       | \$500      | \$ -       | \$ -       | \$ -       | \$ -       |
| Coordination Summit Expenses               | \$300      | \$ -       | \$ -       | \$ -       | \$ -       |
| <b>Subtotal: Expenses</b>                  |            |            |            |            |            |
| Low Estimate                               | \$72,570   | \$368,469  | \$431,184  | \$475,610  | \$520,660  |
| High Estimate                              | \$72,570   | \$387,382  | \$450,253  | \$494,835  | \$540,041  |
| <b>Revenues</b>                            |            |            |            |            |            |
| <b>Will County</b>                         |            |            |            |            |            |
| Low Estimate                               | \$72,570   | \$73,694   | \$86,237   |            |            |
| High Estimate                              | \$72,570   | \$77,476   | \$90,051   |            |            |
| <b>New Freedom</b>                         |            |            |            |            |            |
| Low Estimate                               | \$ -       | \$294,775  | \$344,947  |            |            |
| High Estimate                              | \$ -       | \$309,906  | \$360,202  |            |            |
| <b>Pace</b>                                |            |            |            |            |            |
| Low Estimate                               | \$ -       | \$ -       | \$ -       | \$475,610  | \$520,660  |
| High Estimate                              | \$ -       | \$ -       | \$ -       | \$494,835  | \$540,041  |
| <b>Subtotal: Revenues</b>                  |            |            |            |            |            |
| Low Estimate                               | \$72,570   | \$368,468  | \$431,183  | \$475,610  | \$520,660  |
| High Estimate                              | \$72,570   | \$387,382  | \$450,253  | \$494,835  | \$540,041  |

# Chapter 1. Introduction and Background

Will County is one of the fastest growing counties in Illinois. Its rapidly expanding population has the potential to strain its existing transportation facilities and resources at a time when its population is growing older and is in need of more mobility options. The objective of this Coordinated Paratransit Plan is to develop service and business plans for mobility management and other high-priority coordination strategies designed to improve the mobility of older adults, persons with disabilities, and persons with low income. Accordingly, this plan focuses on identifying (1) the public transportation and community transportation services that exist within the region; (2) the needs of the three population groups that use these services, and those needs that are unmet; (3) coordination strategies to address those unmet needs; and (4) a service and business plan that will serve as a guide to implement preferred strategies.

Ultimately, the goal is to better utilize funding that currently supports community transportation services in the region and to leverage additional funding to expand services and/or introduce new mobility options for these transit-dependent populations. For the purpose of this project, we are defining “community transportation services” as public, private non-profit, and private for-profit transportation services that focus on the three target population groups above.

## Plan Organization

This report is composed of ten chapters:

**Chapter 1: Introduction and Background** presents an overview of the project and how the plan is organized.

**Chapter 2: Methodology and Approach** summarizes the steps taken and the methodologies used to prepare the Coordinated Paratransit Plan. It provides a description of the process, from initial contact through Final Plan. This chapter also includes key sources of information, from lists of involved stakeholders to public transportation planning documents.

**Chapter 3: Overview of Will County** includes a profile comprised of narratives and maps of Will County that gives a framework and context to the discussion of public and community transportation services in the county (presented in Chapter 4) and the more detailed look at demographic profiles of the three target populations (presented in Chapter 5).

**Chapter 4: Inventory of Public Transit, Other Public Transportation, and Community Transportation Services** documents the array of public and community transportation services that exist in the county.

- The chapter begins with summaries of regional public transit services. Summaries are provided for regional rail and regional bus services. These services include publicly operated fixed-route services (bus and rail) provided by the RTA and Pace.
- A brief discussion of other public transportation services follows, including taxis and private for-hire vehicles.
- A section on community transportation services follows, including ADA Paratransit, municipal-based Dial-A-Ride services; Medicaid non-emergency medical transportation, transportation for persons with developmental disabilities, Pace’s Advantage Vanpool program; and other human service agency transportation services. One-page descriptions of the agency services appear at the end of Chapter 4.

- Chapter 4 concludes with a discussion of existing coordination efforts, noting where service redundancies appear to be present.

**Chapter 5: Demographic Profile of the Target Populations** includes a demographic profile of older adults, persons with disabilities, and persons with low income in Will County. This information establishes the framework for better understanding the local characteristics of Will County, with a focus on the three target population groups. The maps presented serve as the “origin” analysis for this report.

**Chapter 6: Major Destinations and Activity Centers** documents the major destinations for the three population groups. The discussion is sorted into the following categories: senior centers and adult day centers; human service agencies; hospitals, medical centers and dialysis facilities; retail centers; and colleges and universities. Some of these destinations lie outside the county boundaries. This chapter also includes maps of major employers and employment density in the county.

**Chapter 7: Service Gaps, Redundancies, and Unmet Need** presents the findings from comparing the supply of public transit and community transportation (from Chapter 4) with the origins and destinations (from Chapters 5 and 6) of the target populations. This analysis also takes into account perceptions of unmet need as reported in previous planning studies, and as expressed by the Steering Committee, interviewed stakeholders, and survey respondents.

**Chapter 8: Alternative and Prioritized Models and Strategies** identifies strategies that are applicable to Will County to address the gaps and shortcomings identified in Chapter 7. These strategies are grouped by category, and are presented as descriptions of the general strategy, prospective benefits, and potential obstacles and challenges (including implementation issues).

**Chapter 9: Implementation Framework** includes a description of the overall structure necessary to carry out strategies identified in Chapter 8. The model includes a county-wide coordinating council and mobility manager, and the chapter continues by categorizing recommendations by level of coordination necessary to carry them out. A phased approach is recommended, and an illustrative timeline is included.

**Chapter 10: Business Plan for Coordination Model** includes a financial plan (estimated costs and revenues as well as revenue sources), a marketing plan, and an implementation plan for strategies discussed in Chapters 8 and 9.

The Appendices include the following:

- **Appendix A:** Stakeholder Interview Guide and Survey Instrument
- **Appendix B:** Overview of Transportation Funding Programs
- **Appendix C:** Directory of Community Transportation Programs in Will County
- **Appendix D:** Draft Mission Statement and Memorandum of Understanding for Paratransit Coordinating Council
- **Appendix E:** Draft By-laws of Paratransit Coordinating Council

## Coordination Planning in the Region

Will County was part of a coordination study conducted in 2007 that covered the seven-county Chicago metropolitan region, including Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties. The Regional Transportation Authority hired consultants to complete a coordination planning effort to identify and recommend regional and local strategies that would encourage the

WILL COUNTY, ILLINOIS

most effective use of available community transportation services to enhance mobility for older adults, persons with disabilities, and persons with low income. This planning effort, known as *Connecting Communities through Coordination*, constituted the region's response to SAFETEA-LU coordinated planning requirements. The study built upon the existing coordination plans in the region that had been developed or were in the process of being developed.

The three major products of this effort included: (1) a transportation needs assessment for older adults, persons with disabilities, and persons with low income in the study area; (2) a menu and assessment of locally-appropriate coordination and mobility strategies to address the unmet needs of those three target populations; and (3) a revamped process whereby project proposals requesting pertinent FTA funding are elicited, evaluated, and (for those selected) funded. The plan also benefited from a comprehensive public participation effort that included establishing and meeting with a Project Advisory Committee, interviewing stakeholder organizations throughout the region (including Will County), conducting county-based workshops and themed focus groups; issuing periodic press releases, and establishing a dedicated project website that providing opportunities for comment on interim and final documents.

## **Plan Importance**

As the population in Will County continues to increase, providing viable travel options is critical to meeting the growing need. Supporting community transportation providers as well as Will County's paratransit service can strengthen an important link in the county's transportation network.

Coordinated services elsewhere in Illinois and across the U.S. have demonstrated how funding that is already utilized to operate or purchase community transportation services can be put to more effective use. By improving efficiency and reducing service redundancies, coordination ultimately will enable community transportation providers in Will County to meet more of the growing demand and address more of the unmet need. The implementation of coordination strategies in Will County should also result in expanded mobility options for these three population groups.



## Chapter 2. Methodology and Approach

This chapter describes the steps that were undertaken to develop these elements of the Will County Coordinated Paratransit Plan.

### Public Input and Involvement

At the project's outset, a Steering Committee was formed to offer additional direction, facilitate access to stakeholders, and provide a reality check for the Project Team's findings. The members of the Steering Committee are listed in Figure 2-1. This committee met five to six times during the course of the project.

To get the "lay of the land" and to ensure a clear perspective on service delivery of community transportation services, funding availability, and key issues of concern, interviews were conducted with regional stakeholders and stakeholders representing transportation providers, human service agencies, and advocacy organizations reflecting each of the three target populations. A list of stakeholders interviewed and a summary of these conversations is included in Appendix A.

Through the Steering Committee and through local stakeholder interviews, the Project Team sought stakeholder opinions in the following areas:

- Transportation needs;
- Adequacy of existing resources to meet transit needs;
- Perceived benefits of coordination;
- Obstacles/barriers to the implementation of local coordination;
- Existing tools employed by local coordination initiatives;
- Additional tools required by local officials to increase coordination;
- Strengths, weaknesses and opportunities in current policies and practices with respect to coordination; and,
- Strategies and recommendations.

**Figure 2-1 Project Steering Committee**

| First Name | Last Name  | Title   | Company/Organization                      |
|------------|------------|---|---|
| JoAnne     | Alexander  | Executive Director  | Southland Senior Services                 |
| Kristen    | Anderson   | Transportation Planning Analyst   | METRA representative                      |
| Judy       | Batusich   | Supervisor  | Lockport Township Supervisor              |
| Christine  | Book       | Outreach Liaison  | Will-Grundy Center for Independent Living |
| Janelle    | Brown      | Project Manager, Special Programs   | RTA                                       |
| Noe        | Gallardo   | Community Specialist, Community Affairs                                     | METRA representative                      |
| Chad       | Garland    | Director of Employment Services   | CornerStone Services, Inc.                |
| Tom        | Groeninger | Regional Mgr. Paratransit/Vanpool   | Pace                                      |
| Pam        | Heavens    | Executive Director  | Will-Grundy Center for Independent Living |
| James      | Hogan      | President/CEO   | CornerStone Services, Inc.                |
| James      | Holland    | Mayor   | Village of Frankfort                      |
| Bob        | Howard     | Supervisor  | Washington Township Supervisor            |
| Kendall    | Jackson    | Planning Director   | City of Joliet Designee                   |
| Angela     | Keating    | Manager of Outreach and Quality Services,<br>Employment Services Department | CornerStone Services, Inc.                |
| April      | Koos       | Community Relations Representative  | Pace                                      |
| David      | Kralik     | Department Head, Long Range Planning  | METRA Capital and Strategic Planning      |
| Monica     | McMillen   | Administrative Assistant  | Plainfield Township                       |
| Jim        | Moustis    | Board Chairman & Frankfort Twp Supervisor                                   | Will County Board                         |
| Hugh       | O'Hara     | Transportation Liaison  | Will County Governmental League Designee  |
| Nick       | Palmer     | Deputy Chief of Staff   | Will County Executive Designee            |
| Pat        | Peters     | Transportation Director   | Rich Township                             |
| Paul       | Rafac      | Finance Director  | Will County                               |
| Val        | Rand       | Local Businessman & Activist  | Rands Hallmark                            |
| JD         | Ross       | Will County Rep on RTA Board  | RTA Board Member                          |
| Diane      | Seiler     | Board Member  | Will County Board                         |
| Sandy      | Simmons    | Executive Assistant/Disability Liaison                                      | Will County                               |
| Lorraine   | Snorden    | Manager, Planning Services Department                                       | Pace                                      |
| Dan        | Strick     | Executive Director  | SouthStar Services                        |
| Larry      | Walsh      | County Executive  | Will County Executive                     |
| Sally Anne | Williams   | Regional Manager, Paratransit   | Pace                                      |

## Data Collection

### **Demographic Profiles**

Demographic profiles of the county were prepared using data from the US Census data and Will County. This step established the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan. This information also serves as a surrogate for trip origins. The demographic profile is incorporated in Chapters 3 and 5 of this report.

Chapter 3 presents an overview and profile of the subregion, and Chapter 5 presents more detailed data on each target population by Census tract. To summarize the data, demographic information was shown at a larger geographic level.

### **Inventory of Public Transit and Community Transportation Services**

This step involved documenting the range of public transit and human service transportation services that currently exist in the county. An inventory of available services and levels and sources of funding was available in large part from the RTA 2007 Coordinated Plan. Using this data as a base, the project team updated and expanded the inventory and associated information.

The stakeholder interviews, literature review, and references were also important pieces of the data gathering efforts. The stakeholder interview guide and summaries of interviews are presented in Appendix A.

### **Current Transportation Patterns**

To assess existing transportation needs, data on trip origins and destinations was collected and mapped. As described above, demographic data was used as a surrogate for trip origins. To identify destinations, employment information from the Census and from the region's Workforce Investment Board was accessed and mapped. Other major origins and destinations for the three subpopulations were identified using ADA paratransit trip data, data from CMAP, survey data, and internet searches.

## Needs Assessment

The needs assessment provides the basis for recognizing where and how service for the three population groups needs to be improved. Using the data collected in the preceding steps, existing services were compared with major travel patterns of these population groups. Duplications, overlaps and gaps in service were pinpointed. Instances of service redundancy were ranked in terms of opportunity level for coordination, and service gaps were ranked in terms of severity of need. Rankings were then reviewed by the Steering Committee and the public via the community forum and public hearing.

## Strategy Identification, Prioritization, and Final Plan

A major goal of the study is to improve the coordination of community transportation services in Will County and otherwise identify other innovative mobility improvement strategies to enhance transportation services to older adults, persons with disabilities and persons with low income. From a nationwide inventory of best practice examples, the project team developed a menu of

locally-appropriate coordination options, or a “coordination continuum,” which included alternatives ranging from simple to complex:

- **Coordination of information**– the simplest form of partnerships where participants work together to create shared policies, publications, or information.
- **Coordination of support services and joint purchasing** – a more involved relationship using common providers of fuel, training, maintenance, insurance, software, or other non-capital expenses.
- **Coordination of resources** – more intense linkages that include joint vehicle purchase, shared drivers, or joint programs such as taxi subsidies.
- **Coordination of purchase of services** – the most sophisticated partnership form with strong, formal linkages among partners, including agencies purchasing services from each other or a common provider, or jointly sponsoring a one-stop call center.

For each coordination strategy recommended, the project team offered a description; a list of likely participants; an assessment of the benefits, obstacles and feasibility; an assessment of the length of time necessary; a cost estimate; and an analysis of funding constraints and opportunities.

Drawing on these specific recommendations, the team also recommended broad policies and strategies to eliminate or reduce duplication in services, fill service gaps, and otherwise provide more efficient utilization of transportation services and resources pertinent to the target populations.

The Steering Committee then prioritized these strategies, selecting those that they felt were important for Will County. A detailed service and business plan was then developed to guide implementation

# Chapter 3. Overview of Will County

## Introduction

The purpose of this chapter is to introduce general characteristics of Will County and the municipalities therein to give some context to the information on public transportation and community transportation services that is included in Chapter 4.

First, a general profile of the region is presented and discussed. The chapter then documents population and population growth, land area, population density, and general demographic characteristics, such as age, income and employment. A more detailed look at the demographic characteristics of older adults, persons with disabilities, and persons with low income is presented in Chapter 5.

Will County, at 849 square miles, is the second largest county by area in the Chicago metropolitan region (second to Cook County). As of 2008, the county had a population of 681,097 spread out over 82 Census Tracts. The county is shown within the larger Chicago metropolitan area in Figure 3-1.

**Figure 3-1 Will County**



Will County has experienced tremendous growth in the past several decades, increasing in population from some 330,000 residents in 1985 to 681,000 residents in 2008, more than doubling over the past twenty-five years. Will County is the fourth largest county by population in Illinois and expects to become the third largest (behind Cook and DuPage) within the next decade. There are currently some 200,000 jobs in Will County.

As a result of rapid population growth, land uses and community development within Will County are changing quickly. The county is becoming increasingly urbanized and suburbanized, creating many quality of life concerns among residents. Public transportation, in particular, is essential to maintaining and improving the existing quality of life.

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The demographic analysis of older adults, persons with disabilities, and persons with low income indicates that the largest concentration of these populations, both in terms of absolute numbers as well as population are density, are located in the more densely developed northern and central western portions of Will County. These areas have the highest concentration of employment and services. Thus, a large portion of all trips begin and end in these areas.

## Demographics

The most recent Census data available at the tract level is now nine years old. However, the US Census Bureau collects data annually on municipalities with over 20,000 inhabitants to compile the American Community Survey (ACS). This data shows that several areas in the region have experienced significant shifts in population since the data was collected in 1999. In municipalities for which data was available through the most recent ACS in 2007, data was collected and compared to the Census 2000 data.

Will County is first in population growth of all Illinois counties and the 10th fastest growing county in the nation. Will County also led the state in new home construction in 2007.<sup>1</sup> Illinois' population grew by 3.9% while Will County's population grew by over 35%.

**Figure 3-2 Will County Population Growth**

| Geography              | 2000 Census Estimate | 2007 ACS Estimate | % Change |
|------------------------|----------------------|-------------------|----------|
| Will County Population | 502,227              | 681,097           | 35.6%    |
| Illinois Population    | 12,419,660           | 12,901,563        | 3.9%     |

**Figure 3-3 Population Growth by Municipality in Will County**

| Place       | 2000 Population | 2007 Population | % Change |
|-------------|-----------------|-----------------|----------|
| Plainfield  | 13,038          | 31,680          | 143.0%   |
| Romeoville  | 21,153          | 38,388          | 81.5%    |
| Lockport    | 15,191          | 22,401          | 47.5%    |
| Crest Hill  | 13,329          | 18,753          | 40.7%    |
| New Lenox   | 17,771          | 24,437          | 37.5%    |
| Joliet      | 106,221         | 138,057         | 30.0%    |
| Bolingbrook | 56,321          | 69,661          | 23.7%    |
| Aurora      | 142,990         | 176,413         | 23.4%    |
| Tinley Park | 48,401          | 59,670          | 23.3%    |
| Orland Park | 51,077          | 59,144          | 15.8%    |
| Naperville  | 128,358         | 143,956         | 12.2%    |
| Woodridge   | 30,934          | 33,661          | 8.8%     |
| Park Forest | 23,462          | 24,450          | 4.2%     |

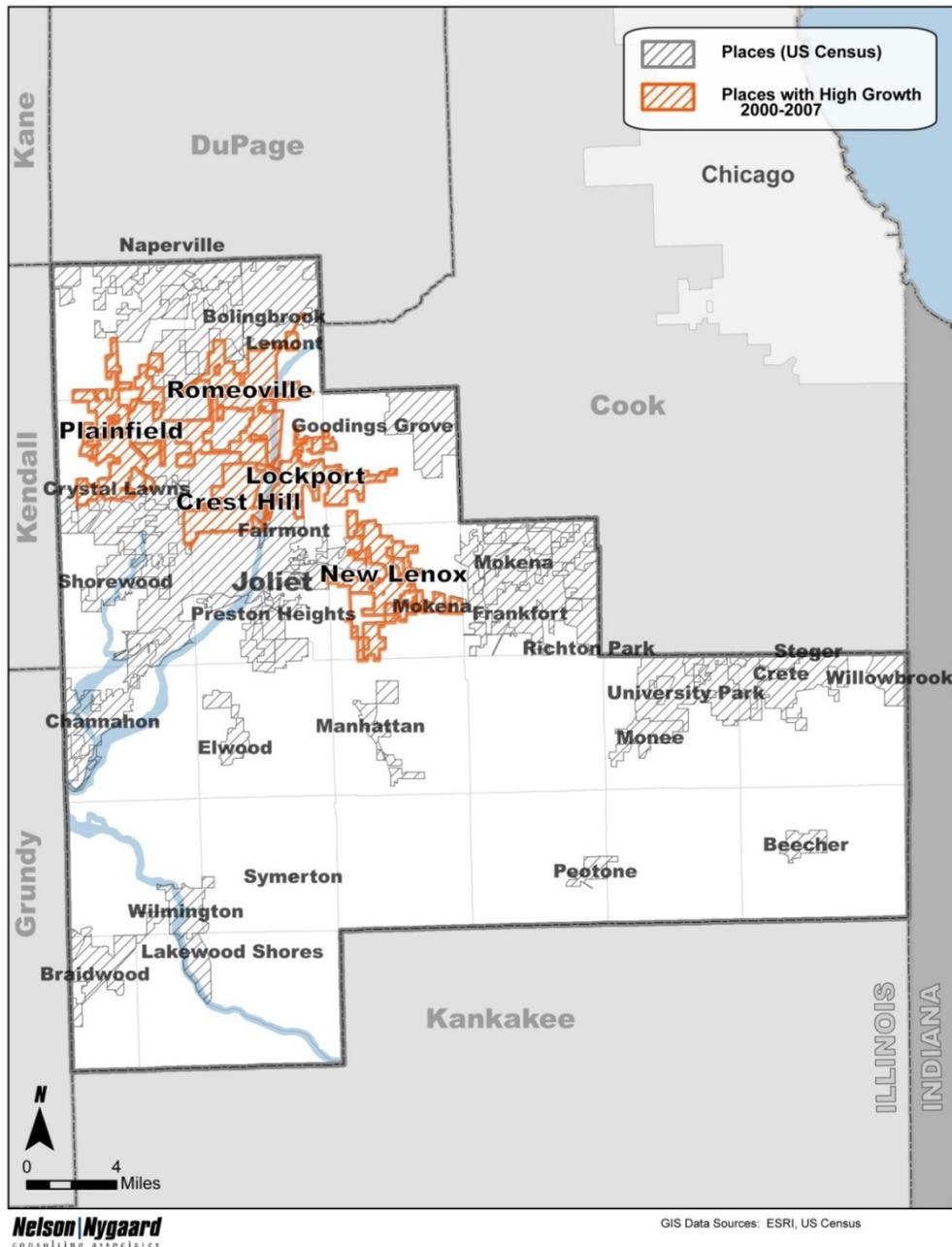
<sup>1</sup> Will County Center for Economic Development, Northeastern Illinois Planning Commission

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Most municipalities within Will County saw a similar growth rate to the county overall, though some, like Plainfield and Romeoville, grew much faster, by 143% and 81.5%, respectively (it should be noted that Plainfield began with a low population relative to the other places – 13,038 – making the growth percentage appear extreme). Some towns, like Park Forest and Woodridge, grew much more slowly than the county, with 4.2% and 8.8%, respectively. Joliet, the largest city and county seat, generally held par with the county, with 30% growth in population.

Figure 3-4 shows the places listed in Figure 3-3, with those municipalities experiencing faster population growth than that of Will County (35.6%) highlighted. These towns are Crest Hill, Lockport, New Lenox, Plainfield, and Romeoville.

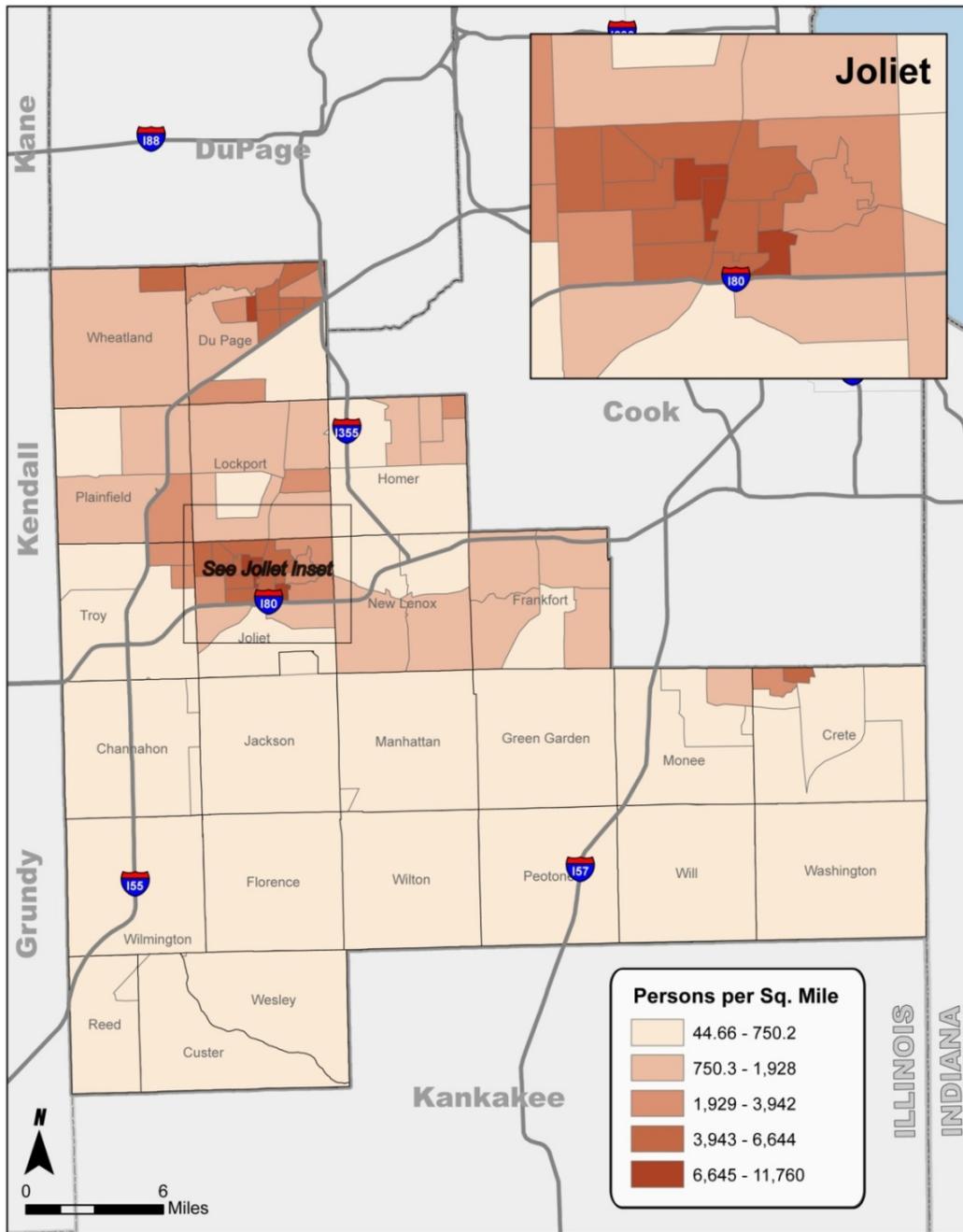
**Figure 3-4 Will County Places with High Population Growth Rates (2000-2007)**



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The average population density across Will County based on the 2000 Census is 600 persons per square mile, but as Figure 3-5 illustrates, the population is not evenly distributed. Several parts of the county are much more developed than others, with the portions that are nearer to Chicago, such as Crete in the east, and DuPage, Wheatland, and Homer in the north, much more densely populated than the southern part of the county, which is home to heavy agricultural land use.

**Figure 3-5 Population Density in Will County (2000)**



**Nelson Nygaard**  
consulting associates

GIS Data Sources: ESRI, CMAP, City of Chicago, CTA  
Destination Data Source: CTA

## Target Populations

According to the 2000 Census, the older adult community (over 65 years of age) comprises 8.2% of Will County's overall population, well below the Illinois average of 12.1%.

In 2000, 11.5% of the population in Will County reported having some type of disability. This figure is also much less than Illinois' 16% for the overall population (in 2000).

In Will County in 2007, only 5.9% of the population were living below the poverty line, less than half the percentage for Illinois overall, which was 11.9%. However, since this figure is an average, it should not be assumed that there is little poverty; there are several very low income areas, especially as population growth from Chicago pushes development deeper into the county. With just under 6% of its residents living below the poverty line, Will County is also home to some of the Chicago region's wealthiest townships. The median household income in Will County for 2007 was \$71,597, compared to \$54,141 for Illinois overall. As mentioned, the demographic characteristics of these populations are explored further in Chapter 5.

## Economy and Workforce

Manufacturing and chemical facilities, including a Caterpillar plant, Exxon, BP, Dow, and Sharp Electronics now provide employment to Will County residents. Two casinos, George Pacific, and Wal-Mart also employ several thousand people in the area. In 2007, Will County was home to the fastest-growing industrial area in the Chicago metropolitan region.

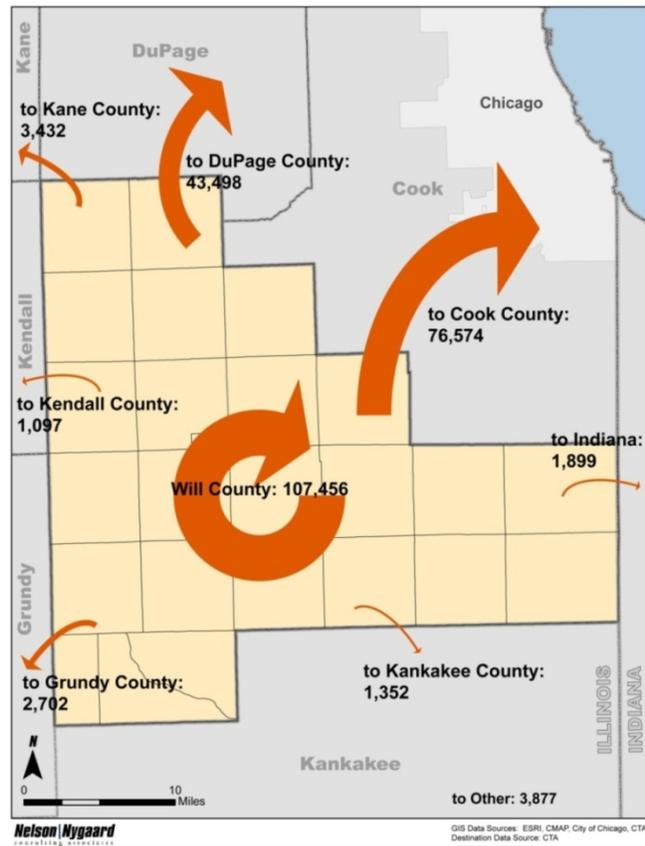
As shown in Figure 3-6, there were 241,887 workers living in Will County in 2000. Of those, 107,456 remained in Will County for work (See Figure 3-7). Over 76,500 workers commuted into Cook County for work, and 43,498 commuted into DuPage. Of the total 160,833 individuals working in Will County during the 2000 Census, 107,456 were residents of the county. The remainder commuted in primarily from Cook and DuPage counties and also from Kankakee County and Indiana. The top two communities outside of Will County where residents commuted were Chicago and Naperville at 11% and 5%, respectively. Joliet and Bolingbrook were the two communities with the largest percent of employment and residential locations for county residents. Figures 3-7 and 3-9 illustrate the travel patterns of persons commuting from and to Will County, respectively.

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**Figure 3-6 Workers Commuting from Will County**

| County of Work       | Number of Workers from Will County |
|----------------------|------------------------------------|
| Will Co. IL          | 107,456                            |
| Cook Co. IL          | 76,574                             |
| DuPage Co. IL        | 43,498                             |
| Grundy Co. IL        | 2,702                              |
| Kane Co. IL          | 3,432                              |
| Kankakee Co. IL      | 1,352                              |
| Kendall Co. IL       | 1,097                              |
| Lake Co. IL          | 1,128                              |
| Indiana              | 1,899                              |
| Other                | 2,749                              |
| <b>Total Workers</b> | <b>241,887</b>                     |

**Figure 3-7 Workers Commuting from Will County**

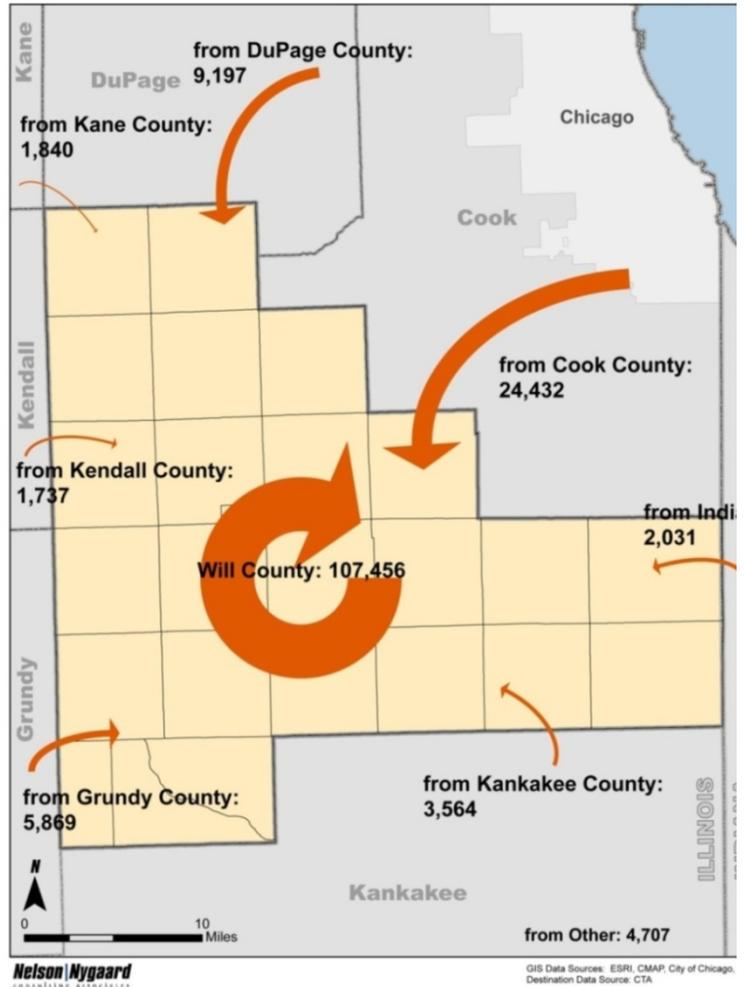


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**Figure 3-8 Workers Commuting into Will County**

| County of Residence  | Number Working in Will County |
|----------------------|-------------------------------|
| Will Co. IL          | 107,456                       |
| Cook Co. IL          | 24,432                        |
| DeKalb Co. IL        | 349                           |
| DuPage Co. IL        | 9,197                         |
| Grundy Co. IL        | 5,869                         |
| Kane Co. IL          | 1,840                         |
| Kankakee Co. IL      | 3,564                         |
| Kendall Co. IL       | 1,737                         |
| Lake Co. IL          | 389                           |
| La Salle Co. IL      | 1,247                         |
| Livingston Co. IL    | 506                           |
| McHenry Co. IL       | 343                           |
| Indiana              | 2,031                         |
| Other                | 1,873                         |
| <b>Total Workers</b> | <b>160,833</b>                |

**Figure 3-9 Workers Commuting into Will County**





# Chapter 4. Public Transit and Community Transportation Services

## Introduction

This chapter focuses on the supply of transportation services that are available to – and that focus on – residents of Will County who fall into one or more of the three target populations. For discussion purposes, these transportation services have been grouped into the following categories

- **Public fixed-route transit services** includes information about Pace’s local bus service and Metra service in the county.
- **Other transportation services that are available to the general public** outlines taxi and for-hire services as well as Pace’s vanpool program.
- **Community transportation services** details services provided through:
  - Pace’s ADA-paratransit service, operated by First Transit under a contract with Pace.
  - Local Dial-A-Ride (DAR) services, which are provided through co-sponsorship arrangements between Pace and various municipalities (and in some cases, other sponsoring organizations as well). Some of the DAR services are provided to all residents of the sponsoring municipalities. Others are only provided to older adults and/or persons with disabilities who are residents of the sponsoring municipalities. Note also that some of these services are operated by First Transit, under a contract with Pace, and that ADA paratransit and DAR trips are co-mingled on the same First Transit operated.
  - Medicaid non-emergency medical transportation (NEMT), managed by First Transit, and served on taxis, sedans, and wheelchair accessible vehicles, owned and operated by for-profit carriers (and in one case, a non-profit carrier) who have become certified with the State as Medicaid NEMT providers.
  - Medical Transportation for veterans and vouchers to cover medical transportation costs for persons with low income.
  - Transportation services for the developmentally disabled, which are operated by human service agency organizations that provide a wide variety of services to their developmentally-disabled clients.
  - Pace’s Advantage Vanpool, a program which provides vehicles to the organizations providing serves to persons with developmental disabilities
  - Other human service agency transportation programs that also focus on operating, purchasing, subsidizing, or reimbursing transportation for the clients they serve.

Each category of transportation above and the extent to which it is provided in Will County is discussed on the following pages. Key information about individual services are also presented in a summary table and one page summaries of each transportation service.

The chapter concludes with a discussion of existing coordination efforts and a brief assessment of service redundancies.

## Public Fixed-Route Transit Services

For the Chicago region, the Regional Transportation Authority (RTA) is the public agency that is responsible for public transportation through its three service bureaus: (1) The Chicago Transit Authority (CTA), which provides bus and rail services within the City of Chicago and parts of suburban Cook County, (2) Pace, the transit agency that provides commuter and local bus service for suburban Chicago, and that is also responsible for providing ADA paratransit service throughout the region, and (3) Metra, the regional commuter rail service that links suburban Chicago with the City of Chicago and with CTA and Pace services. It is Pace and Metra that currently provided fixed route transit service to various portions of Will County, as follows:

- **Pace** – Pace’s many fixed route bus routes serve the more urbanized parts of the County with several routes oriented around connections to Metra stations.
- **Metra** – There are four Metra rail lines that serve Will County: (1) the Rock Island District, which has four stations in Will County (Joliet, New Lenox, Mokena and Hickory Creek); (2) the Heritage Corridor, which has two stations (Lockport and Joliet); (3) the Electric District, which has one station stop at University Park; and (4) the SouthWest Service, which has two stations (Laraway Road and Manhattan).

Each of these two agencies, and the extent to which they serve Will County are discussed below. Figure 4-1 illustrates the location of the Pace local bus service and the Metra lines and stations that serve Will County.

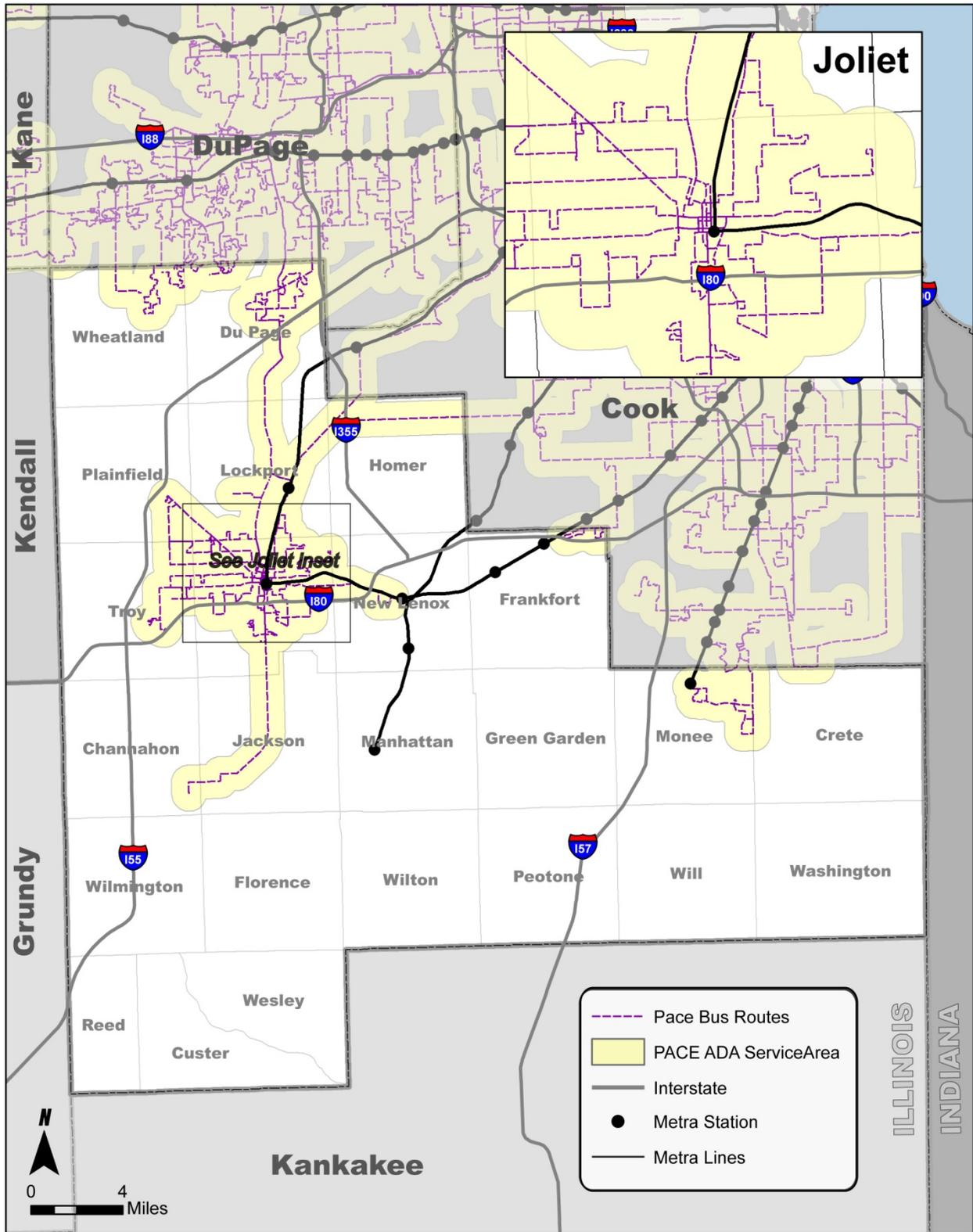
### Pace

Pace, the suburban bus division of the RTA, provides fixed route bus service, express bus service, Dial-A-Ride paratransit services and vanpool/subscription bus service throughout the RTA region outside of the CTA service area. Since July 1, 2006, it also assumed the responsibility for ADA paratransit service throughout the RTA region as well as the Taxi Access Program.

In mid-1984 it began operating throughout the Chicago six-county suburban area including 286 municipalities, each with its own unique character and travel needs. Pace serves an area of 3,518 square miles with 5.2 million residents, encompassing a wide range of demographic groups, activity centers, and travel and development patterns.

Pace is governed by a 12 member Board of Directors composed of current and former suburban mayors. Pace has established a Citizens Advisory Board (CAB) of individuals from throughout the six-county metropolitan region for the purpose of advising staff and the Pace Board on the effects Pace policies and programs have upon the communities they serve. In addition, CAB members make suggestions directly to Board members and Pace staff regarding improvements to the current system. Pace headquarters in Arlington Heights oversees nine divisional offices, but many Pace services are operated by several different divisions and cross county lines. The agency also contracts with four municipalities and four private providers to provide fixed-route service.

Figure 4-1 Public Transit Facilities in Will County



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Fixed routes fall under several categories: CTA Connectors, Suburban Link, Intra-Community, Metra Feeder, and Subscription Bus. Service is evaluated on the route's effectiveness, recovery ratio, and subsidy per rider.

Pace's Community-Based Service allows passengers to travel directly to their destinations using public transportation. Operations include two types of demand-response service, township or municipal Dial-a-Ride and ADA paratransit, circulators, flex-routes, and traditional fixed-routes.

In 2008 Pace provided more than 40.5 million passenger trips while operating 240 standard fixed route buses, 363 paratransit vehicles and 700 vans, all of which are fully accessible. It is the largest transit agency and recovers the largest amount of its operating costs from the farebox of any system in the country that does not serve a central business district. Fares are structured to make it easy to transfer between Pace and CTA services. Adult fares range from \$1.75 for local service to \$4.00 for premium routes, with a 25-cent transfer, and reduced fares range from 85 cents to \$2.00, with a 10-cent transfer. ADA paratransit service fare in Will County is \$2.50.

Pace's 2009 Regional ADA budget is \$107.15 million and the 2009 Suburban service budget totals \$204.6 million. The Pace Five Year Capital Program for 2008-2012 includes 103 fixed-route buses, 300 paratransit vehicles, 515 vanpool/community vehicles, and support facilities and equipment.

The Joliet Call-n-Ride began in November 2008, covers an eighteen square mile area and provides curb-to-curb service. The driver takes calls directly from passengers – since it is not a dispatch service or a fixed-route service, parallel ADA service is not mandated. There is one bus serving the Call-n-Ride, which averages about 800 trips per month. Ridership has been very stable. The bus makes one set stop where it meets Pace Route 505 at Provena St. Joseph Hospital. No reservations are needed at this location, and the bus stops here every hour. There is a free transfer to the bus, and fare is \$1.75.

Twenty-one Pace bus routes serve Will County, listed in Figure 4-2. Of these, eight routes serve Joliet and the surrounding towns, including Plainfield, Troy, Lockport, Shorewood, and New Lenox. The I-55 Flyer provides express service to Chicago from Joliet. Route 511 extends from Joliet all the way to Elwood and Deer Run. Route 834 connects Joliet with Naperville. Eight routes in Naperville in DuPage County extend into DuPage and Wheatland townships in Will County, servicing Bolingbrook and outlying southern areas of Naperville that lie in Will County. These include routes 675, 678, 680, 683, 686, 787, 824, and 825. Route 831 connects Joliet to Chicago through Lockport and Goodings Grove. Routes 501 and 507 are the only two routes serving Joliet that operate in the evening.

Three lines are in the South Pace region, connecting parts of Will County with southern Cook County. Routes 362 and 367 serve a small portion of the University Park/Crete area in parts of Monee and Crete townships in eastern Will County. Route 354 serves northeastern Frankfort Township.

**Figure 4-2 Pace Bus Routes in Will County**

| Route # | Route Name                         |
|---------|------------------------------------|
| 354     | Orland-Southwest Shopper           |
| 362     | South Park Forest                  |
| 367     | University Park                    |
| 501     | West Jefferson                     |
| 504     | South Joliet                       |
| 505     | West Joliet Loop                   |
| 507     | Plainfield                         |
| 508     | East Joliet                        |
| 509     | Forest Park                        |
| 510     | West Joliet Call-n-Ride            |
| 511     | Joliet - Elwood - Deer Run         |
| 675     | Route 59 Express                   |
| 678     | Naperville Carriage Hill           |
| 680     | Naperville Knoch Knolls            |
| 683     | Naperville Ashbury                 |
| 686     | Naperville Old Farm                |
| 824     | East Bolingbrook Lisle Feeder      |
| 825     | Central Bolingbrook - Lisle Feeder |
| 832     | Joliet - Midway                    |
| 834     | Joliet - Yorktown                  |
| 855     | I-55 Flyer                         |

Pace's long range plan, Vision 2020: Blueprint for the Future, has as its primary goal to improve and increase service in an effort to make service faster, more effective, and more efficient, thereby improving the image of public transit as an alternative to the automobile. Vision 2020 is being implemented through a series of restructuring initiatives that have been completed or are underway in Elgin, Lake County, the South Halsted Street Corridor, the North Shore area, the Fox Valley and Southwest DuPage County area, the North Central Service area, and South Cook County – Will County.

In 2008, Pace continued work on the South Cook/Will County Initiative. Public hearings were held in August and November regarding the service improvements that affect 82 communities in Will County and Southwest Cook County, 48 bus routes and approximately 40% of Pace's overall ridership. Route changes are expected to occur throughout 2009. In May 2009 Pace's Board of Directors approved extensive service changes proposed as part of the third phase of the South Cook County / Will County Restructuring Initiative. These changes will increase the frequency of buses, extend service hours, add new routes and enhance passenger amenities at bus stops.

Pace also recognizes participation in the "Circuit Breaker" program, which assists in limiting some of the expenses of Illinois residents with a low income who are either older adults or who have a disability. As a part of the People with Disabilities Ride Free Program, those persons holding a Circuit Permit which indicates that they are enrolled in the program, will be able to ride free on

Pace, Metra, and other fixed route systems within the state. This program begins on October 24, 2009.

## Metra Rail

### **Metra Rail**

Metra is the commuter rail division of the Regional Transportation Authority. Metra rail lines serve over 100 communities through 240 rail stations throughout the six-county area of Northeast Illinois. Its 11 different accessible rail lines, radiating from the Chicago Central Business District, include the Union Pacific/North Line, North Central Service, Milwaukee District/North Line, Union Pacific/Northwest Line, Milwaukee District/West Line, Union Pacific/West Line, BNSF Railway Line, Heritage Corridor, SouthWest Service, Rock Island District, and Metra Electric District. (Note also that commuter service from South Bend, Indiana into Metra's Millennium Park Station (Randolph and Michigan Ave.) is provided by the Northern Indiana Commuter Transportation District's South Shore Line.)

Since its creation in 1983, Metra has continued to develop its organizational capability as necessary to carry out its responsibilities. This includes direct operation of several of its lines and coordinating the operations of other rail carriers with which it contracts for the provision of commuter rail service. A significant step in the coordination of service was the introduction of the name "Metra" as the service mark of the commuter rail system. The Metra service mark applies to the rail system as well as the Board's operating subsidiary, the Northeast Illinois Railroad Corporation (NIRC).

In 2008, Metra's system served over 87 million passenger trips. Metra serves approximately 317,000 weekday passengers on 709 revenue trains. Ridership was up in 2008 by 4% over 2007 levels. Will County passenger trips comprise approximately 15.6% of commuter services currently operated by Metra.

Four Metra lines run to Will County from Chicago. The Rock Island District line runs from Chicago to Joliet, with stations in Mokena, New Lenox and Joliet. One-way fare from Chicago to Joliet is \$5.65, with a reduced fare of \$2.80. The Heritage Corridor line runs from Chicago to Joliet, stopping in Lockport and Joliet. One-way fare to Joliet is also \$5.65 with a reduced fare of \$2.80. The SouthWest Service line runs from Chicago to Manhattan, stopping at Laraway Road in New Lenox. Fares from Chicago to Manhattan are \$6.10 with a reduced fare of \$3.05. And the Metra Electric line from Chicago ends in University Park, with a stop in Richton Park (not in Will County). Fares to University Park from Chicago are \$5.15 with a reduced fare of \$2.55.

All Metra stations in Will County are fully ADA accessible, except for the Heritage Corridor platform at Joliet.

Metra is seeking funding under SAFETEA-LU to implement new rail services on and the South East Service line from downtown Chicago to Crete and on Metra's first entirely intra-suburban commuter line, the Suburban Transit Access Route (STAR) Line, which would operate between Joliet and O'Hare Airport, linking Metra lines in the western suburbs. This would connect Joliet with the communities of Aurora, Bartlett, Elgin, Naperville, Plainfield, and West Chicago as well as communities along the I-90 corridor including Hoffman Estates, Schaumburg, Arlington Heights, Des Plaines, and Rosemont.

## Other Public Transportation Services: Taxicabs and Shuttle Services

The regulation of for-hire taxicab companies is the role of local municipalities in Illinois. This is generally accomplished through adoption of a local ordinance that governs the issuance of a business license (or similar certificate of authority to operate a for-hire transportation company within the municipality's jurisdiction), setting forth some conditions for the safe transport of passengers, and, in some cases, establishing the fares that may be charged by such companies. This regulatory authority is limited to those vehicles not regulated or licenses by the state (e.g., livery services and/or limousine type services).

To further examine the scope of municipal taxi regulation in Will County, one local ordinance was examined in detail. Article III of the Joliet Code governs "Public Passenger Vehicles—Taxicabs." This ordinance requires any individual or entity seeking to operate a taxicab must:

- Obtain a city business license;
- Obtain liability insurance with a minimum coverage level of \$250,000 for each person injured, \$300,000 for each accident, and \$50,000 for property damage (250/300/50 coverage);
- Maintain a regular telephone listing advertised in a local directory;
- Agree to have the city manager, or his designee, to conduct annual inspections of all taxicab vehicles;
- Use vehicles that meet a maximum limit on the age of all vehicles used in service (five years);
- Meet city specified requirements for vehicle marking/identification;
- Employ drivers who hold a valid public passenger vehicle chauffeur's license; and,
- Use a taxi meter.

Shared rides are permitted, but only with the permission of the first passenger. Additionally, vehicles may only dwell at designated taxicab stands established by the city.

Fares are regulated by the City. The most recent change to the ordinance regarding fares occurred in June 2008. The current fare structure is listed in Figure 4-3.

**Figure 4-3 Fares in Joliet**

| Rate Category  | Amount  |
|--|---------|
| First one-tenth mile or fraction thereof "FLAG DROP"                     | \$3.00  |
| Each one-tenth mile or fraction thereafter                               | \$0.20  |
| Per hour for waiting time  | \$25.00 |
| Flat fee for the first additional passenger                              | \$1.00  |
| Flat fee for each additional passenger after the first initial passenger | \$0.50  |

Finally, the ordinance sets forth the terms for the suspension or revocation of a previously authorized license. Figure 4-4 lists current taxicab companies operating in Will County.

**Figure 4-4 Taxicab Services in Will County**

| Firm                                   | Location        | Type of Service |
|--|-----------------|-----------------|
| A & L Express                          | Joliet          | Taxi            |
| A Donde Taxi                           | Joliet          | Taxi            |
| AAA Americab                           | Park Forest     | Taxi            |
| AAA Plainfield Naper Taxi              | Plainfield      | Taxi            |
| AAA Suburban Taxi                      | Lemont          | Taxi            |
| Ace Suburban Taxi and Limo             | Bolingbrook     | Taxi            |
| Air Born Taxi                          | Bolingbrook     | Taxi            |
| Bolingbrook Taxi                       | Bolingbrook     | Taxi            |
| Bolingbrook Taxi and Limo              | Bolingbrook     | Taxi            |
| Braidwood Cab Service                  | Joliet          | Taxi            |
| All Chicago Cars and Limousine Service | Frankfort       | Taxi and Limo   |
| Joliet Area Taxi                       | Romeoville      | Taxi            |
| Luxury Taxi                            | Plainfield      | Taxi            |
| Napier Express Taxi & Livery Service   | Plainfield      | Taxi            |
| Plainfield Taxi                        | Plainfield      | Taxi            |
| Small World Transportation             | Joliet          | Taxi            |
| Southern Star Cab Co. Inc.             | Monee           | Taxi            |
| Stable Livery                          | University Park | Taxi            |
| Telecab Inc.                           | Joliet          | Taxi            |

Complementing municipal taxicab services are private for-hire vehicles, also called liveries. These companies are regulated by the state, but to a lesser degree than taxicabs. Figure 4-5 lists the livery services available in Will County.

**Figure 4-5 Limo and Shuttle Services in Will County**

| Firm                                   | Location  | Type of Service |
|--|-----------|-----------------|
| All Chicago Cars and Limousine Service | Frankfort | Taxi and Limo   |
| Orland Hills Limousine                 | New Lenox | Limo            |
| Southwest Limousine Inc.               | Mokena    | Limo            |
| Road America Livery Service            | Joliet    | Limo            |
| A Carriage Awaits, Ltd.                | Joliet    | Limo            |
| Joliet Limo Service, Ltd.              | Joliet    | Limo            |
| Joliet Limousine, Inc.                 | Joliet    | Limo            |
| Cox Livery Service                     | Joliet    | Limo            |

## Overview of Community Transportation Services

### Mention River Valley Metro in Kankakee County

Supplementing the transportation services that are available to general public are various “community transportation services” that are so defined as transportation services that focus on transportation for older adults, persons with disabilities, and persons with low income. We have identified 30 such transportation services in Will County (counting Medicaid providers as one service, and not including van pools). These include:

- **ADA Paratransit Service** – Pace currently contracts with First Transit to operate this service. ADA paratransit service is available where and when local fixed route service is provided. As such, the ADA paratransit service area in Will County covers portions of DuPage, Homer, Joliet, Lockport, New Lenox and Plainfield townships. As compared with other counties in the region, Pace provides considerably less ADA paratransit trips and service hours. Will County comprises 10.15% of overall paratransit services for Pace. First Transit operates ADA paratransit service out of its facility in Joliet.
- **Dial-A-Ride Services** – There are nine Dial-A-Ride (DAR) services in Will County, sponsored by a combination of Pace and local townships, and in some cases, with some additional funding provided by external organizations such as the Northeastern Illinois Area Agency on Aging and United Way. There are also two senior shuttles operating in Lockport and Plainfield Townships. The Dial-A-Ride services in Southwest Will County, Frankfort, New Lenox and Washington Townships, and the Village of Park Forest are available to the general public. Dial-A-Ride services in DuPage Township, Peotone (operated by Southland Senior Services), Central Will, and the Village of University Park are for seniors and persons with disabilities only. Fares, hours of operation and geographic coverage vary by location. Many of these DAR services already exhibit an element of coordination. In addition to co-sponsoring all of these DAR services, Pace contracts (on behalf of their funding partners) with First Transit to operate several of these services. Indeed, not only does First Transit operate the Central and Southwest Will DAR services out of its Joliet facility, but it is able to co-mingle compatible ADA and DAR trips in the same vehicles. Pace has also put into place decision rules for customers who are eligible for both ADA paratransit service and DAR service. Yet another example of coordination is that Rich Township in southern Cook County operates part of the University Park DAR service.
- **Medical Transportation** – There are 81 providers of Medicaid Non-Emergency Medical Transportation (NEMT) transportation services in Will County. NEMT includes Medicar, taxicab, service car, private automobile, bus, train, and commercial airplane providers. The Veterans Assistance Commission of Will County also provides transportation to the Hines VA Medical Center for veterans. The Department of Healthcare and Family Services (formerly Department of Public Aid) provides vouchers for eligible persons to use TeleCab for transportation to medical appointments. Silver Cross Hospital and Provena Saint Joseph’s Medical Center, both located in Joliet, also provide vouchers for the use of TeleCab by patients who do not have a ride home.
- **Transportation services for the Developmentally Disabled** - There are four transportation providers solely for persons with developmental disabilities. Another three programs also provide transportation to persons with developmental disabilities, as well as other individuals. Specific program characteristics vary by organization, but most provide trips for clients or members to medical appointments, employment sites, and agency facilities. Cornerstone Services, Trinity Services, and United Cerebral Palsy of Will County

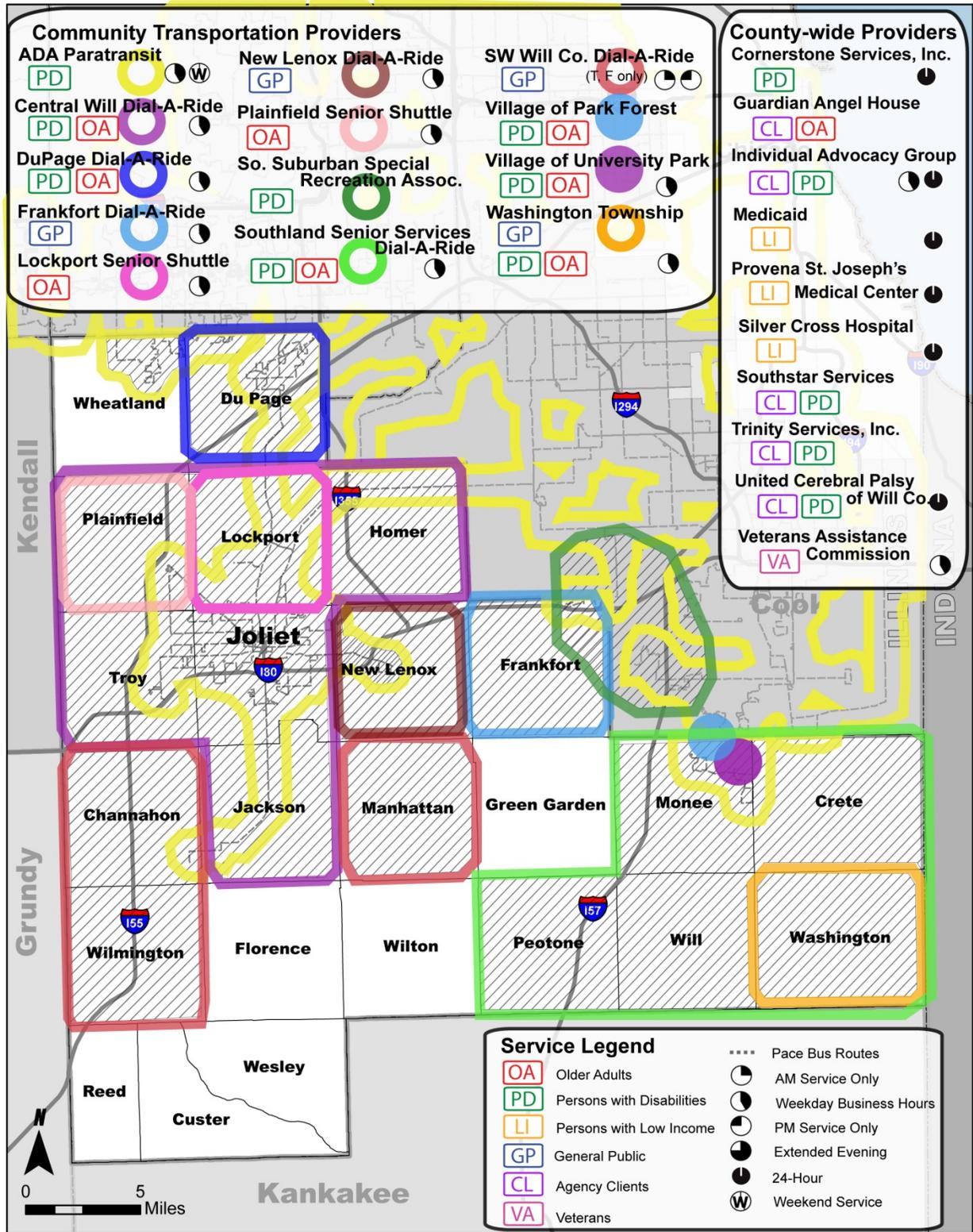
are the largest county-wide providers. The Helping Hand Rehabilitation Center, the Individual Advocacy Group, the South Suburban Recreation Association, and SouthSTAR Services also provide transportation to clients with developmental disabilities.

- **Vanpool Programs** – There are 69 Pace vanpools in Will County, 57 of which are Advantage Vanpools. In addition, there are two (2) VIP operated by Chicago Bridge and Iron and Quebecor World, one (1) employee shuttle operated by Community Care Systems, and nine (9) Municipal Pace vans operated by Frankfort Township (4), New Lenox Park District (1), South Suburban Special Recreation (2), Tri-County Special Recreation (1), and Washington Township (1). Of the 57 Advantage vans, 53 are managed by a single human service organization, Trinity Services. Individual Advocacy Group operates the remaining four Advantage Vanpools.
- **Human Service Agency Client Transportation Programs** – There are nine other human service agencies providing transportation services to clients in various forms. Transportation may be provided by agency employed drivers and vehicles, vanpools, contracted services, brokered services, or stipends for individual services such as taxis or public transportation. Program availability varies based on the agency and may be open to the general public in some cases. Four broker transportation service on behalf of their clients: Beecher Manor Nursing and Rehabilitation Center, Sunny Hill Nursing Home, Catholic Charities Diocese of Joliet, and Guardian Angel Community Services. Two provide financial assistance for transportation to individuals with low income: the Workforce Investment Board and Illinois Department of Human Services.

Maps highlighting these paratransit programs are included with this chapter in Figure 4-6, with community transportation services listed in Figure 4-7. Dial-A-Ride services are listed in Figure 4-8. Medicaid providers are shown in table form in Figure 4-9 and mapped in Figure 4-10.

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Figure 4-6 Will County Community Transportation Services



**Figure 4-7 Community Transportation Services in Will County**

| Service Type           | Service Name                     | Service Operator     | Eligible Riders                           | Service Area   | Service Hours                                    | Schedule in Advance |
|------------------------|----------------------------------|----------------------|---|--|--|---------------------|
| <b>ADA Paratransit</b> | Will County ADA Paratransit      | First Transit (Pace) | Persons with Disabilities                 | Portions of DuPage, Homer, Joliet, Lockport, New Lenox, and Plainfield Townships | M-F 5:00 AM to 8:00 PM<br>Sat 7:15 AM to 7:30 PM | Next day            |
| <b>Dial-A-Ride</b>     | Central Will DAR                 | First Transit (Pace) | Persons with Disabilities<br>Older Adults | City of Joliet, Homer, Jackson, Joliet, Lockport, Plainfield and Troy Townships  | M-F 6:00 AM to 5:00 PM                           | Next day            |
|                        | DuPage Township DAR              | First Transit (Pace) | Persons with Disabilities<br>Older Adults | DuPage Township  | M-F 8:00AM to 5:00 PM                            | Next day            |
|                        | Frankfort Township DAR           | Frankfort Township   | General Public                            | Frankfort Township, up to 5 miles outside borders in New Lenox Township          | M-F 8:00 AM to 3:30 PM                           | Next day            |
|                        | Lockport Township Senior Shuttle | Lockport Township    | Older Adults                              | Lockport Township  | M-F 7:30 AM to 4:00 PM                           | Next day            |

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| Service Type                      | Service Name                            | Service Operator                          | Eligible Riders                                   | Service Area   | Service Hours                             | Schedule in Advance |
|-----------------------------------|---|---|---|--|---|---------------------|
| <b>Dial-A-Ride</b><br>(Continued) | New Lenox Township Shuttle              | New Lenox Township                        | General Public, Older Adults receive reduced fare | New Lenox Township; Medical trips to Mokena, Joliet and Frankfort                      | M-F 7:30 AM to 4:00 PM                    | Next day            |
|                                   | Park Forest DAR                         | Rich Township                             | General Public                                    | Village of Park Forest   | M-F 9:00 AM to 3:30 PM                    | Same day call-in    |
|                                   | Plainfield Township Senior Shuttle      | Plainfield Township                       | Older Adults                                      | Plainfield Township  | M-F 9:00 AM to 3:00 PM                    | Next day            |
|                                   | Southland Senior Services (Peotone) DAR | Southland Senior Services                 | Persons with Disabilities<br>Older Adults         | Crete, Monee, Peotone, Washington, and Will Townships, Select destinations in Cook Co. | M-F 8:00 AM to 4:30 PM                    | Next day            |
|                                   | Southwest Will DAR                      | First Transit (Pace)                      | General Public                                    | Channahon, Manhattan and Wilmington Townships<br>Select destinations in Joliet         | Pickup Tu, F 9:00 AM,<br>Drop off 3:00 PM | Next day            |
|                                   | University Park, Village of, DAR        | Rich Township / Southland Senior Services | Persons with Disabilities<br>Older Adults         | Village of University Park   | M-F 7:45 AM to 4:00 PM                    | Next day            |

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| Service Type                             | Service Name   | Service Operator                              | Eligible Riders   | Service Area                              | Service Hours          | Schedule in Advance      |
|--|--|---|---|---|------------------------|--------------------------|
| <b>Dial-A-Ride</b><br><i>(Continued)</i> | Washington Township DAR  | Washington Township                           | Priority to:<br>Persons with Disabilities<br>Older Adults<br>Open to public | Washington Township<br>Village of Beecher | M-F 9:00 AM to 3:00 PM | Next day                 |
| <b>Medical Transportation</b>            | Department of Healthcare and Family Services (formerly Department of Public Aid) | TeleCab                                       | Persons with Low Income   |   |                        |                          |
|  | Medicaid Non-Emergency   | Various                                       | Persons with Low Income   | Will County and beyond                    | 24/7                   | None                     |
|  | Saint Joseph Hospital  | TeleCab                                       | Persons with Low Income   |   |                        |                          |
|  | Silver Cross Hospital  | TeleCab                                       | Persons with Low Income   |   |                        |                          |
|  | Veterans Assistance Commission of Will County                                    | Veterans Assistance Commission of Will County | Veterans  | Will County to the VA Hospital only       | M-F 8:00 AM to 3:30 PM | Next day for Dial-A-Ride |

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| Service Type   | Service Name                          | Service Operator  | Eligible Riders                           | Service Area                                       | Service Hours   | Schedule in Advance  |
|--|---------------------------------------|---|---|--|---|--|
| <b>Transportation Services for Persons with Developmental Disabilities</b> | Cornerstone Services                  | Cornerstone Illinois Central Bus                        | Persons with Disabilities                 | Will County  | 24/7  | N/A  |
|  | Individual Advocacy Group             | Individual Advocacy Group                               | Persons with Disabilities                 | Will County  | Residential program: 24/7<br>Other programs: M-F 8:00 AM to 3:00 PM | N/A  |
|  | SouthSTAR Services                    | SouthSTAR Services                                      | Persons with Disabilities<br>Older Adults | South Suburban Cook County and Eastern Will County | M-F 7:00 AM to 5:00 PM  | Next day   |
|  | Trinity Services                      | Trinity Services  | Persons with Disabilities                 | Will County  | M-F 9:00 AM to 5:00 PM  | N/A  |
| <b>Other Human Service Agency Client Transportation Programs</b>           | Catholic Charities, Diocese of Joliet | American School Bus Company<br>First Transit<br>TeleCab | Older Adults<br>Persons with Low Income   | Will County  | N/A   | Brokered through American School Bus Co., Laidlaw Transit, and TeleCab |
|  | Guardian Angel Community Services     | We  | Persons with Low Income                   | Will County  |   | When a worker is available   |
|  | Helping Hand Rehabilitation Center    |   | Persons with Disabilities                 | Will County  |   |  |

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| Service Type   | Service Name                              | Service Operator                      | Eligible Riders           | Service Area  | Service Hours                        | Schedule in Advance      |
|--|---|---------------------------------------|---------------------------|---|--------------------------------------|--------------------------|
| <b>Other Human Service Agency Client Transportation Programs</b><br><i>(Continued)</i> | Illinois Department of Human Services     | None                                  | Persons with Low Income   | Will County   | N/A                                  | Pace bus or taxi stipend |
|  | South Suburban Recreation Association     | South Suburban Recreation Association | Persons with Disabilities | Districts of Country Club Hills Park, Frankfort Square Park, Hazel Crest Park, Homewood-Flossmoor Park, Lan-Oak Park, Matteson Parks and Recreation Department, Oak Forest Park, Olympia Fields Park, Park Forest Recreation and Parks Department, Richton Park Parks and Recreation Department and Tinley Park | Office hours: M-F 9:00 AM to 5:00 PM | N/A                      |
|  | United Cerebral Palsy of Will County      | United Cerebral Palsy of Will County  | Persons with Disabilities |   |                                      |                          |
|  | Workforce Investment Board of Will County | None                                  | Persons with Low Income   | Will County   | N/A                                  | Pace bus pass stipend    |

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| Service Type  | Service Name                                    | Service Operator   | Eligible Riders                           | Service Area                            | Service Hours             | Schedule in Advance  |
|---------------|---|--|---|---|---------------------------|--|
| Nursing Homes | Beecher Manor Nursing and Rehabilitation Center | Various private ambulance and medical car companies<br>Washington Twp<br>Dial-A-Ride | Persons with Disabilities<br>Older Adults | Will and adjacent counties              | 24 hours, 7 days per week | Brokered through private ambulance and medical car companies |
|               | Sunny Hill Nursing Home of Will County          | Various private ambulance and medical car companies                                  | Older Adults                              | Will, Grundy, DuPage, and Cook counties | As needed                 | Brokered through private Medicare or ambulance service       |

## **Pace ADA Paratransit Operations**

In 2008, Pace provided 1,645,701 ADA paratransit trips region-wide at a total cost of \$98,229,000 region wide. This equated to a unit cost of \$59.69 per trip. The regional fleet consisted of all-wheelchair-accessible fleet of 363 vehicles.

Pace's ADA paratransit operations in the Pace service area may best be described as a decentralized operations model of eight service areas, each with its own contractor. First Transit is the sole ADA paratransit contractor for Will County.

Compared to other service areas, ADA paratransit service in Will County reflects only a very small portion of the region-wide trips served and fleet. The 17 paratransit vehicles that were used to provide 16,708 trips to the residents of Will County comprises only 4.5% of the overall paratransit fleet and 10.15% of all trips provided by Pace in 2008.

For ADA paratransit operations in Will County, Pace provides the vehicles and the computer software (Trapeze) that supports these functions. Pace maintains Trapeze on a central server at its headquarters, to which First Transit can connect. In Will County, ADA Paratransit (as well as the Central and Southwest Will Dial-A-Ride services) is managed and operated out of the First Transit facility in Joliet, which has 16 vehicles. Pace also provides the fuel for these operations, delivering fuel to some operations facilities and/or supplying fuel cards to others. Vehicle insurance is provided by First Transit.

ADA paratransit service is available in Will County for portions of DuPage, Homer, Joliet, Lockport, New Lenox, and Plainfield Townships. Fares for Will County are \$2.50; not quite twice the fixed-route fare, and may be paid for in cash or by tickets. Tickets are sold in books of 10 from Pace. Operating hours are Monday through Friday from 5:00 AM to 8:00 PM and Saturday from 7:15 AM to 7:30 PM. Trips can be scheduled by contacting the First Transit call center any time Monday through Friday from 5:00 AM to 8:00 PM, Saturday from 9:00 AM to 4:00 PM, and Sunday from 9:30 AM to 2:00 PM.

In instances where ADA service areas and Dial-A-Ride areas overlap, Pace has a policy for determining which funding source should pay for trips that are dually eligible (e.g., where a particular trip made by a particular customer could be an ADA trip or a Dial-A-Ride trip). In cases such as this, Pace decides in the customer's favor and allocates the trip to the alternative with the lowest user fare. In most cases, this is the Dial-A-Ride service.

The RTA is responsible for determining ADA eligibility and for the certification process. Information on applicants who are deemed to be ADA Paratransit eligible by the RTA is transferred to Pace on a daily basis, where it can be accessed by the Pace carriers.

## **Dial-A-Ride Operations**

There are nine total Dial-A-Ride services and two senior shuttles in Will County, five operated by Pace and four independently operated. Pace sponsors five Dial-A-Ride services consisting of curb-to-curb, next-day service for general public residents of some communities and older adults and persons with disabilities who are residents of others. All of these Dial-A-Rides are operated under contract with First Transit, a private, for-profit transportation provider. The Pace Dial-A-Ride programs are provided in 17 of the 24 townships in Will County. For some communities, Dial-A-Ride service is the only form of public transportation available. In these communities, Dial-A-Ride is typically open to the general public. In other communities, Dial-A-Ride service was developed as a supplement to fixed route and ADA services and is limited to senior citizens and persons who have disabilities. In 2008, Pace provided 91,822 Dial-A-Ride trips in Will County.

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Dial-A-Ride projects are funded by a combination of Pace and local villages, townships, and human service agencies. The total cost of these services in Will County was \$1,446,680 in 2008; however, Pace's subsidy reflected only 48% of these costs.

The five Pace-sponsored Dial-A-Ride projects servicing Will County go beyond the requirements of ADA. Many of these projects operate in areas which are not required under ADA to have paratransit service. Service parameters, including service area, hours of operation, eligibility and fares, are established by the local funding partners. In all cases, however, the level of service provided is curb-to-curb. Almost all services are operating at or near capacity and are unable to meet all needs for service. A table of information on each Dial-A-Ride program is provided in Figure 4-8.

**Figure 4-8 Pace-sponsored Dial-A-Ride Services in Will County**

| Program                   | Trips  | Cost        |
|---------------------------|--------|-------------|
| Frankfort Township        | 15,321 | \$197,839   |
| Southwest Will County     | 784    | \$20,301    |
| Central Will County       | 41,428 | \$747,548   |
| DuPage Township           | 8,989  | \$153,945   |
| Southland Senior Services | 25,300 | \$327,047   |
| Total                     | 91,822 | \$1,446,680 |

Source: Pace

Passengers wishing to schedule a trip using Central Will, Southwest Will, or ADA Paratransit services are able to call a toll-free telephone number. DuPage Township passengers have access to a separate toll-free telephone number. Frankfort Township passengers utilize a local number only.

Rich Township in Cook County operates two Dial-A-Ride services in Will County, one behalf of the Village of University Park and another for the Village of Park Forest. The Village of University Park Dial-A-Ride operates on weekdays from 7:45 AM to 4:00 PM, with a requested donation of \$6.00, or \$12.00 out of the county. This Dial-A-Ride is only for older adults or persons with disabilities. It provided 20,003 trips in 2008. The Village of Park Forest provides service to all its residents. The system operates on weekdays from 9:00 AM to 3:30 PM, with a \$3.00 fare for adults and a \$1.50 fare for older adults, persons with disabilities and students. The service provided 20,003 trips in 2008. Service is available to select destinations outside the village.

Washington Township Dial-A-Ride is available weekdays from 9:00 AM to 3:00 PM. Fares are \$1.00 for trips within the Township and \$2.00 out of the Township. This service is open to the general public, older adults, and persons with disabilities. Washington Township Dial-A-Ride provided 960 trips in 2008.

Frankfort Township directly operates a Dial-A-Ride within the Township and up to five miles outside the township border with New Lenox Township. This Dial-A-Ride is open to residents of Frankfort Township. In 2008, the Frankfort Dial-A-Ride provided 15,321 trips costing \$197,839, including administration and maintenance. Service is available from 8:00 AM to 3:30 PM on weekdays only, with a next day advance scheduling requirement. Fares for older adults, persons with disabilities, and students ride \$2.00, and all others are \$4.00. Fares are double outside the township.

Plainfield and Lockport operate senior shuttles within their communities for senior residents. Both operate during business hours on weekdays, generally ending before 4:00 PM. Plainfield charges a fare of \$2.00.

## Medicaid Non-Emergency Medical Transportation

### Overview of NEMT and NESPAP<sup>1</sup>

The Department of Healthcare and Family Services (HFS) is one of the largest providers of transportation in Illinois. Included in its responsibilities is Medicaid (Title XIX) funding and in particular, non-emergency medical transportation (NEMT) services. Prior to June 2001, NEMT services were administered through local offices of the Department of Human Services (DHS). In June 2001, DHS implemented the Non-Emergency Transportation Service Prior Approval Program (NETSPAP) in Cook County. In 2002 NETSPAP expanded into north central and south central portions of the state. The most northern and southern counties were expanded into the program in 2004. As of May 1, 2004, NETSPAP became statewide.

The focus of NETSPAP is to assure that participants who are eligible for transportation receive the appropriate level of transportation services to necessary medical care, that there is a uniform application of transportation policies, and that payment is made only for medically necessary transportation.

First Transit is currently under contract to manage NETSPAP, and staffs a call center located in Lombard. This call center is staffed with 36 Customer Service Representatives and several management personnel. Contract management services provided by First Transit include:

- Operating a toll-free hotline to receive requests for prior approval
- Determining eligibility for NEMT services
- Screening calls to determine the most cost effective and appropriate mode of transportation
- Reviewing and adjudicating requests for standing orders
- Offering up to three randomly selected transportation providers, when requested, to serve the trip
- Validating a random sample of trips to ensure that the Medicaid-eligible person (“participant”) has a Covered Medical Service appointment (for which the trip is being requested)

Medicaid recipients are free to choose their own “approved” transportation provider. First Transit reports that it receives about 360,000 calls per year, scheduling approximately 250,000 trips annually.<sup>2</sup>

If the recipient is not aware of a provider, First Transit randomly selects three providers and the client selects the operator of choice.

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<sup>1</sup> Sources: Potential and Feasibility for Coordination of Transportation Services in Illinois, prepared by Transystems for the Illinois Council on Developmental Disabilities, May 2006; and interviews with First Transit staff.

<sup>2</sup> First Transit website: <http://www.firsttransit.com/FirsttransitView.php?id=23>

## Medicaid Transportation Services in Will County

Providers of Medicaid transportation services are classified as emergency or non-emergency. Emergency transportation includes ambulance and helicopter providers. Non-emergency transportation includes Medicar, taxicab, service car, private automobile, bus, train, and commercial airplane providers. The provider must be enrolled for the specific Category of Service(s) (COS) for which charges are to be made. To assess the extent of Medicaid transportation services available in Will County, a review of COS codes identified those codes commonly associated with paratransit operations:

- **Service Code 052 – Medicar:** Transportation of a patient whose medical condition requires the use of a hydraulic or electric lift or ramp, wheelchair lockdowns, or transportation by stretcher when the patient's condition does not require medical supervision, medical equipment, the administration of drugs or the administration of oxygen, etc.
- **Service Code 53 – Taxicab:** Transportation by passenger vehicle of a patient whose medical condition does not require a specialized mode.
- **Service Code 54 – Service Car:** Transportation by passenger vehicle of a patient whose medical condition does not require a specialized mode (same as Service Code 53).
- **Service Code 56 – Other Transportation:** Transportation by common carrier, e.g. bus, train, or commercial airplane.

There are currently 88 certified Medicaid service providers in Will County which operate under one or more of the service codes above (Medicar – 55 certified providers; Taxicab – 3 certified providers; and Service Car – 81 certified providers). Figure 4-9 lists these certified providers. Figure 4-10 depicts the number of certified Medicaid providers in each zip code, where data is available.

**Figure 4-9 Certified Medicaid Providers in Will County**

| Provider                       | Medicar | Taxi | Service Car |
|--------------------------------|---------|------|-------------|
| A AND C TRANSPORTATION INC     | X       |      | X           |
| A J 1 TRANSPORTATION CORP      |         |      | X           |
| AIDE FIRST TRANSPORTATION INC  |         |      | X           |
| ALEF CAB CO                    |         | X    |             |
| ALL AROUND TRANSPORT LLC       | X       |      | X           |
| ALL CARE EXPRESS INC           | X       |      | X           |
| ALL FOUR U                     |         |      | X           |
| ALL SERVICE TRANSPORTATION INC | X       |      | X           |
| ALMIGHTY ONE LITTLE HELPERS    |         |      | X           |
| AMBUCAR                        |         |      | X           |
| AMERICAN TRANSPORTATION LLC    | X       |      | C           |
| B MEDICAL EQUIPMENT TRANSPORT  |         |      | X           |
| BACK AND FORTH INC             |         |      | X           |
| BLAM MOBIL BILLBOARD TRANSPORT | X       |      | X           |
| BLUEJAY TRANSPORTATION         |         | X    |             |
| BOLINGBROOK TAXI AND LIMO CO   | X       |      | X           |
| BROWNSTONE MANAGEMENT          | X       |      | X           |
| BRYANTS TRANSPORTATION SERVICE | X       |      | X           |
| C AND C TRANSPORTATION         | X       |      | X           |
| CARE MEDICAL TRANSPORTATION    |         |      | X           |
| CARE TRANSPORTATION            | X       |      | X           |
| CHICAGOLAND CONCIERGE TRANS    |         |      | X           |
| CORNELL TRANSPORTATION SRV INC |         |      | X           |
| COVENANT TRANSPORTATION INC    | X       |      | X           |
| D AND R TRANSPORTATION INC     | X       |      | X           |
| DALECO TRANSPORTATION          | X       |      | X           |
| DESTINY TRANSPORTATION SERVICE | X       |      | X           |
| EASTERN WILL COUNTY SENIOR SRV | X       |      | X           |
| EDWARDS MESSAGING TRANSPORT    | X       |      | X           |
| EMJ TRANSPORTATION SERVICE INC | X       |      | X           |
| FIRST CHOICE HEALTHCARE SRVCS  | X       |      | X           |
| FIRST CHOICE MEDICAR INC       | X       |      | X           |
| GET YOU THERE TRANSPORTATION   |         |      | X           |
| HAN MADE INC                   |         |      | X           |
| HEART TO HEARTS SERVICES INC   |         |      | X           |
| HERE AND THERE TRANSPORTATION  | X       |      | X           |
| HIGHER LOVE PSR SPECIAL SRVC   | X       |      | X           |
| IBT TRANSPORTATION             | X       |      |             |
| INTEGRITY                      | X       |      | X           |
| KINDLES TRANSPORTATION         |         |      | X           |
| KURTZ AMBULANCE SERVICE        | X       |      | X           |
| LUXURY TAXI AND LIMO           |         |      | X           |
| MEDI RIDE INC                  | X       |      | X           |
| MOTUKA INC                     |         |      | X           |
| NATHAN TRANSPORTATION CO       |         |      | X           |
| NK MEDICAL SUPPLY BILLING      | X       |      | X           |

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| Provider                       | Medicar | Taxi | Service Car |
|--------------------------------|---------|------|-------------|
| OLSHALA CO                     | X       |      | X           |
| P AND S TRANSPORTATION INC     | X       |      | X           |
| PERFUSION SOURCE LTD           | X       |      | X           |
| PICKUP AND GO TRANSPORTATION   | X       |      | X           |
| PLATINUM CARE AMBULANCE INC    | X       |      |             |
| PLATINUM CARE INC              | X       |      |             |
| POINT B TRANSPORTATION INC     |         |      | X           |
| PRESTIGE VIP TRANSPORTATION IN | X       |      | X           |
| PROGRESSIVE II INC             | X       |      | X           |
| PROVIDENCE TRANSPORTATION INC  | X       |      |             |
| QUICK VANNIS                   | X       |      | X           |
| R AND W TRANSPORTATION         | X       |      | X           |
| RAINBEAU TRANSPORTATION        | X       |      |             |
| RDL TRANSPORTATION             |         |      | X           |
| REHOBOTH MEDICAL TRANSPORT     | X       |      | X           |
| RIDGE AMBULANCE SERVICE        | X       |      | X           |
| RITZ MEDICAL SUPPLIES INC      | X       |      | X           |
| RIVERFRONT TRANSPORT INC       |         |      | X           |
| S AN D T GROUP OF ILLINOIS INC |         |      | X           |
| S AND L UNLIMITED INC          |         |      | X           |
| S AND T GROUP OF ILLINOIS INC  | X       |      | X           |
| S AND V TRANSPORTATION SERVICE |         |      | X           |
| SAM NETWORK INC                |         |      | X           |
| SARGENT ROSALIND               |         |      | X           |
| SERTOMA CENTRE INC             | X       |      | X           |
| SIMPLY TRANSPORTATION INC      |         |      | X           |
| SMITH DEBORAH                  |         |      | X           |
| SPECIALTY SERVICES             | X       |      | X           |
| SUNSHINE EXPRESS TRANSP SERVIC |         |      | X           |
| SUPERIOR AIR GROUND AMB SERV   | X       |      | X           |
| T AND P MEDICAL TRANSPORTATION | X       |      |             |
| T METALS INCORPORATED          |         |      | X           |
| TELECAB INC                    |         | X    |             |
| TOP FLIGHT SERVICES INC        | X       |      | X           |
| TRINITY CARE SOLUTIONS INC     | X       |      | X           |
| U AND I TRANSPORTATION         | X       |      | X           |
| VEE TRANSPORTATION COMPANY     | X       |      | X           |
| VISION FOUR INC                |         |      | X           |
| WILLIAMS CHRISTIAN TRANSPORT   | X       |      | X           |
| WILSON DELORES                 |         |      | X           |
| WORLDWIDE MTG FINANCE INC      | X       |      | X           |
| YOUR DESTINATION TRANSPORT     | X       |      | X           |
| Total                          | 55      | 3    | 81          |

Source: Department of Healthcare and Family Services (HFS), August 2009

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Transportation providers eligible to be considered for participation are those who own or lease and operate any of the following:

- Ambulances licensed by the Illinois Secretary of State and inspected annually by the Illinois Department of Public Health (Vehicle Registration Type Ambulance)
- Helicopters possessing a special EMS license and an FAA Air Carrier Certificate issued by the United States Department of Transportation
- Medicars licensed by the Illinois Secretary of State
- Taxicabs licensed by the Illinois Secretary of State and, where applicable, by local regulatory agencies
- Service cars licensed by the Illinois Secretary of State as livery or public transportation
- Private automobiles licensed by the Illinois Secretary of State
- Other specialized modes of transportation, such as buses, trains and commercial airplanes

Drivers and vehicles must meet the Illinois Secretary of State licensing requirements.

As required under Public Act 095-0501, all providers of non-emergency Medicaid and service car transportation must certify that all drivers and employee attendants have completed a safety program approved by the department, prior to transporting participants of the department's Medical Programs.

The safety training certification is required every three years. It is the provider's responsibility to re-certify. Medicaid and service car providers must maintain documentation of their driver and employee attendant certifications. Failure to produce the documentation upon request from the department shall result in recovery of all payments made by the department for services rendered by a noncertified driver or attendant.

Medicaid and service car providers receiving federal funding under 49 U.S.C. 5307 or 5311, are not subject to the safety training program certification requirement during the period of federal funding. Documentation of the federal funding period must be made available to the department upon request.

To participate, a transportation provider is required to enroll and file a provider agreement with the department. The provider must complete and submit:

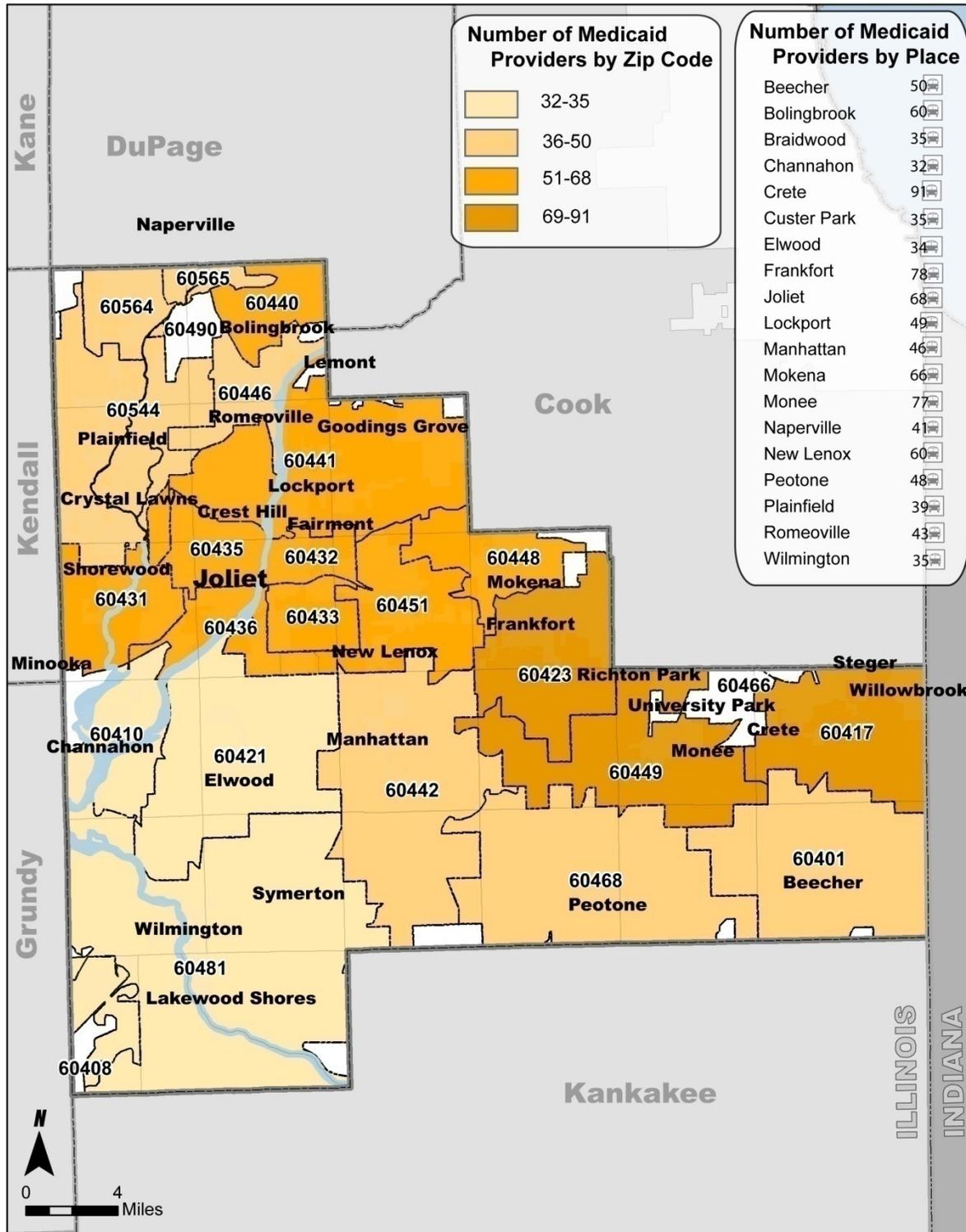
- Form HFS 2243 (Provider Enrollment/Application)
- Form HFS 1413T (Agreement for Participation)
- W9 (Request for Taxpayer Identification Number)

If participation is approved, the provider will receive a Provider Information Sheet (PIS) listing all data recorded by HFS. Non-emergency transportation providers are subject to a 180-day probationary enrollment period. If participation is denied, the provider will receive written notification of the reason for denial.

All services for which reimbursement requests are made must be coded with specific procedure codes. Procedure codes and reimbursement rates for each transportation provider and category of service are listed on the PIS.

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Figure 4-10 Medicaid Providers in Will County



HFS will also pay for an attendant to accompany an eligible patient to and from the source of a covered medical service in the following circumstances:

- To go with the patient to a medical provider when needed, such as parent going with a child to the doctor or when an attendant is needed to assist the patient
- To participate in the patient's treatment when medically necessary
- To learn to care for the patient after getting out of the hospital

The attendant may be an "employee attendant" (a person, other than the driver, who is an employee of a Medicare company) or a "non-employee attendant" (a family member or other individual who may accompany the participant when there is a medical need for an attendant). Note that the attendant fee is also set by HFS and varies by service category.

If a trip exceeds 100 miles, transportation costs will be paid only for the nearest medical facility that meets the client's needs and First Transit must acquire at least three bids for the transportation service. The client may get a second opinion but transportation costs will not be reimbursed. Also, clients can be assigned to a fixed route bus where/when appropriate.

The participant, medical provider or transportation provider may call for the prior approval of single trips, such as hospital discharge. In the case of standing orders, however, medical providers can make arrangements for standing orders, but transportation providers cannot. Currently, standing orders are limited to five medical treatments: renal dialysis, behavioral health services, chemotherapy, radiation therapy, and physical therapy.

## Transportation Services for Persons with Developmental Disabilities

Four agencies provide transportation services to persons with developmental disabilities. These providers are often multi-service organizations, providing adult day care, training, and employment placement, or recreational services for persons with developmental disabilities.

The two largest providers are county-wide, Cornerstone Services and Trinity Services. Cornerstone Services operates a 24-hour county-wide service with a 50-vehicle fleet, and in 2008 provided 360,011 trips. Illinois Central Bus was contracted to provide 1,440 trips in 2008 for Cornerstone Services clients. Trinity Services is another large multi-service provider that operates transportation services for its clients with disabilities. Trinity has the largest fleet, using 115 vans to transport clients to work, training sites, and other destinations throughout Will, Cook, and Kankakee counties.

The Individual Advocacy Group (IAG), based in Romeoville, provides transportation for residents of its Community Integrated Living Arrangement 24 hours per day. For its day programs, IAG offers transportation to and from its programs on weekdays between 8:00 AM and 3:00 PM.

SouthSTAR Services, based in Chicago Heights, provides transportation services to persons with disabilities.

### **Pace's Advantage Vanpool Program**

Pace's Vanpool Incentive Program is comprised of five elements: Traditional Vanpool, Employer Shuttle, Metra Feeders, Advantage Van, and Municipal Vanpools. The program with the greatest impact to transportation services in Will County is the Advantage Program. The Advantage

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Program is available to not-for-profit human service organizations/workshops/agencies located in Will County that hold a current State of Illinois Developmental Training Certification or equivalent, which provide work-related transportation service to persons with disabilities. This program not only provides service to persons who might otherwise request ADA paratransit service from Pace, it also is an alternative for those people living outside the  $\frac{3}{4}$  mile ADA paratransit service area.

Trips must begin or terminate within Pace's six-county service area. Pace will provide a van for a monthly fee of \$410, which covers all operational expenses (fuel, maintenance, insurance, tolls, roadside assistance, and van washes) for a maximum of 19,200 miles per year (1,600 miles per month). In order to qualify, the agency must be a not-for-profit corporation, and must hold a current State of Illinois Developmental Training Certification, or equivalent.

As of December 31, 2008, Pace had 69 vans operating in the Will County area under four (4) of the five (5) available programs. There are currently 57 Advantage Vans (Individual Advocacy Group – 4, Trinity Services – 53), 9 Municipal Vans (Frankfort Township – 4, New Lenox Park District, Tri-County Special Recreation, and Washington Township – 1 each, South Suburban Special Recreation – 2), 1 Employer Shuttle (Community Care Systems), and 2 VIP Vans (Chicago Bridge and Iron – 1, Quebecor World – 1) in service.

## Other Human Service Transportation

Of the remaining transportation services, some serve persons with developmental disabilities and others, many serve older adults only (and of these, two are nursing homes providing transportation assistance only to residents), one serves veterans only, and the rest serve a variety of individuals in need.

The Veterans Assistance Commission of Will County operates transportation services for their clients to the Hines Veterans Administration Medical Center weekdays from 8:00 AM to 3:30 PM and provides a discounted Pace bus pass for honorably discharged veterans.

Three organizations broker services for clients. Beecher Manor Nursing and Rehabilitation Center and the Sunny Hill Nursing Home are both assisted living centers for older adults. Both use taxi, private Mediacar, or ambulance services to transport residents to medical appointments. Catholic Charities purchases services from American School Bus Company, First Transit, and TeleCab, brokering 3,000 trips in 2008.

Two programs currently offer a stipend to consumers for the purchase of Pace bus passes or taxi service. The Illinois Department of Human Services, which administers the Temporary Assistance for Needy Families (TANF) program, provides TANF recipients with a stipend. The Workforce Investment Board also offers a similar stipend to customers. The Guardian Angel Community Services also provides assistance to clients in need.

United Cerebral Palsy is another large provider for persons with disabilities, providing transportation service for its clients to and from programming. UCP was an FTA 5310 grant recipient.

The Illinois Department of Healthcare and Family Services provides vouchers for TeleCab rides to persons with low income to cover the cost of transportation to medical appointments. Similarly, Provena Saint Joseph Medical Center and Silver Cross Hospital provide vouchers for rides with TeleCab for patients who do not have other means to go home after treatment.

Limited data is available for the remaining two agencies. The Helping Hand Rehabilitation Center provides transportation to and from its programs for children and adults with disabilities. The

South Suburban Recreation Association covers a small part of Will County, though its service area is primarily in southern Cook County, including the eight park districts. Its programs focus on recreational trips for persons with disabilities.

Following a discussion of existing coordination efforts in Will County are one-page profiles of each service. Organizations that provide travel stipends or reimbursements are also profiled.

## Existing Coordination Efforts

There is actually more coordination of transportation services in Will County than was evident from the 2007 RTA Coordination study. Current and ongoing examples of coordination in the County include:

- Several townships and municipalities work together with Pace to co-sponsor Dial-A-Ride services.
- Northeastern Illinois AAA, Pace, and several municipalities co-sponsor the Southland Senior Services operation.
- Coordination between Trinity Services and the Pace Advantage Program is well established. Trinity Services leases vans from Pace and provides paratransit service to the County's three target populations variety of trip purposes.
- Informal interagency coordination exists between social service agencies in sharing information about client services, grant opportunities and other related areas.
- A majority of DAR services are operated by one provider (First Transit) and are all co-sponsored by Pace. This has resulted in sharing vehicle facilities and ADA/DAR trip co-mingling.
- Southland Senior Services not only operates the Southland Senior Services Dial-A-Ride, but also recently became a Medicaid NEMT provider.

There are several partnerships in place which contribute to a coordinated approach to transportation service delivery in areas of Will County. The Village of Park Forest and the Village of University Park, for example, are currently serviced by Rich Township Transportation and Southland Senior Services. Rich Township also coordinates with Frankfort and Washington Townships, as well as several other communities in Cook County. Similarly, the Villages of Beecher, Crete, Monee, and Steger have each contracted for service with a single provider, Southland Senior Services; thus offering a wider service area in meeting client needs.

Will County officials contacted indicated that there has been no specific council or committee that were established to address coordinated paratransit in Will County, and that one is needed. Although there is no coordination of transportation services between social service agencies in the county, there is open communication and interest in transportation coordination at the staff level.

Based on interviews with stakeholders, there have been several efforts to initiate coordination, but none have materialized, and some agencies and individuals are skeptical that coordination of services can be realized. The previous studies and activities that stakeholders identified included a 2000 paratransit coordination study in southern Cook County and parts of Will County and a *Chicago South Suburban Paratransit Coordination Study*, prepared for the Chicago South Suburban Mass Transit District. Some of the stakeholders mentioned they have heard about Ride DuPage and would like to know more about this model of transportation coordination.

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Several Stakeholder Committee members have worked together on routes and coordinating drop offs (Frankfort and Rich, for instance).

One of the best local examples of coordination is provided by Trinity Services, which through Pace's Advantage Vanpool Program, leases 53 vans from Pace. Trinity has its own maintenance department for basic needs and uses private vendors for major maintenance needs. The vans are operated by Trinity drivers and used to transport County residents with special needs for a variety of trip purposes. In addition to the Pace vehicles, Trinity Services owns and operates 70 vans that are strictly used for their clients to travel between group homes to various work sites in Will, Cook and Kankakee Counties. Trinity Staff feels there is a need for more paratransit service in the County, and that enhanced coordination, especially given the successful Advantage Van Program, may present part of the solution. If more funding was available to support operations, then Trinity, using Advantage vans, would be able to supplement service for their clients, transport clients of other social service agencies and provide service to individuals unaffiliated with a social service agency.

United Way of Will County provides funding to many social service agencies and serves a strong leadership role in the county. The agency director has open and ongoing communication with the majority of social service agencies in the county. He successfully organized a meeting with over 14 agencies to meet with the consulting team about this project. While there is no formal committee that meets regularly to address transportation coordination, the United Way would be a good agency to assume a leadership role.

According to stakeholders, another agency in the County that could serve in a leadership role for coordinating services is the Community Service Council of Northern Will County (CSC). The CSC is a social service agency serving residents of Bolingbrook, Romeoville and surrounding communities with counseling programs. This United Way-funded agency meets regularly to discuss a variety of topics, including transportation and aging.

The Will County Governmental League is a county-wide body of mayors and city managers that meets regularly to address issues of common concern. This includes, for example, public utility rates and not necessarily transportation. This could be a forum for public officials to learn more about transit coordination. According to several stakeholders, public officials are not interested in transportation coordination. Their main interest in transportation is enhancing the highway system. One stakeholder commented, "Public transportation isn't on their radar screen."

## **Assessment of Coordination Activities**

Up until this current effort, Will County had not engaged in a county-wide planning effort to assess or evaluate regional coordination efforts. However, there is coordination of transportation services as noted above. There is informal interagency coordination between social service agencies in areas other than transportation, such as sharing information about client services, grant opportunities and others. Human service organizations in Will County have good and open communication and are interested in working toward a coordinated transit service.

**Inventory of Existing Services** – No county-level directory of transportation services exists for the three target populations. Several social service agencies have expressed strong interest in establishing a countywide central transportation clearinghouse that could provide public transportation information through a variety of venues, and a 2007 report published by the RTA, *Connecting Communities through Coordination*, listed a directory of services as a primary goal for promoting coordination in the seven-county Chicago region.

**Assessment of Needs and Gaps in Existing Services** – While there has been no formal county-specific assessment of needs and gaps, there have been countywide attempts to identify the major constraints in transportation services for the three target populations. The Community Services Council met in 2006 to initiate discussions, although there was minimal follow through. Several stakeholders have commented that while many agencies often meet with the purpose of identifying transportation needs in Will County, enhancements in existing service or implantation of new services is rarely realized. The 2007 RTA report, *Connecting Communities through Coordination*, recommended coordination strategies for the seven-county Chicago metropolitan region, including Will County.

**Strategies to Address Identified Gaps and Achieve Efficiencies** – Even though there is no county-level effort in developing strategies to address needs and gaps. Trinity Services, the largest social service transportation provider in the county is exploring opportunities to expand its successful Pace Advantage program by adding more vehicles to increase capacity and to extend further south in the County. Trinity Services is also conducting a planning analysis to identify major locations and times of day passengers are traveling to explore opportunities to improve service efficiency.

**Sets Implementation Priorities** – We found no county-level document that establishes priorities for implementing strategies.

**Existing Interagency Coordination** – Pace and various municipalities co-sponsor Dial-A-Ride services. Pace partners with Southland Senior Services in eastern Will County to provide Dial-A-Ride service, and Southland has also garnered a broad base of sponsorship beyond Pace, including Title III funding for senior transportation from the Northeastern Area Agency on Aging and Medicaid NEMT funding. Pace consolidated all of its Dial-A-Ride contracts with First Transit, and is able to co-mingle ADA and Dial-A-Ride trips after putting in place policies for cost allocation of dually-eligible trips. Finally, transportation coordination is occurring between Trinity Services and the Pace Advantage Program. Trinity Services leases vans from Pace and provides paratransit service to the County's three target populations variety of trip purposes. Trinity is exploring opportunities to increase funding which would enable the agency to expand this successful interagency coordinated service.

**Customer Amenities and Service Policies** – No county-wide resource exists that addresses customer amenities. During the January 2007 workshops, the human service agencies agreed that it would be desirable to have suggestions or guidelines for customer amenities and service policies for Pace Paratransit and other paratransit services. This is important for social service agency clients and clients unaffiliated with an agency. Overall, the agencies in Will County agree that the Pace information is accessible and understandable but not necessarily widely circulated.

**Funding and Billing Policies** – The Pace-sponsored Dial-A-Rides co-mingle ADA and DAR clients and bill to the appropriate program.

**Service Efficiency** – Service efficiencies occurs between Trinity Service and Pace at the local level, but not county-wide. Other efficiencies are indicated by the service Trinity provides for clients of local human service agencies such as Easter Seals United Cerebral Palsy.

## Service Redundancies

Among the existing community transportation services in Will County, some services are redundant, especially for specific trip types, times of day, population groups and locations. Duplications and redundancies exist in locations where villages or municipalities provide

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supplemental services to those offered by the township and in cases where program-specific services co-exist with township Dial-A-Ride services. For example:

General public Dial-A-Ride services typically provide service within their township boundaries with select trips to Joliet and other key destinations. This limits the destinations for local residents and has resulted in three separate Dial-A-Ride services; the Frankfurt Township, Village of University and the three townships in Southwest Will County, all also serving Joliet.

Central Will Dial-A-Ride provides service in 13 townships for seniors and persons with disabilities. A separate service, the DuPage Township Dial-A-Ride, offers a similar service within DuPage Township.

The two largest human service agencies providing transportation services in Will County are Cornerstone Services, Inc. and Trinity Services. These agencies provide services to persons with developmental disabilities in areas where township sponsored Dial-A-Ride services are available.

## Service Profiles

### ADA Paratransit Operations

#### Will County ADA Paratransit Operation

##### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Pace   |
| Service Operator       | First Transit  |
| Service Area           | Portions of DuPage, Homer, Joliet, Lockport, New Lenox, Plainfield Townships |
| Service Type           | ADA paratransit  |
| Eligible Riders        | ADA paratransit eligible customers   |
| Eligible Trip Purposes | All  |
| Service Days and Hours | M-F<br>5:00 AM to 8:00 PM<br>Sat<br>7:15 AM to 7:30 PM                       |
| Schedule in Advance    | Next day   |
| Fare Structure         | \$2.50 per one way trip  |
| Source                 | 2009 RTA ADA Paratransit Plan  |

**Operations/Service Statistics** –ADA Paratransit service operations are headquartered at First Transit offices in Joliet. In 2008, First Transit served 16,708 ADA paratransit trips in Will County over 7,530 revenue service hours.

Curb-to-curb paratransit services are available for persons eligible for ADA paratransit service during the specified hours and days below:

|                            |                   |
|----------------------------|-------------------|
| Early Morning - Weekdays   | 5:00 AM - 5:45 AM |
| Morning Service - Weekdays | 5:45 AM - 6:15 AM |
| Full Service - Weekdays    | 6:15 AM - 6:00 PM |
| Evening Service - Weekdays | 6:00 PM - 8:00 PM |
| Early Morning - Saturday   | 7:15 AM - 8:45 AM |
| Morning Service - Saturday | 8:45 AM - 9:45 AM |
| Full Service - Saturday    | 9:45 AM - 5:30 PM |
| Evening Service - Saturday | 5:30 PM - 6:30 PM |
| Evening Service - Saturday | 6:30 PM - 7:30 PM |

**Funding Sources/Revenue and Costs** – First Transit was paid \$450,060 for ADA paratransit service rendered in 2008.

## Dial-A-Ride Services

### Central Will Dial-A-Ride Service

#### General Description

|                        |   |
|------------------------|---|
| Service Sponsors       | City of Joliet, Homer Township, Jackson Township, Joliet Township, Lockport Township, Plainfield Township, Troy, and Pace |
| Service Operator       | Pace/First Transit  |
| Service Area           | City of Joliet, Homer Township, Jackson Township, Joliet Township, Lockport Township, Plainfield Township, Troy Township  |
| Service Type           | Dial-A-Ride   |
| Eligible Riders        | Older Adults, Persons with Disabilities who are residents of the sponsoring municipalities                                |
| Eligible Trip Purposes | All   |
| Service Days and Hours | M–F<br>6:00 AM to 5:00 PM   |
| Schedule in Advance    | Next day  |
| Fare Structure         | \$1.25 in Township<br>\$2.00 out of Township  |
| Source                 | 2009 Pace Dial-a-Ride Service Directory<br>Pace, August 2009  |

**Operations/Service Statistics** – A combination of Will County townships and municipalities work together with Pace to provide the Will County Dial-A-Ride. Pace operations contractor, First Transit operates the service from the Joliet facility. In 2008, Central Will DAR provided 41,428 trips including 8,882 trips to passengers requiring wheelchair assistance.

**Funding Sources/Revenue and Costs** – In 2008, program costs for the Central Will County Dial-A-Ride were \$673,898. Pace’s contract with First Transit for this service is at \$47.03 per service hour. Program revenues came from fares, from city government appropriations, UCP funds, Title XX, and Pace. First Transit received \$47.03 per hour.

**Figure 4-11 2008 Revenue Sources for Central Will County Dial-A-Ride Service**

| Funding Source                   | Amount           | Portion of Total |
|----------------------------------|------------------|------------------|
| Fares                            | \$28,800         | 5%               |
| Contributions from City/Township | \$199,197        | 35%              |
| Pace                             | \$445,901        | 60%              |
| <b>Total</b>                     | <b>\$673,898</b> | <b>100%</b>      |

Source: Pace, August 2009

## DuPage Township Dial-A-Ride Service

### General Description

|                        |  |
|------------------------|--|
| Service Sponsor        | DuPage Township and Pace   |
| Service Operator       | Pace/First Transit   |
| Service Area           | DuPage Township  |
| Service Type           | Dial-A-Ride  |
| Eligible Riders        | Older Adults, Persons with Disabilities who are residents of DuPage Township |
| Eligible Trip Purposes | All  |
| Service Days and Hours | M–F<br>8:00 AM to 5:00 PM  |
| Schedule in Advance    | Next day   |
| Fare Structure         | \$1.00   |
| Source                 | 2009 Pace Dial-a-Ride Service Directory<br>Pace, August 2009                 |

**Operations/Service Statistics** – Dupage Township contracts with Pace to provide Dial-A-Ride services. The service is operated by Pace’s operations contractor, First Transit, using one converted 15-passenger van and two light duty buses. In 2008, a total of 8,989 rides were provided.

**Funding Sources/Revenue and Costs** – In 2008, the cost to operate the DuPage Township Dial-A-Ride services was \$153,945. The service was contracted to First Transit/Joliet. Pace paid First Transit \$47.03 per service hour to operate this service.

As shown in the following table, Pace provided more than two-thirds (71%) of program revenues.

**Figure 4-12 2008 Revenue Sources for the DuPage Township Dial-A-Ride Service**

| Funding Source                   | Amount           | Portion of Total |
|----------------------------------|------------------|------------------|
| Fares                            | \$8,092          | 5%               |
| Contributions from City/Township | \$36,463         | 24%              |
| Pace                             | \$109,390        | 71%              |
| <b>Total</b>                     | <b>\$153,945</b> | <b>100%</b>      |

Source: Pace, August 2009

## Frankfort Township Dial-A-Ride Service

### General Description

|                        |  |
|------------------------|--|
| Service Sponsors       | Frankfort Township and Pace  |
| Service Operator       | Frankfort Township   |
| Service Area           | Frankfort Township, up to five miles outside Township borders to destinations in New Lenox Township              |
| Service Type           | Dial-A-Ride  |
| Eligible Riders        | General public residents of Frankfort Township   |
| Eligible Trip Purposes | All  |
| Service Days and Hours | M-F<br>8:00 AM to 3:30 PM  |
| Schedule in Advance    | Next day   |
| Fare Structure         | Older Adults, Persons with Disabilities, Students \$2.00; Others \$4.00; Fare doubles for rides outside Township |
| Source                 | 2009 Pace Dial-a-Ride Service Directory<br>Pace, August 2009   |

**Operations/Service Statistics** – In 2008, Frankfort Township provided 15,321 passenger trips, utilizing three vehicles.

**Funding Sources/Revenue and Costs** – In 2008, the cost to operate the Frankfort Township Dial-A-Ride services was \$197,839. These costs include expenses for administration (12%), operations (75%) and maintenance (13%).

As shown in the following figure, Frankfort Township subsidized the majority of the program revenues, funding 75% of service costs.

Also takes residents to medical appointments up to 35-minute drive away

**Figure 4-13 2008 Revenue Sources for Frankfort Township Dial-A-Ride Service**

| Funding Source                   | Amount    | Portion of Total |
|----------------------------------|-----------|------------------|
| Fares                            | \$24,768  | 12%              |
| Contributions from City/Township | \$147,622 | 75%              |
| Pace                             | \$25,449  | 13%              |
| Total                            | \$197,839 | 100%             |

Source: Pace, August 2009

## Lockport Senior Shuttle

### General Description

|                        |   |
|------------------------|---|
| Service Sponsor        | Lockport Township                                   |
| Service Operator       | Lockport Township                                   |
| Service Area           | Lockport Township                                   |
| Service Type           | Senior Shuttle                                      |
| Eligible Riders        | Older Adults who are residents of Lockport Township |
| Eligible Trip Purposes | All   |
| Service Days and Hours | M–F<br>7:30 AM to 4:00 PM                           |
| Schedule in Advance    | Next day  |
| Fare Structure         |   |
| Source                 | September 2009 interview                            |

**Operations/Service Statistics** – The Lockport Senior Shuttle has been in operation since 2000 and has been partially funded by a township assessment since 2005.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

**Figure 4-14 2008 Revenue Sources for the Lockport Senior Shuttle**

| Funding Source                   | Amount     | Portion of Total |
|----------------------------------|------------|------------------|
| Fares                            | \$0        | 0%               |
| Contributions from City/Township | \$0        | 0%               |
| Pace                             | \$0        | 0%               |
| <b>Total</b>                     | <b>\$0</b> | <b>100%</b>      |

## New Lenox Township Dial-A-Ride

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsors       | New Lenox Township   |
| Service Operator       | New Lenox Township   |
| Service Area           | New Lenox Township<br>Mokena, Joliet, and Frankfort for medical trips only   |
| Service Type           | Dial-A-Ride  |
| Eligible Riders        | General public   |
| Eligible Trip Purposes |  |
| Service Days and Hours | M –F<br>7:30 AM to 4:00 PM   |
| Schedule in Advance    | Next day   |
| Fare Structure         | Children (6 and under) Free, Children (7-13) \$1.25, Adults (14-64) \$2.50, Seniors (65 and up) \$1.25, outside of New Lenox |
| Source                 | Phone interview conducted September 2009   |

**Operations/Service Statistics** – New Lenox Township is located in the South Chicago suburbs east of Joliet, in Will County. The New Lenox Township Dial-A-Ride serves roughly 35 to 45 passengers per day or about 8,928 passengers per year. The majority of the service is within the township for all members of the general public. However, the Dial-A-Ride will travel into Mokea, Joliet, and Frankfort for medical trips only.

New Lenox Township operates two minivans and two thirteen passenger vans, one with a wheel chair lift. They are in the process of securing a new minivan with a wheelchair ramp.

### **2008 Revenue Sources for New Lenox Township Service**

New Lenox Township is completely funded through fare box income and local taxes. They do not receive any State or Federal funding.

## Park Forest, Village of, Dial-A-Ride Services

### General Description

|                        |  |        |
|------------------------|--|--------|
| Service Sponsors       | Village of Park Forest                                 |        |
| Service Operator       | Rich Township  |        |
| Service Area           | Village of Park Forest                                 |        |
| Service Type           | Dial-A-Ride  |        |
| Eligible Riders        | General public residents of the Village of Park Forest |        |
| Eligible Trip Purposes | All  |        |
| Service Days and Hours | M-F<br>9:00 AM to 3:30 PM                              |        |
| Schedule in Advance    | Same day call-in                                       |        |
| Fare Structure         | Adults   | \$3.00 |
|                        | Older Adults, Persons with Disabilities, and Students  | \$1.50 |
| Source                 | 2009 Pace Dial-a-Ride Service Directory                |        |

**Operations/Service Statistics** –The Village of Park Forest is serviced by three (3) light-duty buses which provided 20,003 trips in 2008, including 2,781 (13.9%) trips to wheelchair passengers. The bus service is known as the “Jolly Trolley.” Service is available to select destinations outside the village.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

**Figure 4-15 2008 Revenue Sources for Village of Park Forest Dial-A-Ride Service**

| Funding Source                   | Amount     | Portion of Total |
|----------------------------------|------------|------------------|
| Fares                            | \$0        | 0%               |
| Contributions from City/Township | \$0        | 0%               |
| Pace                             | \$0        | 0%               |
| <b>Total</b>                     | <b>\$0</b> | <b>100%</b>      |

Source: Pace, August 2009

## Plainfield Township Senior Shuttle

### General Description

|                        |   |
|------------------------|---|
| Service Sponsor        | Plainfield Township                                   |
| Service Operator       |   |
| Service Area           | Plainfield Township                                   |
| Service Type           | Senior Shuttle  |
| Eligible Riders        | Older Adults who are residents of Plainfield Township |
| Eligible Trip Purposes | All   |
| Service Days and Hours | M-F<br>9:00 AM to 3:00 PM                             |
| Schedule in Advance    | Next day  |
| Fare Structure         | \$2.00 per one-way trip                               |
| Source                 | September 2009 interview                              |

**Operations/Service Statistics** – No data available.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

**Figure 4-16 2008 Revenue Sources for the Plainfield Senior Shuttle**

| Funding Source                   | Amount | Portion of Total |
|----------------------------------|--------|------------------|
| Fares                            | \$0    | 0%               |
| Contributions from City/Township | \$0    | 0%               |
| Pace                             | \$0    | 0%               |
| Total                            | \$0    | 100%             |

## Southland Senior Services (Peotone) Dial-A-Ride

### General Description

|                        |   |
|------------------------|---|
| Service Sponsor        | Southland Senior Services, Pace, United Way, Northeastern Illinois Area Agency on Aging, the Village of Peotone, Crete, Monee, and Will Townships |
| Service Operator       | Southland Senior Services   |
| Service Area           | Eastern Will County and selected destinations in Cook County  |
| Service Type           | Dial-A-Ride   |
| Eligible Riders        | Older Adults 60+, Persons with Disabilities   |
| Eligible Trip Purposes | All   |
| Service Days and Hours | M-F<br>8:00 AM to 4:30 PM   |
| Schedule in Advance    | Next day  |
| Fare Structure         | \$2.00 in Will, \$4.00 outside  |
| Source                 | 2009 Pace Dial-a-Ride Service Directory<br>2009 Nelson\Nygaard survey   |

**Operating/Service Statistics** – Southland Senior Services (SSS) provides rides to seniors and persons with disabilities within Crete, Monee, Peotone, Washington, and Will Townships, and to destinations in Bloom and Rich Townships in Cook County. SSS also provides rides to Ingalls Memorial Hospital located in Harvey (Cook County) and to Tinley Park (also in Cook County). SSS will also serve trips to western Will County, and occasionally to Kankakee County for medical trips or trips taken by someone with a disability. SSS operates two minivans, four 16- to 24-passenger light duty buses, and one medium duty bus. In 2008, the agency provided 25,300 trips. Approximately 25 percent of trips were made by wheelchair users.

**Funding Sources/Revenue and Costs** – In 2008, program costs to provide the transportation services totaled \$327,047. Costs include administration (6%), operations (44%), maintenance, fuel and repairs (18%), insurance, utilities and contracts (32%). The Village of Peotone provides eight to ten vehicles for the Dial-A-Ride service. Some are supplied through the 5310 program from the Illinois Department of Transportation and the rest are supplied through Pace's vanpool program.

Program revenues included fares, private sources and government grants. These resources are shown in the following table.

**Figure 4-17 2008 Revenue Sources for Southland Senior Services Transportation**

| Funding Source        | Amount           | Portion of Total |
|-----------------------|------------------|------------------|
| Fares                 | \$21,094         | 6%               |
| Township government   | \$15,000         | 5%               |
| Title III             | \$100,622        | 31%              |
| Client Services       | \$15,694         | 5%               |
| Pace                  | \$61,483         | 19%              |
| United Way            | \$63,795         | 19%              |
| Fundraising           | \$26,061         | 8%               |
| United Cerebral Palsy | \$11,394         | 3%               |
| Program Fees          | \$11,542         | 4%               |
| <b>Total</b>          | <b>\$327,047</b> | <b>100%</b>      |

Source: Southland Senior Services, August 2009

## Southwest Will Dial-A-Ride Services

### General Description

|                        |   |        |
|------------------------|---|--------|
| Service Sponsors       | Channahon, Manhattan, and Wilmington Townships and Pace                               |        |
| Service Operator       | Pace/First Transit  |        |
| Service Area           | Channahon, Manhattan, Wilmington Townships; to and from select destinations in Joliet |        |
| Service Type           | Dial-A-Ride   |        |
| Eligible Riders        | General public residents of the sponsoring municipalities                             |        |
| Eligible Trip Purposes | All   |        |
| Service Days and Hours | Pickup Tu & F 9:00 AM, Drop off 3:00 PM   |        |
| Schedule in Advance    | Next day  |        |
| Fare Structure         | Adults (Within Twp.)  | \$1.30 |
|                        | Adults (To Joliet)  | \$1.50 |
|                        | Adults (Mall Trips)   | \$2.00 |
|                        | Older Adults, Persons with Disabilities (Within Twp.)                                 | \$0.65 |
|                        | Older Adults, Persons with Disabilities (To Joliet)                                   | \$0.75 |
|                        | Children 7 and Under (Accompanied by a fare paying adult)                             | Free   |
| Source                 | 2009 Pace Dial-a-Ride Service Directory<br>Pace, August 2009                          |        |

**Operations/Service Statistics** – The Southwest Will County Dial-A-Ride service primarily provides group trips to local shopping centers. Service to and from Channahon, Manhattan, and Wilmington is provided to Joliet on Tuesdays and Fridays. Pick-ups from the communities are scheduled at approximately 9:00 to 9:30 AM Return trips are scheduled to be picked-up at approximately 2:00 PM Transportation is also provided to and from either the Fox Valley Mall in Aurora or the Orland Square Mall in Orland Park on the first and third Wednesday of each month. Mall destinations will be determined by the first trip request.

In 2008, Southwest Will DAR provided 784 trips; 616 to residents of the Village of Wilmington, 157 in Channahon, and 11 in Manhattan.

**Funding Sources/Revenue and Costs** – In 2008, program costs were \$20,301. The service was contracted by Pace to First Transit/Joliet. Program revenues included a combination of fares (4%), township contributions (23%) and Pace subsidies (73%).

**Figure 4-18 2008 Revenue Sources for Southwest Will County Dial-A-Ride Service**

| Funding Source                   | Amount          | Portion of Total |
|----------------------------------|-----------------|------------------|
| Fares                            | \$910           | 4%               |
| Contributions from City/Township | \$4,635         | 23%              |
| Pace                             | \$14,756        | 73%              |
| <b>Total</b>                     | <b>\$20,301</b> | <b>100%</b>      |

Source: Pace, August 2009

## University Park, Village of, Dial-A-Ride Service

### General Description

|                        |  |
|------------------------|--|
| Service Sponsor        | Village of University Park   |
| Service Operator       | Southland Senior Services/Rich Township                                      |
| Service Area           | Village of University Park   |
| Service Type           | Dial-A-Ride  |
| Eligible Riders        | Older Adults, Persons with Disabilities who are residents of University Park |
| Eligible Trip Purposes | All  |
| Service Days and Hours | M-F<br>7:45 AM to 4:00 PM  |
| Schedule in Advance    | Next day   |
| Fare Structure         | Requested donation of \$6.00 in County, \$12.00 out of County                |
| Source                 | 2009 Nelson\Nygaard Survey   |

**Operations/Service Statistics** – The Village of University Park is located in the northeast corner of Will County. The Village Dial-A-Ride program is operated through Rich Township in Cook County and Southland Senior Services in Will County. More than 14,500 trips were provided to the residents of University Park in 2008.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Washington Township Dial-A-Ride

### General Description

|                        |  |
|------------------------|--|
| Service Sponsor        | Washington Township and Village of Beecher   |
| Service Operator       | Washington Township and Volunteer Drivers  |
| Service Area           | Washington Township and to select destinations beyond Township Boundary  |
| Service Type           | Dial-a-Ride  |
| Eligible Riders        | Available to general public residents of Washington; Older adults and persons with disabilities receive priority |
| Eligible Trip Purposes | All  |
| Service Days and Hours | M-F<br>9:00 AM to 3:00 PM<br>After hours by appointment  |
| Schedule in Advance    | Next day   |
| Fare Structure         | \$1.00 in Township, \$2.00 out of Township   |
| Source                 | 2009 Nelson\Nygaard survey<br>Phone interview conducted Aug 2009   |

**Operations/Service Statistics** – Washington Township is serviced by two (2) 15-passenger vans which provided 960 trips in 2008, including 100 (10.42%) wheelchair passengers.<sup>3</sup> Service is available to select destinations outside the township.

Washington Township also owns a van which it uses to transport its older adults to special events in the region and to take residents beyond township boundaries for certain types of trips (i.e., medical). It accommodates after-hours appointments with a volunteer driver program. Priority is given to older adults and persons with disabilities, but the general public may also ride.

**Funding Sources/Revenue and Costs** – Funding figures for this program are listed below.

**Figure 4-19 2008 Revenue Sources for Washington Township Service**

| Funding Source              | Amount                 | Portion of Total |
|-----------------------------|------------------------|------------------|
| Park Forest Funding         | Fares                  | \$22,763         |
|                             | Village of Park Forest | \$38,506         |
|                             | Pace                   | \$45,000         |
|                             | <b>Total</b>           | <b>\$106,269</b> |
| Washington Township Funding | Fares                  | \$1,000          |
|                             | Washington Township    | \$30,000         |
|                             | New Freedoms Grant     | \$30,000         |
|                             | <b>Total</b>           | <b>\$61,000</b>  |

<sup>3</sup> Ridership information for Washington Township is based on two operating days per week in 2008. Service began operating five days per week in August 2009. Estimated ridership for the service area based on five operating days per week is 6,000 one-way trips including 1,000 wheelchair passengers.

## Medical Transportation

### Illinois Department of Healthcare and Family Services

#### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Illinois Department of Healthcare and Family Services   |
| Service Operator       | Medical transportation providers                        |
| Service Area           | Will County and beyond                                  |
| Service Type           | Medicaid-sponsored non-emergency medical transportation |
| Eligible Riders        | Medicaid recipients                                     |
| Eligible Trip Purposes | Approved medical trips                                  |
| Service Days and Hours | 24/7  |
| Schedule in Advance    | None  |
| Fare Structure         | None  |
| Source                 | Interview with DHFS Personnel                           |

**Operations/Service Statistics** – The Department of Healthcare and Family Services (HFS) is responsible for providing Medicaid-sponsored non-emergency medical transportation (NEMT) services. Requests for transportation are arranged through the NETSPAP contractor, First Transit, which manages the state-wide call center. First Transit reports that it receives about 360,000 calls annually for transportation services. Once approved, Medicaid recipients are free to choose their own “approved” transportation provider.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Illinois Department of Healthcare and Family Services

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Illinois Department of Healthcare and Family Services (formerly Department of Public Aid) |
| Service Operator       | TeleCab   |
| Service Area           | Will County and beyond  |
| Service Type           | Medical transportation  |
| Eligible Riders        | Persons with low income   |
| Eligible Trip Purposes | Approved medical trips  |
| Service Days and Hours | 24/7  |
| Schedule in Advance    | None  |
| Fare Structure         | Voucher   |
| Source                 | Meeting with Will County Stakeholders 10/08/09  |

**Operations/Service Statistics** – The Department of Healthcare and Family Services (HFS) provides vouchers to cover the cost of transportation with TeleCab to medical appointments for those who are unable to pay their own way. The Department negotiated a discount rate with TeleCab, which is \$1.80 per flag drop (instead of \$3.00) and \$1.60 per mile (instead of \$2.00).

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Provena Saint Joseph Medical Center

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Provena Saint Joseph Medical Center              |
| Service Operator       | TeleCab  |
| Service Area           | Will County and beyond                           |
| Service Type           | Medical Transportation                           |
| Eligible Riders        | Persons with low income                          |
| Eligible Trip Purposes | Transportation home for patients after treatment |
| Service Days and Hours | 24/7   |
| Schedule in Advance    | None   |
| Fare Structure         | Voucher  |
| Source                 | Meeting with Will County Stakeholders 10/08/09   |

**Operations/Service Statistics** – Provena Saint Joseph Medical Center in Joliet provides vouchers to patients for transportation by TeleCab home after treatment. The hospital pays the full meter rate for the cost of the ride.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Silver Cross Hospital

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Silver Cross Hospital                            |
| Service Operator       | TeleCab  |
| Service Area           | Will County and beyond                           |
| Service Type           | Medical transportation                           |
| Eligible Riders        | Persons with Low Income                          |
| Eligible Trip Purposes | Transportation home for patients after treatment |
| Service Days and Hours | 24/7   |
| Schedule in Advance    | None   |
| Fare Structure         | Voucher  |
| Source                 | Meeting with Will County Stakeholders 10/08/09   |

**Operations/Service Statistics** – Silver Cross Hospital in Joliet provides a voucher to patients for transportation with TeleCab to go home after treatment for those people who do not have any other means of travel. The Hospital pays the regular meter rate for the ride.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Veterans Assistance Commission of Will County

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Veterans Assistance Commission of Will County                    |
| Service Operator       | Veterans Assistance Commission of Will County                    |
| Service Area           | County-wide to the VA Hospital only                              |
| Service Type           | Client Transportation  |
| Eligible Riders        | Veterans   |
| Eligible Trip Purposes | Medical  |
| Service Days and Hours | M-F<br>8:00 AM to 5:00 PM  |
| Schedule in Advance    | Next Day for Dial-A-Ride   |
| Fare Structure         | Free   |
| Source                 | 2009 Nelson\Nygaard survey<br>Phone interview conducted Aug 2009 |

**Operations/Service Statistics** – The Veterans Assistance Commission (VAC) is a separate County agency. The Commission provides needed interim and/or emergency financial assistance paid exclusively to Honorably Discharged Military Veterans and their families, who reside in Will County, for basic living expenses.

The VAC provides transportation for veterans to the Hines VA Medical Center in Hines, Illinois. Shuttle service operates Monday through Friday from 8:00am to 3:30pm with two pickup locations in Joliet. Dial-a-Ride service is only available in Romeoville. In 2008, VAC sold 1,200 PACE bus passes and provided 2,689 trips to eligible veterans.

**Funding Sources/Revenue and Costs** – VAC provides transportation services at a cost of approximately \$5,700. Maintenance costs comprise approximately 35% of current expenses.

## Transportation Services for Persons with Developmental Disabilities

Cornerstone Services, Inc.

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Cornerstone Services, Inc.                                |
| Service Operator       | Illinois Central Bus and Cornerstone                      |
| Service Area           | Will County   |
| Service Type           | Client transportation to program, work and training sites |
| Eligible Riders        | Clients of Cornerstone Services, Inc.                     |
| Eligible Trip Purposes | Agency activities   |
| Service Days and Hours | 24/7  |
| Schedule in Advance    | N/A   |
| Fare Structure         | None  |
| Source                 | 2009 Nelson\Nygaard Survey<br>Phone Interview Aug 2009    |

**Operating/Service Statistics** – Cornerstone both contracts for transportation service with the Illinois Central Bus company and directly operates 32 minivans, 16 15-passenger vans, and 2 transit buses. In 2008, 803 individuals took a total of 360,011 trips, inclusive of 1,440 trips made by wheelchair bound passengers.

Cornerstone also provides travel training to its clients, instructing on how to ride Pace bus services and local taxis.

Mobility education programs to clients and their families are sponsored through Cornerstone on a case-by-case basis. Typically, case managers drive their own vehicles to appointments.

**Funding Sources/Revenue and Costs** – For the fiscal year from July 1, 2007 and June 30, 2008, Cornerstone received \$822,000 from the Department of Human Services. Operating expenses totaled \$822,000. This includes \$176,059 paid out to Illinois Central Bus for 1,440 trips at \$122.26 per trip, plus reimbursement to employees for providing transportation at \$0.55/mile, totaling \$255,826.

## Individual Advocacy Group

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Individual Advocacy Group   |
| Service Operator       | Individual Advocacy Group   |
| Service Area           | Will County   |
| Service Type           | Resident transportation; client transportation to day programs                            |
| Eligible Riders        | Residents of the Community Integrated Living Arrangement and participants in day programs |
| Eligible Trip Purposes | Agency activities and medical   |
| Service Days and Hours | For residential program: 24/7.<br>Other programs M-F 8:00 AM to 3:00 PM                   |
| Schedule in Advance    | N/A   |
| Fare Structure         | Rolled into program fees  |
| Source                 | December 2006 County Update – Vanpools  |

**Operations/Service Statistics** – Based in Romeoville, this organization operates 4 vans, leased from Pace through its Advantage Vanpool Program. The vans are used to transport residents of the Community Integrated Living Arrangement and participants in day programs.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## SouthSTAR Services

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | SouthSTAR Services                                 |
| Service Operator       | SouthSTAR Services                                 |
| Service Area           | South Suburban Cook County and Eastern Will County |
| Service Type           | Client Transportation                              |
| Eligible Riders        | Persons with Developmental Disabilities            |
| Eligible Trip Purposes | Agency Activities                                  |
| Service Days and Hours | M-F<br>7:00 AM to 5:00 PM                          |
| Schedule in Advance    | Next day   |
| Fare Structure         | None   |
| Source                 | 2009 Nelson\Nygaard survey                         |

**Operations/Service Statistics** – SouthSTAR Services is a 501(c)(3) nonprofit located in Chicago Heights, Illinois. They provide developmental training; senior services, supported employment, community employment, community living services including CILA and intermittent CILA services, home based support services and advocacy to individuals with developmental disabilities

SouthSTAR Services provides transportation services via a fleet of twenty-one (21) vehicles; five (5) minivans, thirteen (13) standard 15-passenger vans, two (2) converted 15-passenger vans, and one (1) light-duty bus. Of the vehicles operated by SouthSTAR, six (6) are wheelchair accessible.

In FY 2009, SouthSTAR Services provided approximately 130,000 trips to 270 clients. 6,000 trips were provided to riders using a wheelchair. SouthSTAR services also purchases services on behalf of their consumers from Bloom Township and Rich Township.

**Funding Sources/Revenue and Costs** – In FY 2009, SouthSTAR Services spent \$510,000 on transportation services. Of the costs incurred, \$6,000 was spent purchasing services from Bloom Township and \$15,000 was spent purchasing services from Rich Township. In FY 2009, SouthSTAR Services was reimbursed \$435,000 from Medicaid, generated \$15,000 from fund raising efforts, and received \$1,500 in donations from the United Way.

## Trinity Services

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Trinity Services  |
| Service Operator       | Trinity Services  |
| Service Area           | Will County   |
| Service Type           | Client Transportation                                     |
| Eligible Riders        | Persons with Disabilities who are Enrolled in the Program |
| Eligible Trip Purposes | All   |
| Service Days and Hours | M-F<br>7:00 AM to 5:00 PM                                 |
| Schedule in Advance    | N/A   |
| Fare Structure         | Free to Program Members                                   |
| Source                 | December 2006 County Update – Vanpools                    |

**Operations/Service Statistics** – The Trinity Foundation was formed with the mission of supporting and funding the work and goals of Trinity Services. Trinity Services Inc. is a non-profit, non-sectarian organization committed to providing a wide range of programs and services for individuals with developmental disabilities and behavioral health needs. Trinity services now provides community living programs, adult learning programs, a variety of vocational programs including supported employment, an autism center, respite services, in-home services, in home support, a drop in center, varied therapeutic rehabilitation programs, programs for the dually diagnosed, employment services, individual and group therapies, and offers services throughout Family Counseling Centers in Joliet.

Trinity's Community Living programs are community homes and apartments for 1-8 individuals who have developmental disabilities. These homes, or Community-Integrated Living Arrangements (CILA) are located in residential neighborhoods throughout the Southwest Chicago suburbs of Homewood, Park Forest, Frankfort, Matteson, Mokena, New Lenox, Peoria, Lockport, Elwood, Naperville, Crete, Crest Hill, Wilmington, Braidwood, Marion, and Joliet. These programs serve more than 400 people with disabilities.

Trinity operates 115 vans, 53 of which are leased from Pace through the Advantage Vanpool program, to provide clients with transportation to work, and training sites in Will, Cook, and Kankakee Counties, as well as a variety of other trip purposes. Trinity has its own maintenance department for basic needs and uses private vendors for major maintenance needs.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Other Human Service Agency Client Transportation Programs

### Catholic Charities, Diocese of Joliet

#### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Catholic Charities, Diocese of Joliet                                      |
| Service Operator       | American School Bus Company, First Transit and Tele-Cab                    |
| Service Area           | Will County  |
| Service Type           | Client Transportation  |
| Eligible Riders        | Older Adults, Persons with Low Income                                      |
| Eligible Trip Purposes | Agency Activities  |
| Service Days and Hours | N/A  |
| Schedule in Advance    | Brokered through American School Bus Company, Laidlaw Transit and Tele-Cab |
| Fare Structure         | None   |
| Source                 | 2009 Nelson\Nygaard survey<br>Interview conducted Aug 2009                 |

**Operations/Service Statistics** -- Catholic Charities offers services throughout Chicago and in Will, Grundy, DuPage, Kendall, Kankakee, Ford and Iroquois counties. Services include counseling, senior programs, children's services, and transitional housing. Services are brokered on a per trip basis. In 2008, Catholic Charities brokered approximately 3,000 trips for program participants.

**Funding Sources/Revenue and Costs** – In 2008, Catholic Charities purchased service from American School Bus Company for \$386,000, First Transit for \$71,000, and Tele-Cab for \$380.

## Guardian Angel Community Services

### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Guardian Angel Community Services                |
| Service Operator       | We   |
| Service Area           | Will County                                      |
| Service Type           | Client Transportation                            |
| Eligible Riders        | Persons with Low Income                          |
| Eligible Trip Purposes | Agency Activities                                |
| Service Days and Hours |  |
| Schedule in Advance    | When a worker is available                       |
| Fare Structure         | Free for individuals who qualify for the program |
| Source                 | 2009 Nelson\Nygaard survey                       |

**Operations/Service Statistics** -- Guardian Angel was founded by the Congregation of the Third Order of Saint Francis of Mary Immaculate of Joliet in 1897. Originally established as an orphanage, Guardian Angel currently serves over 4000 children, individuals and families per year through a variety of different programs.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Helping Hand Rehabilitation Center

### *General Description*

|                        |                                    |
|------------------------|------------------------------------|
| Service Sponsor        | Helping Hand Rehabilitation Center |
| Service Operator       |                                    |
| Service Area           | Will County                        |
| Service Type           | Client Transportation              |
| Eligible Riders        | Persons with Disabilities          |
| Eligible Trip Purposes | Agency activities                  |
| Service Days and Hours |                                    |
| Schedule in Advance    |                                    |
| Fare Structure         |                                    |
| Source                 |                                    |

**Operations/Service Statistics** – Helping Hand Rehabilitation Center is a not-for-profit community-based agency that serves approximately 400 children and adults with mild to severe disabilities. Programs include Adult day services, housing, sheltered workshops, and educational services.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Illinois Department of Human Services

### *General Description*

|                        |                                       |
|------------------------|---------------------------------------|
| Service Sponsor        | Illinois Department of Human Services |
| Service Operator       | None                                  |
| Service Area           | Will County                           |
| Service Type           | Pace Bus or taxi stipend              |
| Eligible Riders        | Persons with Low Income               |
| Eligible Trip Purposes | All                                   |
| Service Days and Hours | Bus and taxi hours                    |
| Schedule in Advance    | N/A                                   |
| Fare Structure         |                                       |
| Source                 | Phone interview conducted Aug 2009    |

**Operations/Service Statistics** -- The Illinois Department of Human Services (DHS) administers the Temporary Assistance for Needy Families (TANF) program. TANF provides temporary financial assistance for pregnant women and families with one or more dependent children. The program also provides financial assistance to help pay for food, shelter, utilities, transportation, and expenses other than medical.

DHS does not provide transportation services directly to consumers. A stipend is provided to qualified recipients for use in the purchase of Pace bus passes or taxi service.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## South Suburban Recreation Association

### General Description

|                        |   |
|------------------------|---|
| Service Sponsor        | South Suburban Recreation Association   |
| Service Operator       | South Suburban Recreation Association   |
| Service Area           | Districts of: Country Club Hills Park, Frankfort Square Park, Hazel Crest Park, Homewood-Flossmoor Park, Lan-Oak Park, Matteson Parks and Recreation Department, Oak Forest Park, Olympia Fields Park, Park Forest Recreation and Parks Department, Richton Park Parks and Recreation Department, and Tinley Park |
| Service Type           | Client Transportation   |
| Eligible Riders        | Persons with Disabilities that are enrolled in the program  |
| Eligible Trip Purposes | Agency activities   |
| Service Days and Hours | Office hours: M–F<br>9:00 AM to 5:00 Pm<br>Transportation operates whenever a client needs to go somewhere  |
| Schedule in Advance    | N/A   |
| Fare Structure         | Rolled into program fees  |
| Source                 | 2009 Nelson\Nygaard survey  |

**Operations/Service Statistics** – SSSRA is a therapeutic recreation program that is an extension of eight park districts and three recreation and parks departments. It is organized to provide individuals with disabilities or special needs, the opportunity to be involved in year-round recreation. SSSRA programs are for individuals from birth through adult who are in special education classes, sheltered workshops, or who have recreational needs not met by traditional park district programs. This could include individuals who have varying degrees of physical disabilities, mental handicaps, learning disabilities, emotional difficulties, hearing or visual impairments, and developmental delays.

Persons residing in the SSSRA member agencies are considered residents. These agencies are: Country Club Hills Park District, Frankfort Square Park District, Hazel Crest Park District, Homewood-Flossmoor Park District, Lan-Oak Park District, Matteson Parks and Recreation Department, Oak Forest Park District, Olympia Fields Park District, Park Forest Recreation and Parks Department, Richton Park Parks and Recreation Department, and Tinley Park - Park District.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## United Cerebral Palsy of Will County

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | United Cerebral Palsy of Will County            |
| Service Operator       | United Cerebral Palsy of Will County            |
| Service Area           |   |
| Service Type           | Client Transportation                           |
| Eligible Riders        | Persons with Disabilities                       |
| Eligible Trip Purposes | Agency activities                               |
| Service Days and Hours |   |
| Schedule in Advance    |   |
| Fare Structure         |   |
| Source                 | IDOT List of 5310 Grant Recipients; UCP website |

**Operations/Service Statistics** – UCP of Will County provides developmental training, a sheltered workshop and residential services to persons with severe cognitive and physical disabilities. UCP used a FTA 5310 grant to purchase an accessible vehicle which it uses to support these programs.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Workforce Investment Board of Will County

### *General Description*

|                        |   |
|------------------------|---|
| Service Sponsor        | Workforce Investment Board of Will County |
| Service Operator       | None                                      |
| Service Area           | Will County                               |
| Service Type           | Client Transportation                     |
| Eligible Riders        | Persons with Low Income                   |
| Eligible Trip Purposes | All                                       |
| Service Days and Hours | N/A                                       |
| Schedule in Advance    | Pace bus pass stipend                     |
| Fare Structure         |   |
| Source                 | Phone interview conducted Aug 2009        |

**Operations/Service Statistics** -- The Workforce Investment Board of Will County plays a key role in the economic development of the County. The Board brings together a myriad of employment, training, and educational services, transforming them into a comprehensive and easily accessed system that supports the development of a world-class workforce. The Board builds the workforce system to develop quality employees for employers and to develop quality opportunities for employees. This system makes it easy for business to make connections with a qualified pool of applicants and to access other workforce development services. This system is also intended to make it easy for people to learn about and access a broad range of employment, education, and related services.

The Workforce Investment Board does not provide transportation services directly to consumers. A stipend is provided to qualified customers for use in the purchase of Pace bus passes.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## Nursing Homes

### Beecher Manor Nursing and Rehabilitation Center

#### *General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Beecher Manor Nursing and Rehabilitation Center                  |
| Service Operator       | Various private ambulance and medical car companies              |
| Service Area           | Will and adjacent counties                                       |
| Service Type           | Client transportation  |
| Eligible Riders        | Persons with Disabilities, Older Adults                          |
| Eligible Trip Purposes | Medical  |
| Service Days and Hours | As needed  |
| Schedule in Advance    | Brokered through private ambulance and medical car companies     |
| Fare Structure         |  |
| Source                 | 2009 Nelson\Nygaard survey<br>Phone Interview conducted Aug 2009 |

**Operations/Service Statistics** -- Beecher Manor Nursing & Rehabilitation Center is an average sized, for-profit, nursing home with 96 beds and 77 residents. Beecher Manor participates in the Medicare and Medicaid programs and provides resident & family counseling services. A total of 127 Medicare patients were given 4,703 days of bed care and services in 2006 with 85 Medicare patients given outpatient care and services.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.

## WILL COUNTY, ILLINOIS

**Sunny Hill Nursing Home of Will County***General Description*

|                        |  |
|------------------------|--|
| Service Sponsor        | Sunny Hill Nursing Home of Will County                           |
| Service Operator       | Various private ambulance and medical car companies              |
| Service Area           | Will, Grundy, DuPage and Cook Counties                           |
| Service Type           | Client Transportation  |
| Eligible Riders        | Older Adults   |
| Eligible Trip Purposes | Medical  |
| Service Days and Hours | As needed  |
| Schedule in Advance    | Brokered through private Medicare or ambulance services          |
| Fare Structure         |  |
| Source                 | 2009 Nelson\Nygaard survey<br>Phone interview conducted Aug 2009 |

**Operations/Service Statistics** -- Sunny Hill Nursing Home is a 238 bed, skilled care facility, owned and operated by the government of Will County.

**Funding Sources/Revenue and Costs** – No funding or cost data was available for this program.



## Chapter 5. Demographic Profile of the Target Populations

This chapter presents detailed demographic characteristics of the three target populations: older adults, persons with disabilities, and persons with low incomes. The objective of this chapter is to identify areas within Will County that reflect trip origins for the target populations. Hence, we identify the locations where large numbers of the target populations live and also where the highest densities of these populations are located. Analysis is presented through tables and maps, using demographic data at the tract level from the 2000 US Census.

Since some individuals may fall into more than one target population, the total numbers are not additive. However, an attempt to identify the locations where there is a consolidated need is presented at the end of the chapter.

### Definitions and Methodology

For purposes of the analysis, the target populations have been defined as follows:

- **Older Adults** – Individuals aged 65 years of age and older.
- **Persons with Disabilities** – This group is defined differently by individual agencies, as the definition affects who is eligible for services. For purposes of this analysis, we utilized the Census 2000 table P42: “Sex by age by disability status by employment status for the civilian non-institutionalized population 5 years and over.” The Census derived this data from two questions on the long form questionnaire. Question 16 asked whether a person 5 years of age or over had a long-lasting sensory disability (blindness, deafness, severe vision or hearing impairment) or a physical disability (condition substantially limiting walking, climbing stairs, reaching, lifting, carrying). Question 17 asked if a person had any condition lasting six months or more that made four activity categories difficult:
  - Learning, remembering, or concentrating (mental disability);
  - Dressing, bathing, or getting around inside the house (self-care disability);
  - Going outside the home alone (going outside the home disability);or,
  - Working at a job or business (employment disability).
- **Persons with Low Income** – The Census Bureau created definitions of poverty status based on income and the number of people per household. A person with low income is defined as someone whose income is less than 150 percent of the poverty level. Census table P88: “Ratio of income in 1999 compared to poverty level” shows the number of people whose income falls between less than 50 percent of the poverty level to more than 200 percent of the poverty level.

The demographic characteristics for the region have been analyzed in terms of both the number and density (persons per square mile) of the target populations. Data is shown by Census tracts.

Tracts vary in size, both geographically and in population. Therefore, we created two maps per target population – one that shows the absolute number of individuals living in the tract, and another displaying the density of the population, allowing differentiation between these separate factors. For example, a large geographic area will dilute the density of a large population, while a smaller population spread over smaller geographic area will have a higher density. Thus the two

separate maps, when viewed together, help give the viewer a more accurate view of conditions in each county than one map alone.

As mentioned above, we have also prepared a composite “needs” map that represents a composite needs index. This index was created by combining the number of target populations in each tract, normalized by the tract’s area, to produce a density of total target populations by tract. For example, in a tract that contains 1,000 older adults, 1,000 persons with disabilities, and 1,000 persons with low income, this total number of 3,000 would be divided by the block group’s geographic area in square miles. Each tract was subsequently ranked as exhibiting Low, Medium-Low, Medium-High, and High need. We chose to map density (by quartiles) rather than absolute numbers on the overall needs maps because, in terms of provision of transportation, density is a more important indicator than pure numbers.

Note again that the American Community Survey (ACS) data from 2007 is only available at the municipal level and not broken down into Census tracts, blocks, or block groups. For this reason, it cannot be used to provide detailed demographic analysis at the level necessary for this study for the target populations. Further, the ACS sample population is smaller than the 2000 Census, resulting in a larger margin of error when extrapolated to the entire population. This large margin of error means that while the data can help show where significant changes have likely occurred, the magnitude of these changes cannot be directly measured. Therefore, while this study utilizes 2007 ACS data (See table and map in Chapter 3), ACS data is not mapped for the target populations and is meant only to indicate the possibility of slightly higher or lower need in the affected areas for the affected target populations.

Chapter 3 discussed growth rates of places in Will County, with Plainfield and Romeoville each experiencing rapid growth, as well as Crest Hill, Lockport, and New Lenox. These areas of high growth should be kept in mind for the more detailed demographic analysis presented in this chapter, as needs in these communities may have grown.

## Trip Origins

The surrogate for trip origins used for the purpose of this project is the location (residences) of persons falling into the three target populations, based on the 2000 Census. Our discussion of the population concentrations and densities is organized by township.

Analysis of the location and concentration of persons with disabilities, older adults and individuals with low income, suggest that:

- Persons with disabilities are most heavily concentrated in Joliet Township, with other populations located in the City of Steger in Crete Township and DuPage Township;
- Older adults also tend to be concentrated in the northern portion of the county, especially in the townships of Joliet and DuPage; and,
- The greatest concentration of individuals with low income is likewise in the northern tier of the county, especially in Joliet and DuPage townships.

## Persons with Disabilities

In the 2000 census, the non-institutionalized population of persons with disabilities in Will County is shown in Figure 5-1.

**Figure 5-1 Persons with Disabilities by Age**

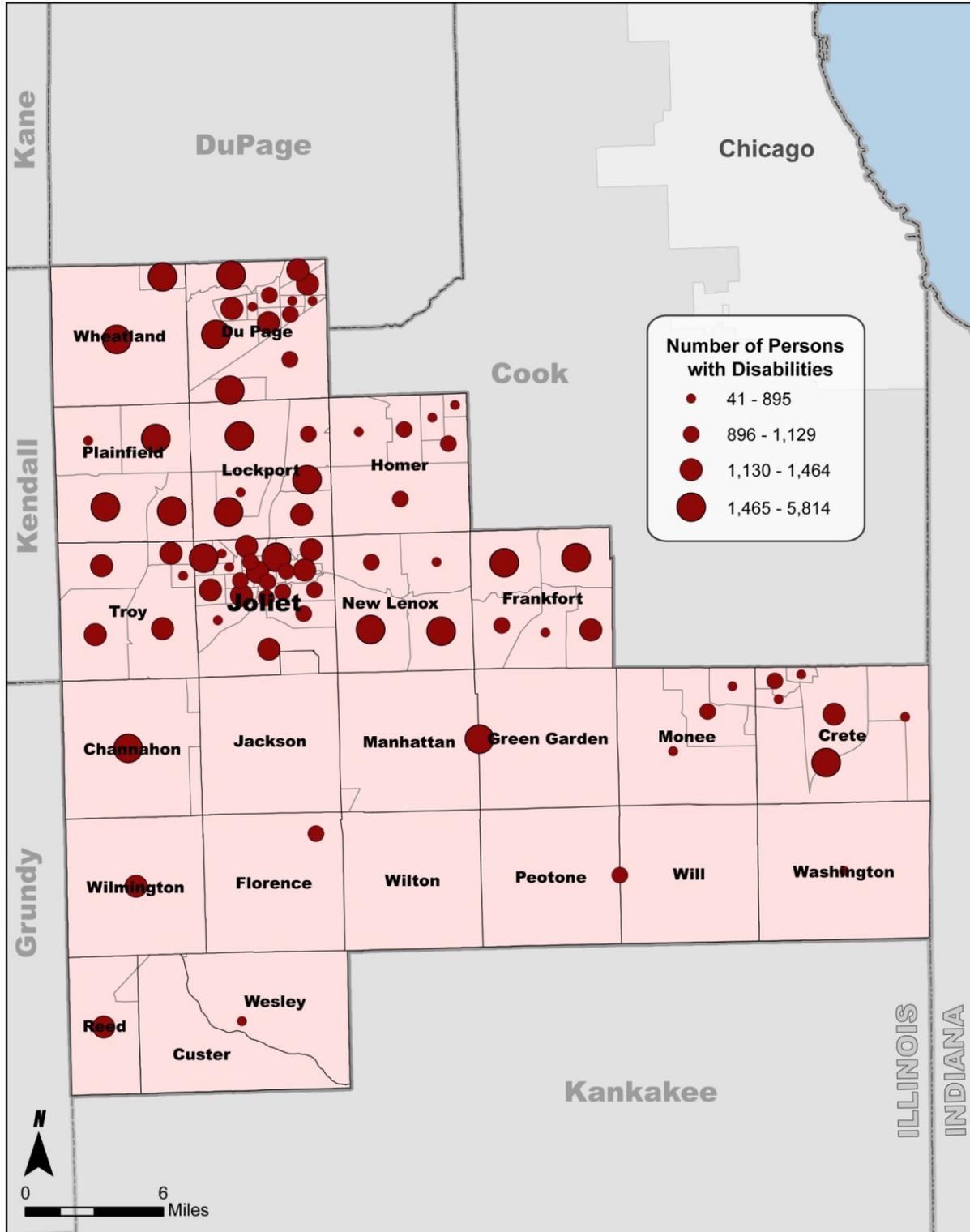
| Age Group | Population with a Disability | Total Population | % of Total Population |
|-----------|------------------------------|------------------|-----------------------|
| 5 to 20   | 7,404                        | 126,971          | 5.80%                 |
| 21 to 64  | 35,408                       | 286,741          | 12.30%                |
| 65+       | 15,056                       | 39,219           | 38.40%                |
| Total     | 57,868                       | 452,931          | 12.80%                |

The population of 57,868 reflects a 40.6% increase over 1990.

The Census also indicates that 62.0% of persons with disabilities aged 21 to 64 in Will County are employed, compared to 79.9% of persons in that age group with no disability. The location of these individuals and the associated population densities are shown in Figures 5-2 and 5-3, respectively.

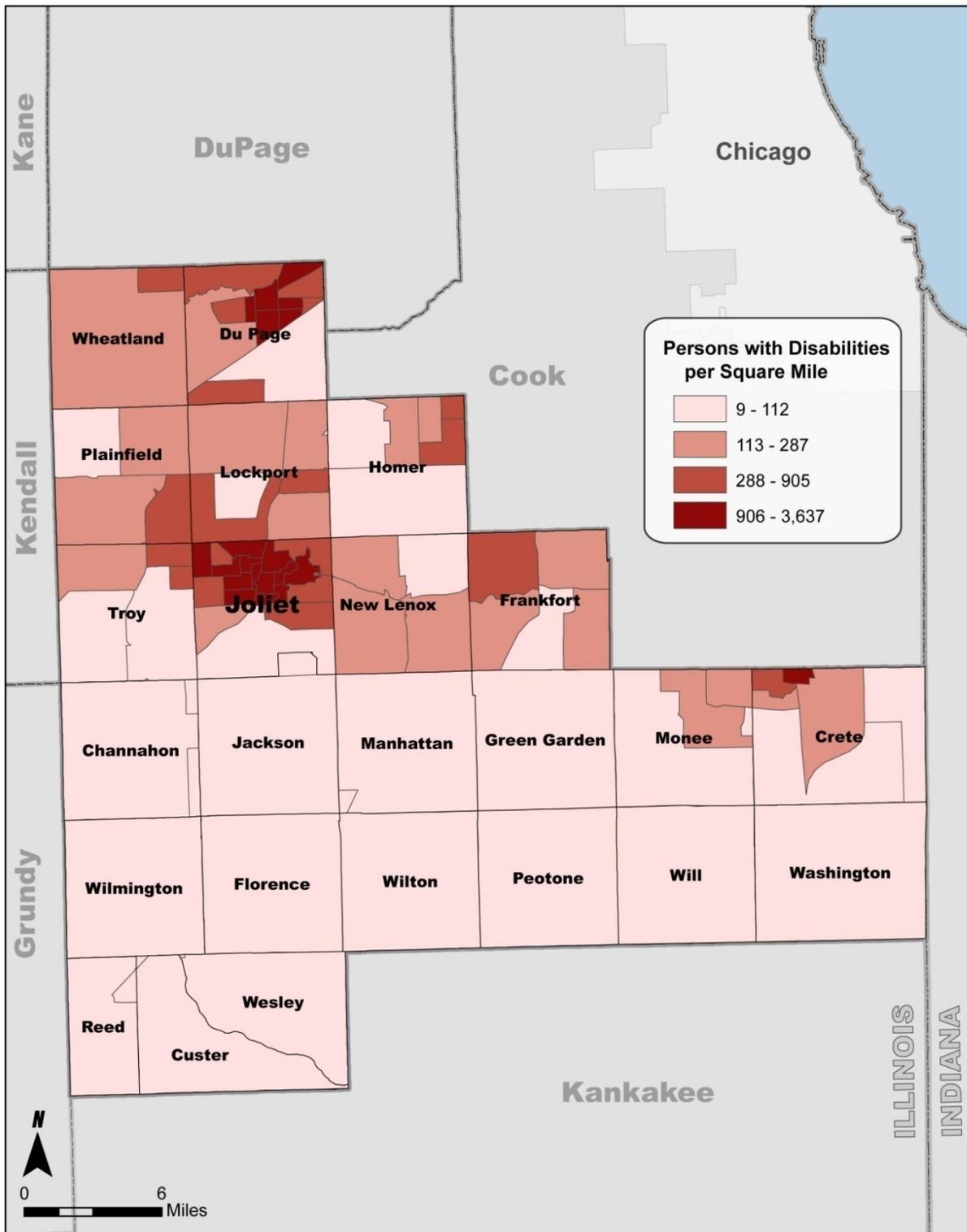
There are high and medium high populations of persons with disabilities living in the northern nine townships (Wheatland, DuPage, Plainfield, Lockport, Homer, Troy, Joliet, New Lenox and Frankfort. But only parts of DuPage and Joliet have areas with high densities of persons with disabilities. In the southern tier of Will County, the townships of Manhattan, Channahon and Green Garden as well as parts of the Townships of, Wilmington, and Crete have a high population of persons with disabilities (1,465-5,814 persons with disability per tract). The density of these populations, however, is low or medium-low. A majority (13 of the 15 southern townships) have low density of persons with disabilities (6-63 persons per square mile).

Figure 5-2 Will County Population of Persons with Disabilities



WILL COUNTY, ILLINOIS

Figure 5-3 Will County Population Density of Persons with Disabilities



## Older Adults

The 2000 population of older adults in Will County is shown in Figure 5-4.

**Figure 5-4 Older Adults in Will County**

| Age Group   | Total Population | Total Population | % of Total Population |
|-------------|------------------|------------------|-----------------------|
| 65 to 74    | 22,690           | 126,971          | 4.50%                 |
| 75 to 84    | 14,311           | 286,741          | 2.80%                 |
| 85+         | 4,609            | 39,219           | 0.90%                 |
| Total (65+) | 41,610           | 452,931          | 8.30%                 |

As shown in the table above, there were 41,610 older adults (age 65 year and over) living in Will County (according to the 2000 Census), accounting for 8.3% percent of the population. The 2000 population and population density of older adults in Will County are shown in Figures 5-6 and 5-7, respectively.

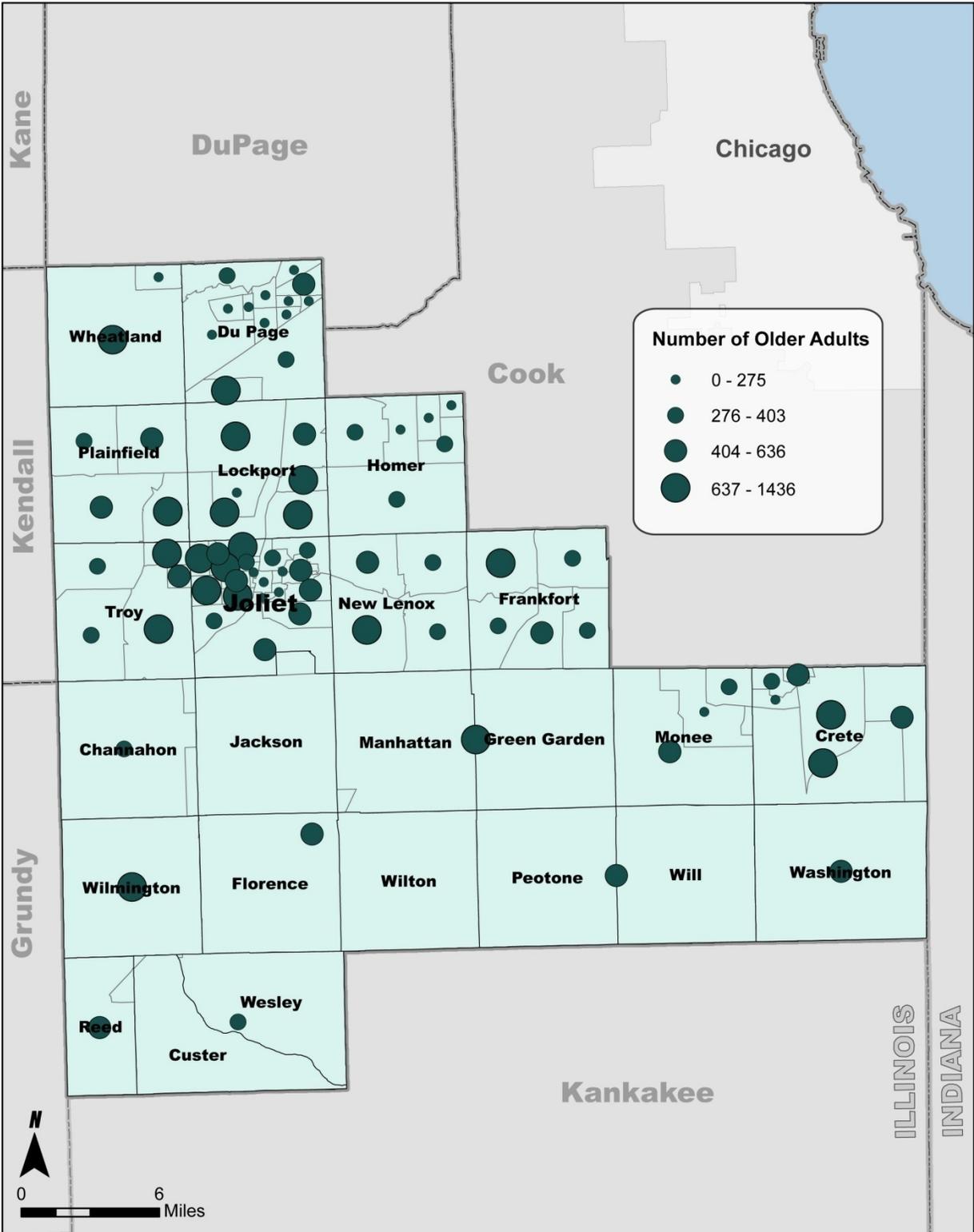
As shown on these maps, the northern municipalities Bolingbrook, Romeoville, and Lockport plus parts of Joliet (including the neighborhood of Ingalls Park) of Will County all have census tracts with high populations (637-1,436 population per census tract) and high density populations of older adults, defined as 320-961 persons per square mile.

While Manhattan, Green Garden, and Crete all have areas with a high population of older adults, only the Steger area of Crete is the only area in southern Will County with moderate density of older adults. The other townships in the area have low density of older adults, with 0-42 older adults per square mile.

The distribution of the population of older adults is forecast to remain similar, with most increases occurring in areas that already have significant populations, such as Joliet, New Lenox and Frankfort Townships. In the northernmost townships, areas currently with low densities, such as DuPage Township south of I-55 and the southern half of Homer Township will see increases in their older adult populations and population densities. In the southern townships, the population density of Monee Township is forecast to increase significantly.

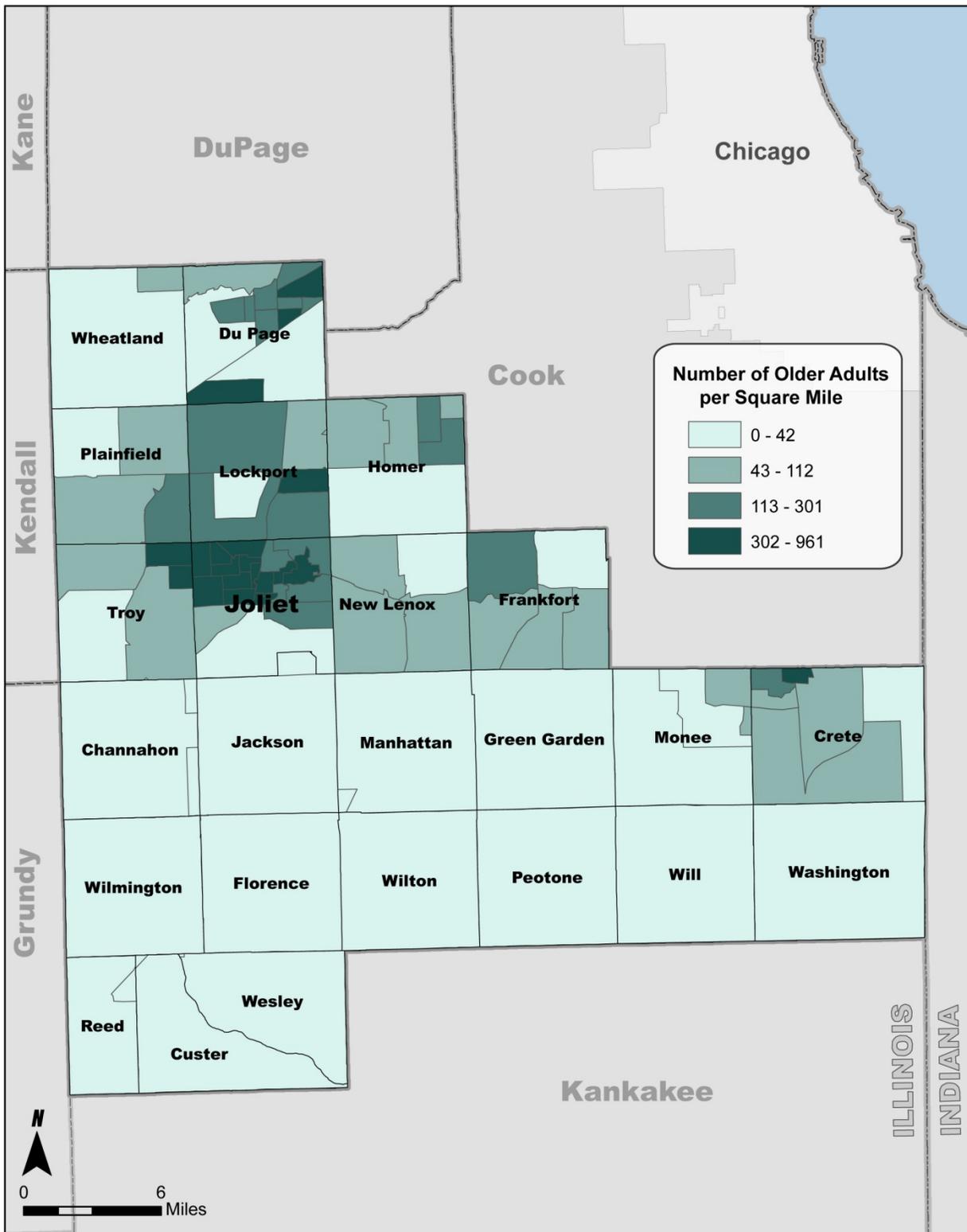
WILL COUNTY, ILLINOIS

Figure 5-5 Will County Population of Older Adults



WILL COUNTY, ILLINOIS

Figure 5-6 Will County Population of Older Adults



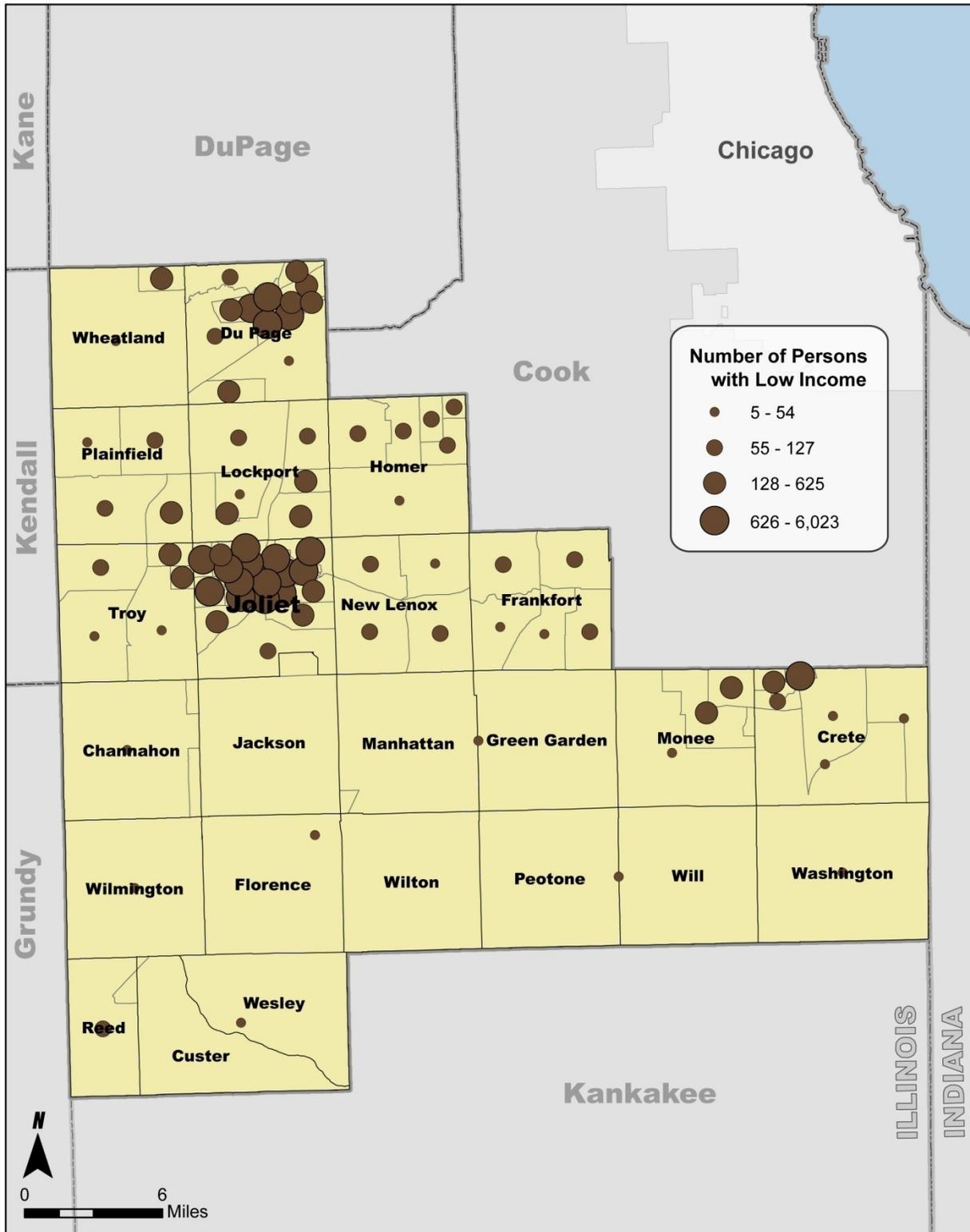
## Persons with Low Income

In the 2000 Census, the population of low income individuals in Will County was estimated at 66,919 residents, representing approximately 13.6% of the population. The location and densities of these individuals are shown in Figure 5-7 and 5-8.

A moderately high density of low income people live in the northeast section of Monee. In Steger, there is a high density area of 626-6,023 persons with low incomes per square mile. The Cities of Bolingbrook and Joliet also have high densities of low income people.

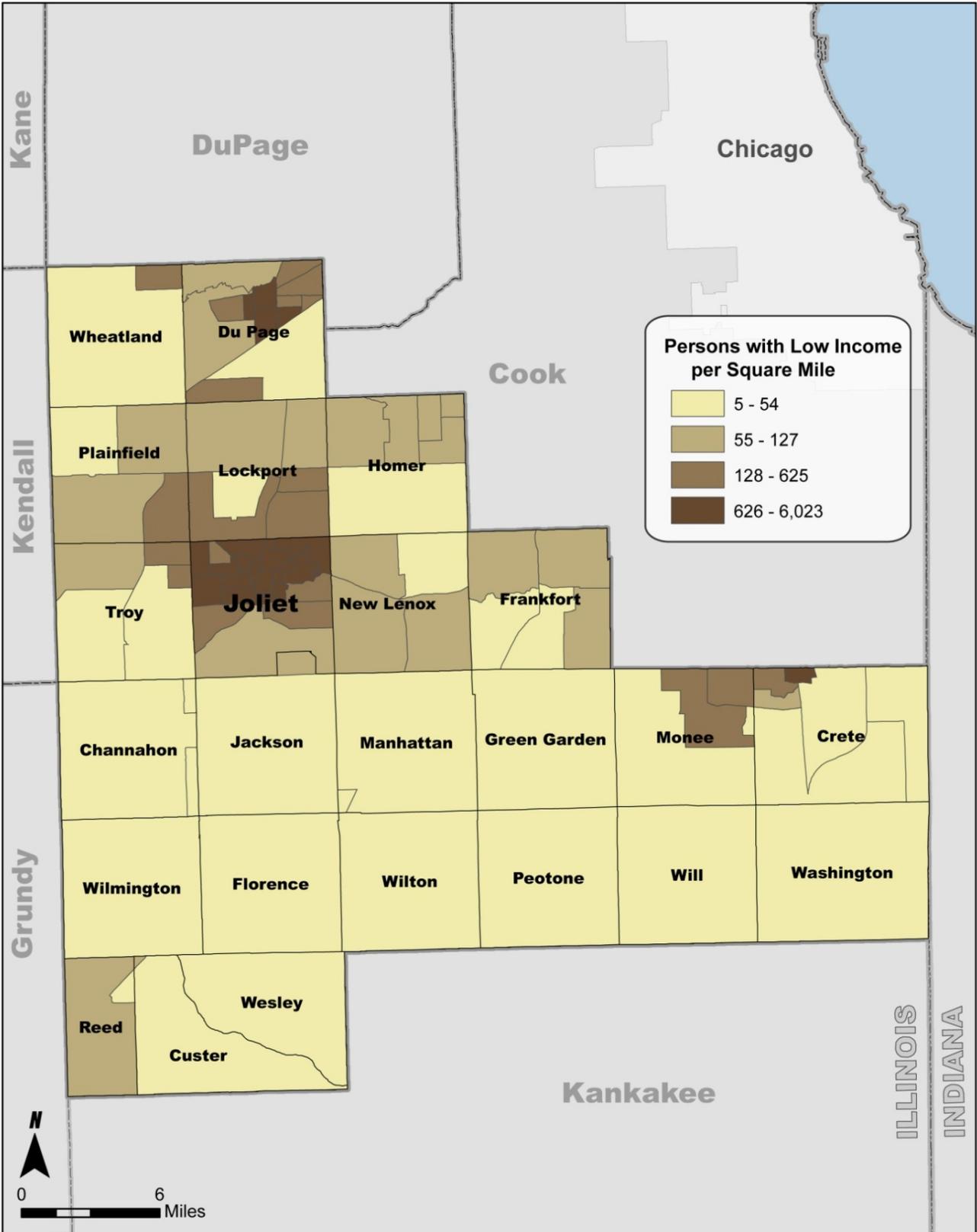
WILL COUNTY, ILLINOIS

Figure 5-7 Will County Population of Persons with Low Income



WILL COUNTY, ILLINOIS

Figure 5-8 Will County Population Density of Persons with Low Income



## Composite Needs Index

The composite needs index includes data on all three target groups of transit-dependent populations. As discussed, this index compiles the total population of the three groups and normalizes by square miles within each tract. There is overlap in these three populations that is not accounted for in this analysis, but the map is still an important indicator of spatial distribution of need in the county.

There is a heavy concentration of the three target populations in Joliet, especially just north of I-80. DuPage Township also shows a high density of need. Other townships with some need include Crete, Frankfort, Monee, Homer, Wheatland, Plainfield, and Lockport. Most tracts with high need are situated on the border of Cook County or in and around Joliet.

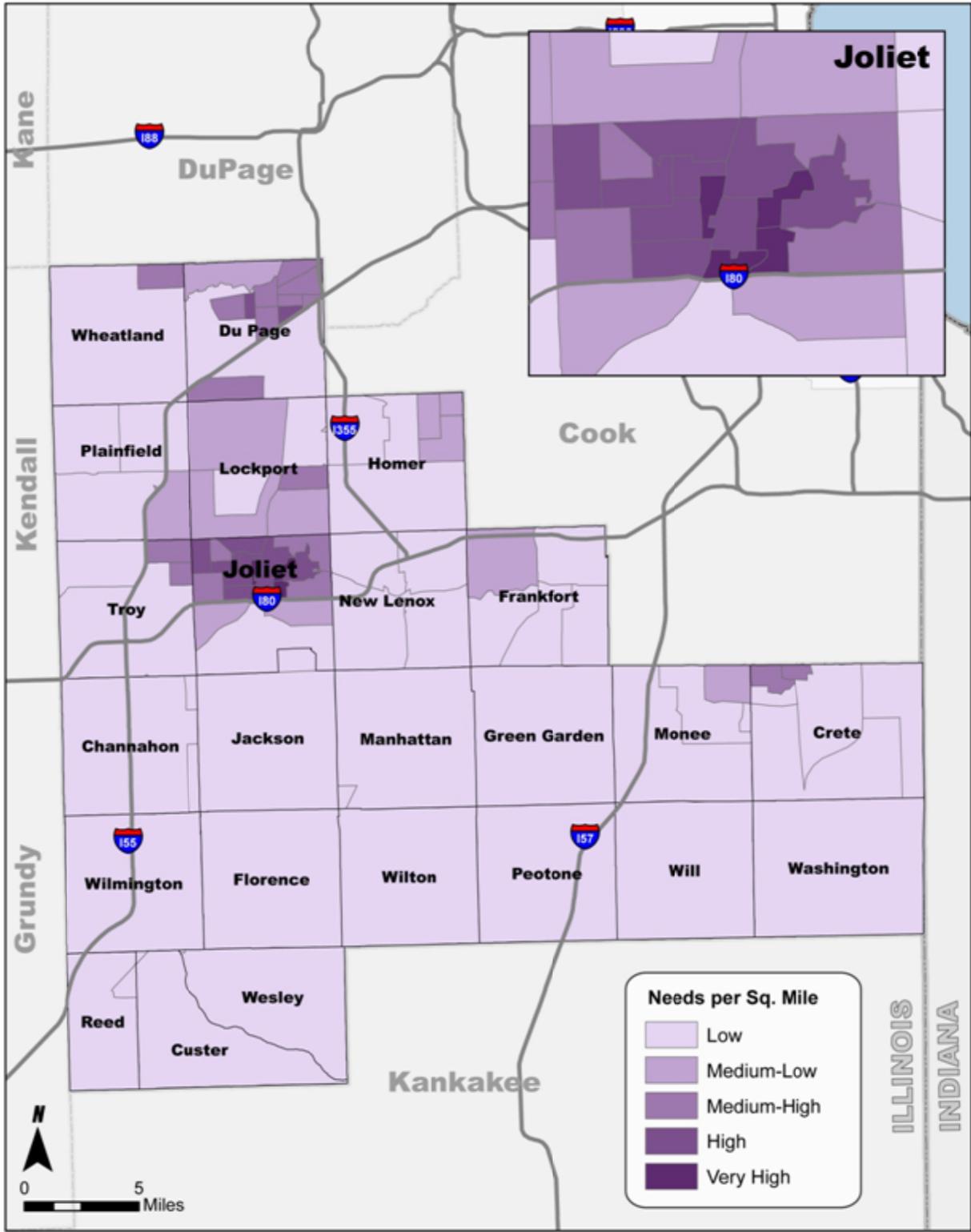
## Overlap of the Target Populations

Using Census data, we have identified the following areas where the three populations overlap in Will County:

- Over 38% of older adults have a disability;
- 26% of persons with disabilities are also older adults; and,
- Among the population of persons with a disability who are aged between 21 and 64, 62% are employed and 38% remain unemployed.

The demographic analysis of persons with disabilities, older adults, and persons with low income indicates that the largest concentration of these populations, both in terms of absolute numbers as well as population are density, are located in the northern and central western portions of Will County. Joliet, the largest city in Will County, and Joliet Township have the highest concentration of the three target populations. Steger also ranks high density for all three categories, despite its small size. The distribution of all three populations looks nearly identical, with medium-high density surrounding Joliet and areas of medium-high and high density in DuPage Township.

Figure 5-9 Will County Composite Needs Index



**Nelson Nygaard**  
consulting associates

GIS Data Sources: ESRI, CMAP, City of Chicago, CTA  
Destination Data Source: CTA



## Chapter 6. Major Destinations and Activity Centers

### Trip Destinations

This chapter documents the major destinations for the three population groups, sorted into the following categories: senior centers and adult day centers; human service agencies; hospitals and medical centers; dialysis facilities; retail centers; libraries; and colleges and universities. Some of these destinations lie outside the county boundaries.

A list of destinations from all categories is included at the end of the first section. A map and discussion of major paratransit and Dial-A-Ride destinations follows.

Major destinations are mapped in Figure 6-1. Employment density based on data provided by the Chicago Metropolitan Agency for Planning (CMAP) is shown together with key sector employers in Figure 6-3. Figure 6-2 lists major employers referenced in Figure 6-3.

Similar to the location of the target populations in Will County, many of the most important destinations for these groups are located in DuPage and Joliet townships. Employment centers are in the more urbanized areas of Joliet, Bolingbrook, Plainfield, and Romeoville but also include the nearby Naperville Industrial corridor in DuPage County.

### Persons with Disabilities

According to results from the stakeholder interviews conducted in 2007, the greatest trip demand generators for persons with disabilities are associated with receiving basic services and access to job training and employment sites. In Will County and surrounding areas, these include:

- Human service agencies such as the United Way of Will County and the Community Service Council of Will County;
- Organizations providing services to persons with developmental disabilities such as the Will County Center for Independent Living, Cornerstone Services, and Trinity Services;
- Medical facilities such as the St. Joseph Medical Center and Silver Cross Hospital in Joliet, the Bolingbrook Medical Center, Palos Community Hospital, the Veterans' Center in Joliet, and the St. James Community Health centers in Beecher and southern Cook County, as well as the Central DuPage Hospital and University of Chicago Hospital in DuPage County;
- Dialysis centers, many of which are located in or near Joliet, with several others in the north and east parts of the county. There is also a facility in Channahon and two in Indiana;
- Joliet Junior College;
- Employment centers mostly in primarily in the more urbanized areas of Joliet, Bolingbrook, Plainfield, and Romeoville, but also including the nearby Naperville industrial corridor in DuPage County; and,
- Shopping centers centered about such stores as the Wal-mart and Home Depot in Joliet, and the Wal-mart in Bolingbrook, and grocery stores, such as the Meijer in Bolingbrook, the Jewel-Oscos in Joliet and Lockport, and the Dominick's in Joliet and Shorewood.

## Older Adults

Qualitative data suggests that older adults are primarily seeking trips to medical appointments, shopping centers, and social/recreational activities. Many of these key destinations in Will County are listed above. The other major destinations for seniors are senior centers. In Joliet, the Senior Service Center of Will County provides health and recreational services as well as meals to area seniors. The Levy Senior Center in Bolingbrook, the Southland Senior Services Center, and the Troy Township Senior Center all offer similar services for the northern, eastern, and Shorewood/southwest Will County areas, respectively.

Medical appointments include doctor's offices as well as community health facilities, hospitals, adult day care facilities, dialysis facilities and trips for chemotherapy. For older adults living in eastern Will County, several dialysis facilities and medical centers providing chemotherapy are in Indiana, and these trips are typically accommodated by Southland Senior Services Center Dial-A-Ride. Social and recreation trips typically include senior centers plus major shopping centers.

## Persons with Low Income

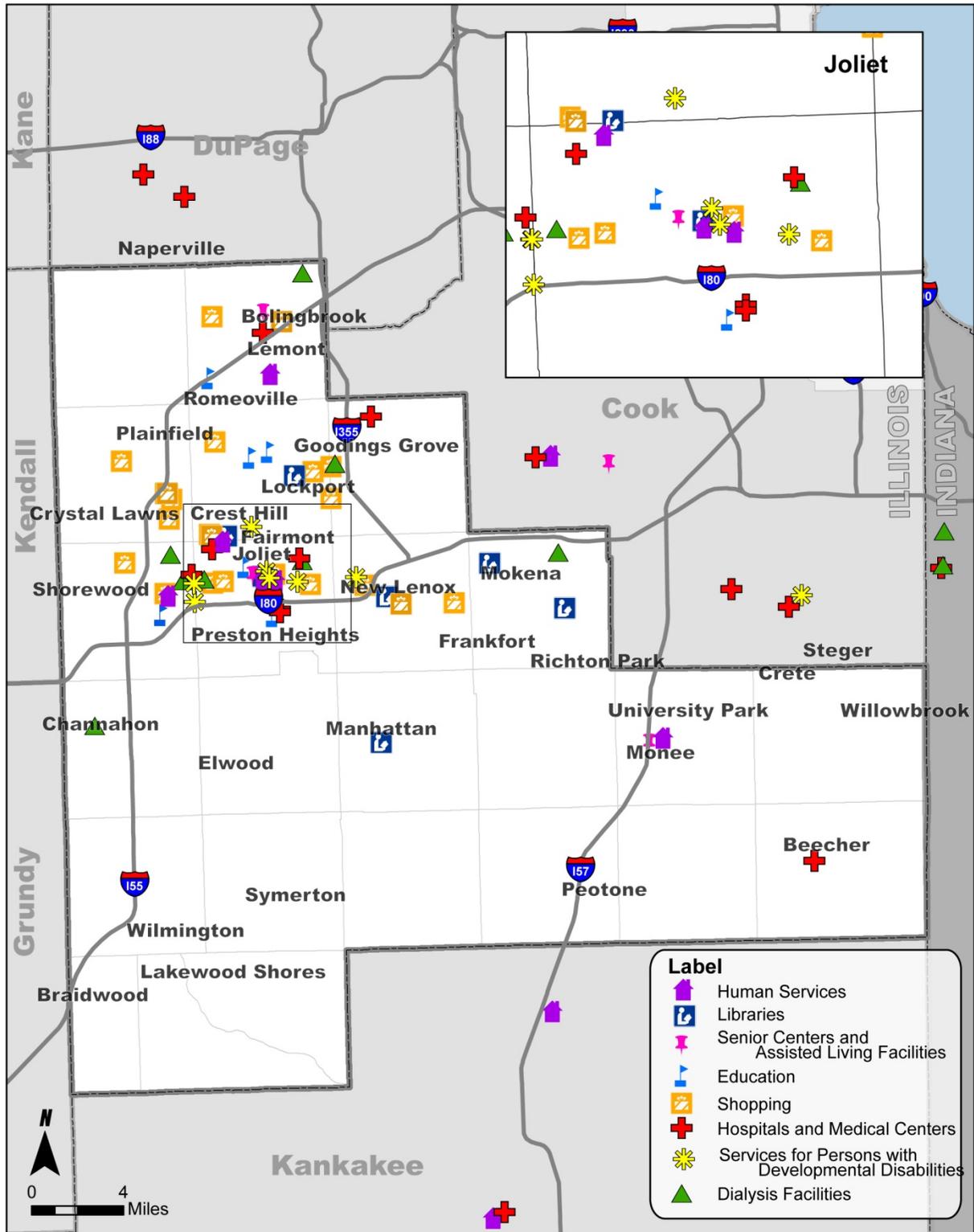
Figure 6-1 also shows key destinations for persons with low income, including key human services, educational institutions, and job training facilities. Employment data and key employers are shown in Figure 6-2. As shown, the major activity centers are in the central portion of the county, where many services for the populations exist. The communities with the greatest concentration of employment are Joliet and Bolingbrook, which are just south and north, respectively, of this central activity area.

As noted in Chapter 3, there is also significant commuting from Will County for employment. Cook and DuPage counties are the top two commuting destinations for Will County residents. The top two communities outside of Will County where residents commute are Chicago and Naperville at 11% and 5% of workers, respectively. Joliet and Bolingbrook are the two communities with the largest percent of employment and residential locations for county residents.

Other important destinations for persons with low income include child care facilities, and medical and community health centers. Some of the key destinations falling into these categories in Will County include:

- Joliet hospitals and medical facilities;
- Bolingbrook and Joliet employment centers;
- Joliet Junior College; and,
- Social service facilities in Joliet and other central county locations.

Figure 6-1 Major Activity Centers/Demand Generators in Will County



## Employment

Major employers are concentrated in Joliet and DuPage townships, with several others near the major interstate highways and a few in the east near Crete. Employment density follows a similar pattern, with a majority of workers in Joliet and DuPage townships as well as Frankfort Township.

**Figure 6-2 Major Employers plotted in Figure 6-3**

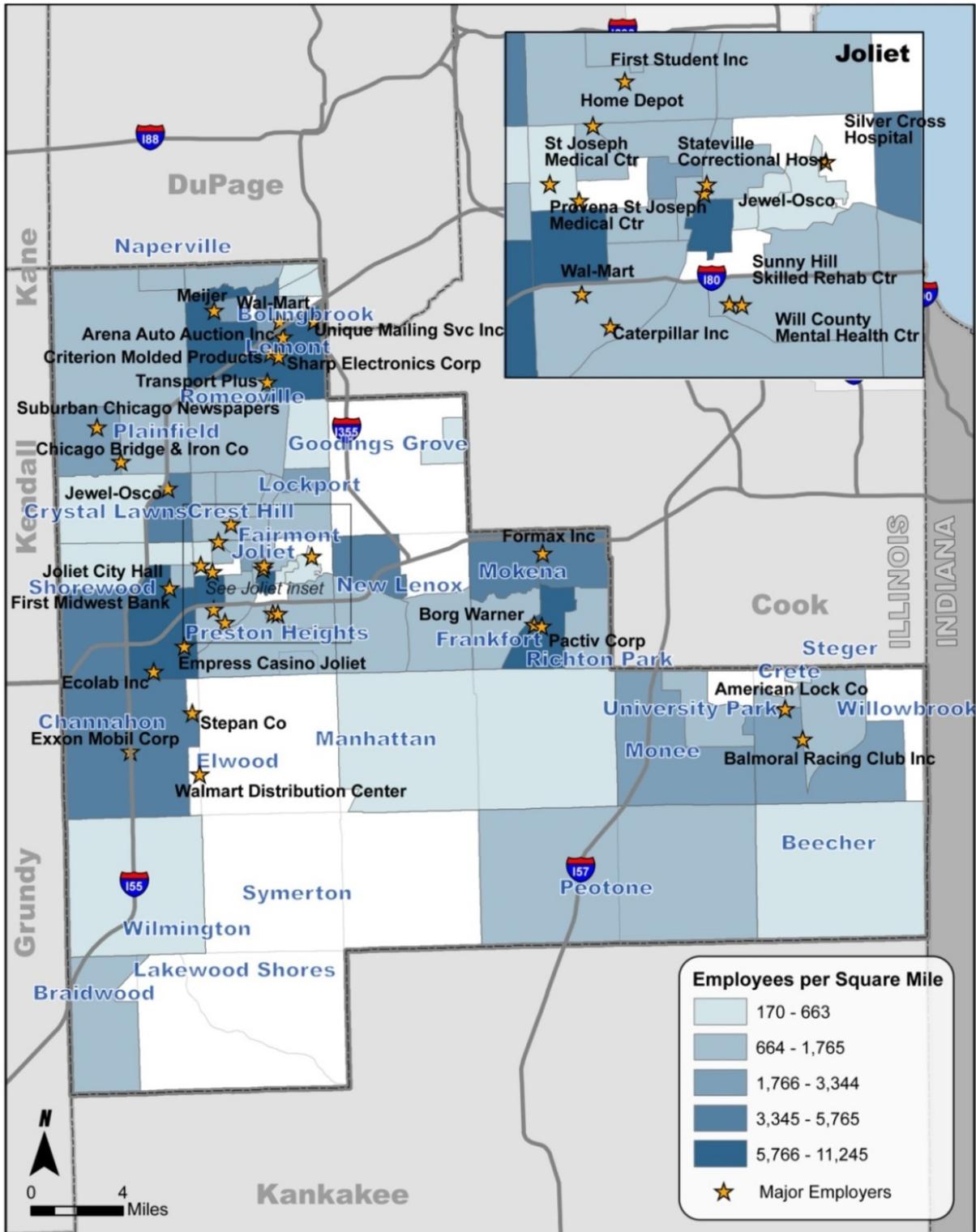
| Organization                   | Address                | City        |
|--------------------------------|------------------------|-------------|
| American Lock Co               | W Exchange St          | Crete       |
| Arena Auto Auction Inc         | Old Chicago Dr         | Bolingbrook |
| Balmoral Racing Club Inc       | S Dixie Hwy            | Crete       |
| Borg Warner                    | S Maple St             | Frankfort   |
| Caterpillar Inc                | Channahon Rd           | Rockdale    |
| Chicago Bridge & Iron Co       | N Division St          | Plainfield  |
| Criterion Molded Products      | Enterprise Dr          | Romeoville  |
| Ecolab Inc                     | Channahon Rd           | Joliet      |
| Empress Casino Joliet          | Empress Dr             | Joliet      |
| Exxon Mobil Corp               | Ih 55 & Arsenal Rd     | Channahon   |
| First Midwest Bank             | W Jefferson St         | Joliet      |
| First Student Inc              | Sak Dr                 | Crest Hill  |
| Formax Inc                     | W 191St St             | Mokena      |
| Harrah's Joliet Hotel & Casino | N Joliet St            | Joliet      |
| Home Depot                     | Plainfield Rd          | Joliet      |
| Jewel-Osco                     | N Larkin Ave           | Joliet      |
| Jewel-Osco                     | Division St            | Plainfield  |
| Joliet City Hal                | W Jefferson St         | Joliet      |
| Meijer                         | N Weber Rd             | Bolingbrook |
| Pactiv Corp                    | Center Rd              | Frankfort   |
| Provena St Joseph Medical Ctr  | Madison St             | Joliet      |
| Sharp Electronics Corp         | Naperville Dr          | Romeoville  |
| Silver Cross Hospital          | Maple Rd               | Joliet      |
| St Joseph Medical Ctr          | Madison St             | Joliet      |
| Stateville Correctional Hosp   | Division St & Route 53 | Joliet      |
| Stepan Co                      | W Millsdale Rd         | Elwood      |
| Suburban Chicago Newspapers    | N US Highway 30        | Plainfield  |
| Sunny Hill Skilled Rehab Ctr   | Doris Ave              | Joliet      |

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| Organization                  | Address            | City        |
|-------------------------------|--------------------|-------------|
| Transport Plus                | Greenwood Ave      | Romeoville  |
| Unique Mailing Svc Inc        | Marmon Dr          | Bolingbrook |
| Wal-Mart                      | S Bolingbrook Dr   | Bolingbrook |
| Wal-Mart                      | S Larkin Ave       | Joliet      |
| Wal-mart Distribution Center  | Center Point Drive | Elwood      |
| Will County Mental Health Ctr | Ella Ave           | Joliet      |

Source: Regional Workforce Investment Board and Miscellaneous Sources

Figure 6-3 Employment Density and Major Employers in Will County



## Major Destinations plotted in Figure 6-1

### Human Service Agencies

| Organization                                     | Address                 | City       |
|--|-------------------------|------------|
| Community Service Council of North Will County   | 719 Parkwood Drive      | Romeoville |
| Court Appointed Special Advocates of Will County | 3200 W McDonough St.    | Joliet     |
| Morningstar Mission                              | 350 East Washington St. | Joliet     |
| Riverside Resolve Center                         | 25711 S. Egyptian Trail | Monee      |
| Riverside Resolve Center                         | 1905 W. Court St.       | Kankakee   |
| Riverside Resolve Center                         | 411 W. Division St.     | Manteno    |
| Senior Service Center of Will County             | 251 North Center        | Joliet     |
| United Way of Will County                        | 54 N. Ottawa Street     | Joliet     |
| Will County Center for Community Concerns        | 304 North Scott Street  | Joliet     |

### Services for Persons with Developmental Disabilities

| Organization                              | Address              | City            |
|---|----------------------|-----------------|
| Cornerstone Services                      | 134 E Van Buren St   | Joliet          |
| Cornerstone Services                      | 777 Joyce Rd         | Joliet          |
| Cornerstone Services                      | 2401 W Jefferson St  | Joliet          |
| South Star Services                       | 1005 West End Ave    | Chicago Heights |
| Trinity Services                          | 1901 N Center St     | Crest Hill      |
| Trinity Services                          | 100 Gougar Rd        | Joliet          |
| Trinity Services                          | 1111 E Washington St | Joliet          |
| Will Grundy Center for Independent Living | 2415 W Jefferson St  | Joliet          |

### Senior Centers and Assisted Living Facilities

| Organization                         | Address                          | City        |
|--------------------------------------|----------------------------------|-------------|
| Southland Senior Services Center     | P.O. Box 579 2584 South Chestnut | Monee       |
| Heart to Heart (VA Adult Daycare)    | 15851 Park Hill Drive            | Orland Park |
| Levy Senior Center                   | 251 Canterbury                   | Bolingbrook |
| Senior Service Center of Will County | 251 North Center                 | Joliet      |
| The Seniors Club, LTD                | 7040 Centennial Drive            | Tinley Park |

## Dialysis Facilities

| Organization                              | Address                    | City        |
|---|----------------------------|-------------|
| Bolingbrook Dialysis Center               | 538 E. Boughton Rd.        | Bolingbrook |
| Channahon Clinic                          | 25220 S. Reed St.          | Channahon   |
| Chemo or Dialysis Center                  | 8840 S. Calumet Avenue     | Munster, IN |
| Chemo or Dialysis Center                  | 10010 Donald Powers Drive  | Munster, IN |
| DaVita Lockport Home Hemo Dialysis Center | 16626 W 159th St           | Lockport    |
| FMC Mokena                                | 8910 W 192nd St            | Mokena      |
| Home Dialysis Network Inc.                | 95 129th Infantry Dr.      | Joliet      |
| Northeast Nephrology Consultants          | 1300 Copperfield Ave #1030 | Joliet      |
| Silver Cross Renal Center West            | 1051 Essington Rd. #160    | Joliet      |
| Sun Health Dialysis                       | 2121 Oneida St. #104       | Joliet      |
| Sun Nephrology                            | 2121 Oneida St. #103       | Joliet      |

## Education and Job Training

| Organization                     | Address                | City       |
|----------------------------------|------------------------|------------|
| Joliet Junior College            | 1215 Houbolt Road      | Joliet     |
| Lewis University                 | 1 University Parkway   | Romeoville |
| Rasmussen College                | 1400 W. Normantown Rd. | Romeoville |
| University - St. Francis         | 500 Wilcox St.         | Joliet     |
| University of Illinois Extension | 100 Manhattan Rd.      | Joliet     |
| Wilco Area Career Center         | 500 Wilco Blvd         | Romeoville |

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**Hospitals and Medical Centers**

| Organization                                   | Address                 | City            |
|--|-------------------------|-----------------|
| Beecher Clinic                                 | 715 S Dixie Hwy         | Beecher         |
| Bolingbrook Medical Center                     | 400 Medical Center Dr.  | Bolingbrook     |
| Central DuPage Hospital                        | 636 Raymond Dr.         | Naperville      |
| Chemo  | 10110 HP Hagberg Drive  | Munster, IN     |
| Chemo-Pronger-Smith                            | 17500 LaGrange Road     | Orland Park     |
| Palos Community Hospital                       | 15327 W 143rd St.       | Lockport        |
| Riverside Hospital                             | 350 North Wall Street   | Kankakee        |
| Saint James Community Health Center of Beecher | 715 S Dixie Hwy.        | Beecher         |
| Saint Joseph Medical Center                    | 300 Barney Dr.          | Joliet          |
| Silver Cross Hospital                          | 1200 Maple Rd.          | Joliet          |
| St. James Hospitals                            | 1423 Chicago Road       | Chicago Heights |
| St. James Hospitals                            | 2021 South Crawford Ave | Olympia Fields  |
| University of Chicago Hospital                 | 640 S Washington St.    | Naperville      |
| Veterans Administration Center                 | 2000 Glenwood Ave       | Joliet          |
| Will County Community Health Center            | 1106 Neal Ave           | Joliet          |
| Will County Health Department                  | 501 Ella Ave            | Joliet          |

**Retail**

| Organization              | Address              | City        |
|---------------------------|----------------------|-------------|
| Bolingbrook Commons       | 344 Commons Drive    | Bolingbrook |
| Cherry Hill Business Park | S. Gougar Road       | New Lenox   |
| Convenient Food Mart      | 105 S Briggs St      | Joliet      |
| Dominick's                | 2318 Essington Rd    | Joliet      |
| Dominick's                | 950 Brook Forest Ave | Shorewood   |
| Hillcrest Shopping Center | 1701 N Larkin Ave    | Crest Hill  |
| Hillcrest Shopping Center | 1701 N Larkin Ave    | Crest Hill  |
| Jewel-Osco                | 1401 W Jefferson St  | Joliet      |
| Jewel-Osco                | 16625 W 159th St     | Lockport    |
| Kmart                     | 1801 W. Jefferson    | Joliet      |
| Kmart                     | 2700 Plainfield Road | Joliet      |
| Kmart                     | 300 Summit Dr        | Lockport    |
| Kmart                     | 1500 Lincoln Hwy     | New Lenox   |

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| Organization                | Address                | City        |
|-----------------------------|------------------------|-------------|
| Louis Joliet Shoppingtown   | 3340 Mall Loop Dr.     | Joliet      |
| Lowe's                      | 2480 E Lincoln Hwy     | New Lenox   |
| Lowe's                      | 245 S Weber Road       | Bolingbrook |
| Manila Grocery              | 15507 S Route 59       | Plainfield  |
| Park Place Plaza            | 18 Coventry Chase      | Joliet      |
| Supermercado Joliet         | 379 E Cass St          | Joliet      |
| Target                      | 349 S Weber Road       | Romeoville  |
| Wal-Mart Supercenter        | S Farrell Rd           | Lockport    |
| Westfield Louis Joliet Mall | 3340 Mall Loop Dr 1356 | Joliet      |

# Chapter 7. Service Gaps, Redundancies, and Unmet Needs

## Introduction

In this section, public transit and paratransit services in the county, reviewed in Chapter 4, were examined in conjunction with locations of the target populations and key activity, service, and employment centers, reviewed in Chapters 5 and 6, respectively. We were able to evaluate how effectively the existing transportation services accommodate the needs of the target populations. Through this process, we were able to identify a series of service redundancies, gaps, and unmet needs that are present in most areas. This analysis also takes into account perceptions of unmet need as reported in previous planning studies, and as expressed by the Steering Committee, interviewed stakeholders, the survey respondents, and the general public (attending the community forum and the public hearing). Common and consistent themes associated with service redundancies, gaps and unmet needs are presented and described in the following sections:

- Lack of Centralized Information
- Spatial Limitations
- Temporal Limitations
- Program Eligibility and Trip Purpose Limitations
- Service Quality and Miscellaneous Unmet Needs

### **Lack of Centralized Information**

There is no comprehensive brochure, public information, or referral service that provides public transit and paratransit information in a single document. The lack of centralized information means there is no single source for individuals seeking to find transportation options, connecting services, eligibility requirements, fares and services hours.

The lack of information about existing services is a key frustration for users and service providers in Will County. Several attendees at the Will County workshop in 2007 expressed frustration with trying to find out what services are available. Workshops attendees also voiced a keen interest in the need for regional trip planning information that would help them find and access community transportation resources for trips to destinations outside of Will County. The lack of centralized information for the county means there is no single source for individuals seeking to find transportation options, eligibility requirements, fares and service hours.

A resource guides should be updated annually and available in hard copy at several locations, on-line, in multiple formats and languages, and potentially incorporate interactive trip making/scheduling options. One of the products of this study was to produce a comprehensive listing of transportation resources in the county, and this directory is provided in Appendix C.

### **Spatial Limitations**

Large sections of Will County have limited or no community transportation services. Examples of spatial limitations include:

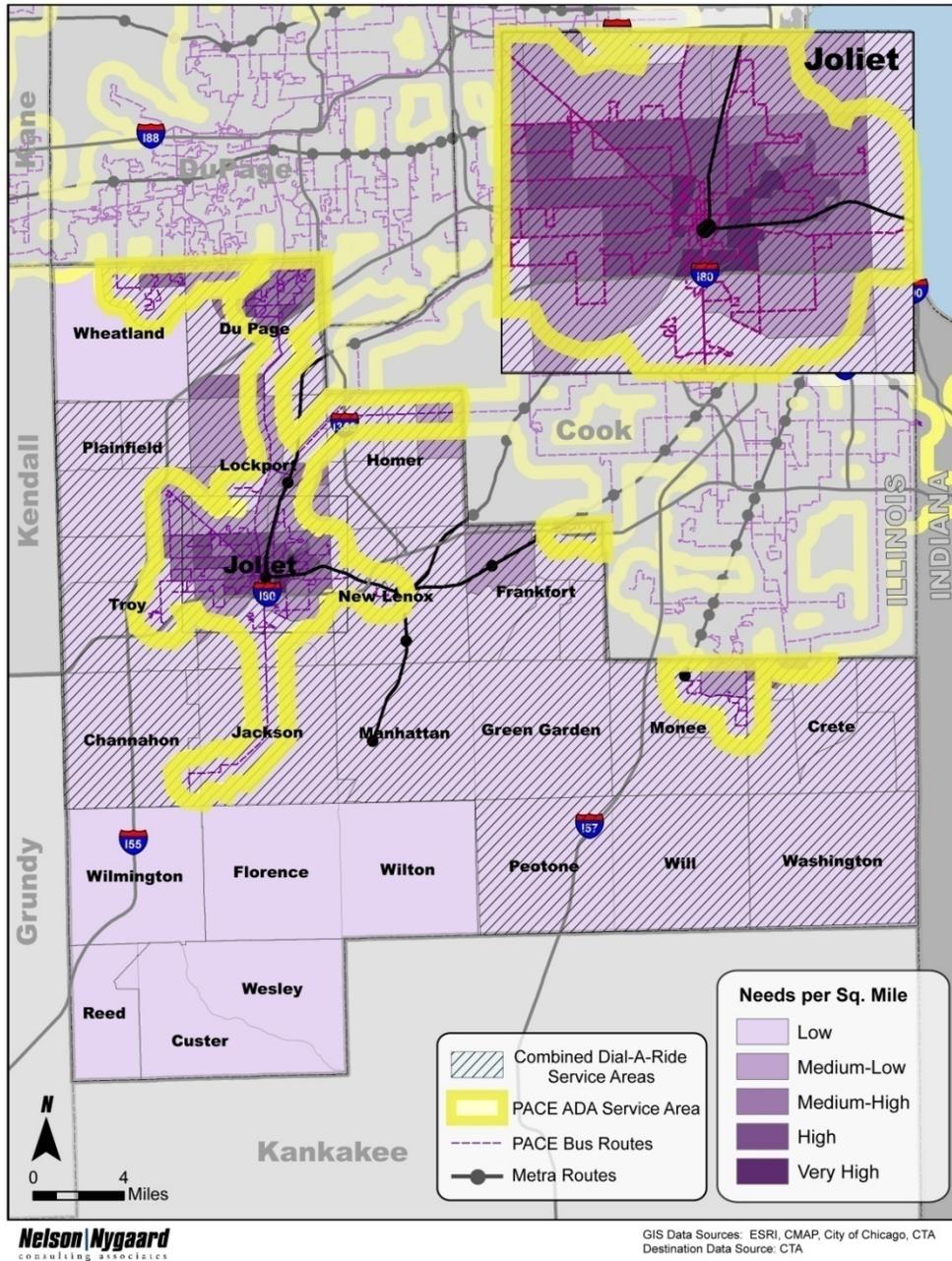
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- Several townships, especially in rural areas of southwest Will County, have no transit service, and by extension, no ADA paratransit service. These townships include Wilmington, Florence, Custer, Reed, Wilton, and Wesley.
- In townships that do have Dial-A-Ride service, travel is typically limited to the sponsoring township and/or municipal boundaries. These spatial limitations on travel mean that individuals cannot cross township or county boundaries to travel to regional shopping, service and employment centers. Traveling to neighboring Cook, DuPage, Kane, and Kankakee counties or to Indiana is frequently required to access services and facilities not available in Will County.
- In some areas, individuals are unable to access Metra stations and regional bus routes because accessing train stations or transfer points would require crossing township boundaries.
- The following Figures 7-1, 7-2, and 7-3 overlay public transit, ADA paratransit, and all municipal Dial-A-Ride services on the composite needs index, major destinations, and employment density data mapped in Chapters 5 and 6.

### **ADA and Dial-A-Ride Service and Composite Needs Index**

Figure 7-1 overlays available transportation services with the Composite Needs Index map from Chapter 5. Most areas showing the highest need, such as in Joliet and DuPage townships, appear to have adequate coverage. However, because this map generalizes service availability, it is important to keep in mind that the entire shaded area is not available to every member of the community, 24-hours per day, for every trip purpose. (The community transportation maps in Chapter 4 paint a more detailed picture.) Further, several areas not receiving full ADA or Dial-A-Ride coverage have experienced extremely high growth since 2000, when the data was collected on which this composite index was based (Presented in Figure 3-4 in Chapter 3). Plainfield, Lockport, and New Lenox townships have all grown rapidly, and especially in the case of New Lenox, there has been no requisite expansion of transportation services.

**Figure 7-1 ADA and Dial-A-Ride Service and Composite Needs Index**



### ADA and Dial-A-Ride Service and Major Destinations

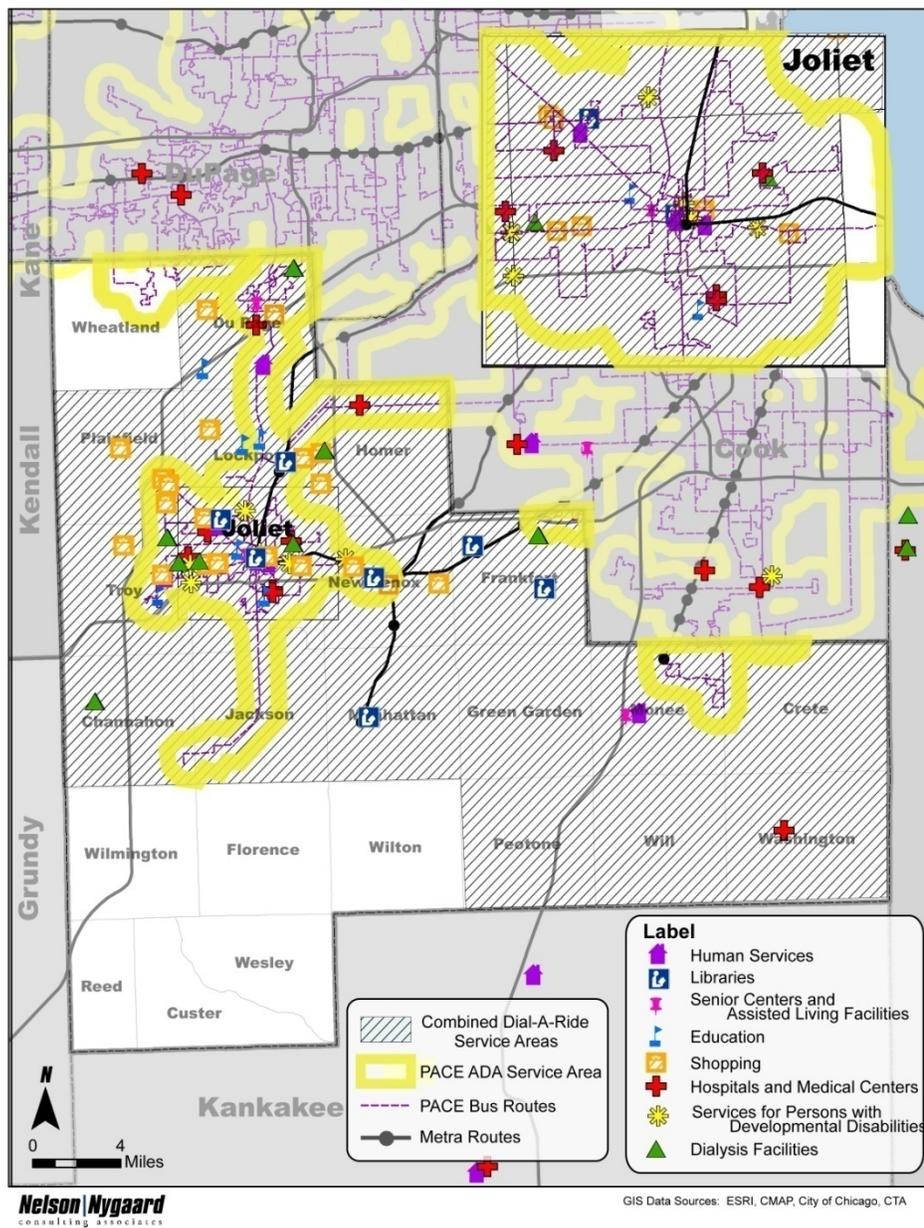
Figure 7-2 on the following page shows major destinations in Will County overlaid on fixed-route public transit, ADA paratransit service area boundaries, and the municipal Dial-A-Ride services. A majority of the destinations fall within the ADA paratransit service area, but there are several, including major hospitals, dialysis centers, and assisted living facilities that do not.

- Medical centers lying across borders can be very difficult to access since most Dial-A-Ride services cannot cross township or county borders. Although there are two hospitals in Will County, many residents travel to the University of Chicago and Central DuPage hospitals in Naperville and St. James Hospital in southern Cook County.

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- As mentioned, the shaded area does not cover all riders, all trip purposes, or all times of day, so an older adult needing to travel from their home in Channahon to the nearby dialysis facility on a Wednesday morning (when the Southwest Will County Dial-A-Ride is not in service) is not able to do so.
- Several malls in the county, which are not only major retail destinations, but also major employment centers, are only accessible to persons with disabilities or older adults who qualify for ADA or Central Will Dial-A-Ride. A person with low income wishing to work at one of the malls would not be able to access it through public transportation.

Figure 7-2 ADA and Dial-A-Ride Service and Major Destinations

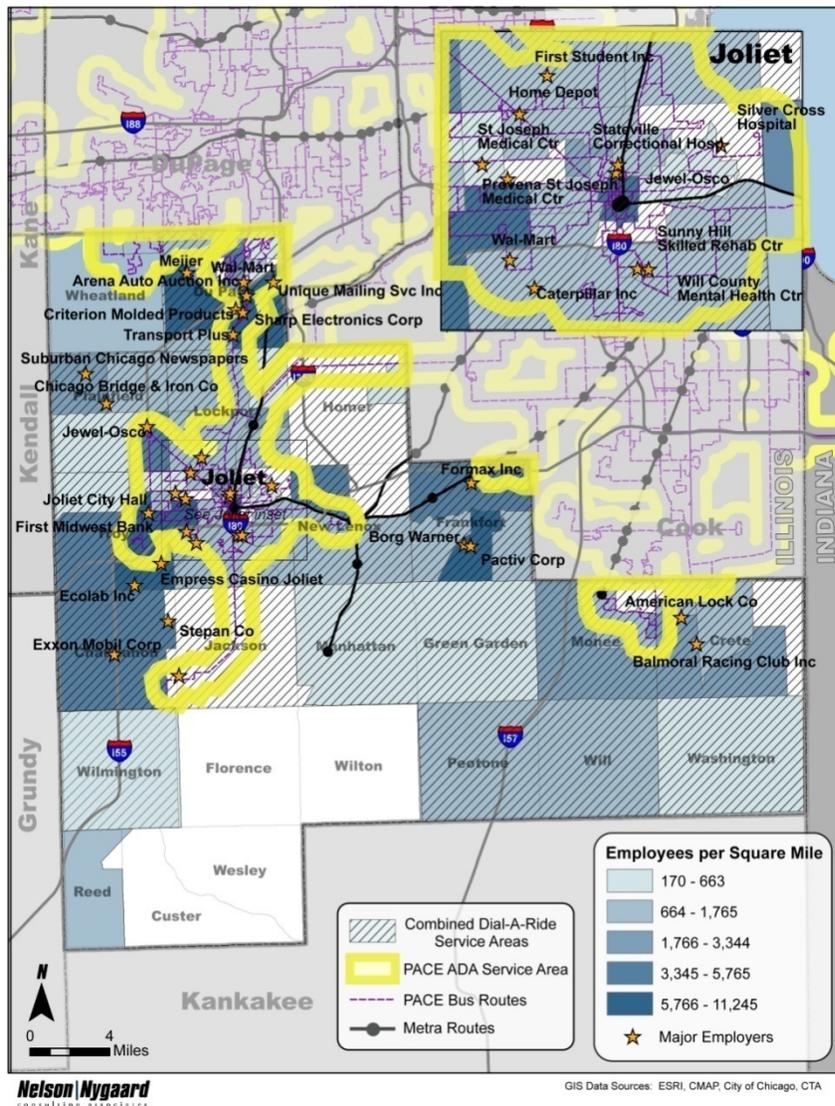


### ADA and Dial-A-Ride Service and Employment Density

Figure 7-3 depicts employment density with available public fixed-route transit, ADA, and Dial-A-Ride services.

- In this map, Channahon stands out as an area of high employment density, but Southwest Will Dial-A-Ride service is only available on Tuesdays and Fridays. Several large employers in this area are outside the ADA service boundary. New Lenox, which shows relatively high employment density, has one bus route, ADA service, and a senior shuttle. Reed, which also has comparatively high density of employment, has no public transit services at all. Several large employers in this area are outside the ADA service boundary.
- A person with low income living in Crete would not be able to access employment opportunities in Frankfort Township since the Southland Senior Services Dial-A-Ride is limited to older adults and persons with disabilities.

**Figure 7-3 ADA and Dial-A-Ride Service and Employment Density**



## Temporal Limitations

Dial-A-Ride service hours are typically limited to weekdays during normal business hours. The lack of early morning, evening, and weekend service creates gaps among the existing services, such as:

- The Southwest Will Dial-A-Ride service is available only on Tuesdays and Fridays. While the service partially meets the demand for travel, temporal limitations mean the service cannot be used to support employment or on-going medical treatments.
- The only weekend service available in Will County is ADA paratransit service, which is limited to individuals with a qualifying disability. Individuals working weekend shifts or wanting to attend church, run errands, or visit family are unable to do so.
- Service hours do not effectively support employment. Limited early morning or evening service makes it especially difficult for workers traveling to/from employment, even within their own townships. Limitations are especially challenging for people who work alternative shifts often necessary for entry-level or lower-wage employment. Any work shift beginning in the evening or early morning such as all three nursing shifts, evening retail shifts, or overnight cleaning shifts are not accommodated by the 9:00 AM to 5:00 PM service hours.
- Service hours that start at 9:00 AM and end at 5:00 PM also make it difficult for individuals seeking local connections to regional transportation infrastructure such as Pace and Metra in order to access regional services, find employment, or attend job training services in neighboring counties or in downtown Chicago.
- No evening service also restricts individuals from attending evening classes, training sessions, events, or public meetings. One stakeholder related the story of an individual with a disability who was forced to drop his community college courses because the township was forced to limit Dial-A-Ride service hours in the individual's area.

## Program Eligibility and Trip Purpose Limitations

Eligibility requirements associated with programs or trip purposes also create service gaps and unmet needs. Examples of eligibility limitations include the following:

- Many Dial-A-Ride service and human service transportation services are available only for persons with disabilities and/or older adults, including the two Dial-A-Rides with the largest service areas in the county – Central Will and Southland Senior Services
- ADA paratransit services are only available to ADA certified customers.
- Services for persons with low income are limited to a few Pace, Metra, and local Dial-A-Ride programs that are available to the general public. There are no services specifically targeted to persons with low income. Only four Dial-A-Rides (Southwest Will, the Village of University Park, Frankfort Township, and Washington Township) are open to the general public. These four services are very limited in service area and temporal availability.
- Human service transportation services are typically available to clients only, and often for specific programs only.
- Frail older adults who have difficulty using or are reluctant to use public transit are limited to the public Dial-A-Rides unless they are residents of a nursing home or assisted living facility.

- Persons with disabilities appear to have the most number of options available, but many providers only serve clients enrolled in other programs within the organization (Individual Advocacy Group). If an individual is not affiliated with one of these organizations, they may not have access to transportation opportunities.

## **Service Quality and Miscellaneous Unmet Needs**

Other service gaps and unmet needs associated with service quality, service delivery and trip costs were also identified in the 2007 workshop. These gaps and unmet needs include the following:

- Many senior citizens in Will County are not familiar with public transit or paratransit services and are reluctant to try them. They do not know the schedule, the eligibility requirements, the costs, or other specifics, making them unwilling or reluctant to try it for the first time.
- Individuals have difficulty obtaining their ADA certification and certifications for discount cards because they need to travel to Naperville to obtain them. It is very difficult to get there for a variety of reasons. A location for obtaining certification in Will County is highly desirable.
- Even where services are available for the target populations, some individuals who use wheelchairs or have otherwise limited mobility may have difficulty accessing the vehicles. Some individuals require a higher level of assistance than is required or allowed for some of the services.
- Demand for many community transportation services exceeds the supply and capacity of local providers making it difficult for users to schedule trips. Some operators struggle to balance demand for same-day requests and subscription trips with the need to provide service to a wider population. Same-day service requests typically cannot be accommodated, except through taxi subsidy programs.
- The ADA paratransit services and many of the Dial-A-Ride services limit subscription trips. Without the ability to book on-going regular trips, riders cannot be ensured regular rides. This limits their usefulness of the service for work or school trips that have set schedules.



# Chapter 8. Alternative and Prioritized Models and Strategies

## Introduction

This chapter presents the institutional and organizational framework for coordination in Will County. Various alternatives for implementing greater levels of coordination are proposed, each of which builds on the existing network of services and service providers. Moreover, these strategies build on and expand the existing coordination strategies that have already been developed on both a formal and informal basis in Will County.

Key factors in the development of these strategies include:

- Identifying service gaps, redundancies, and unmet needs developed in the previous chapter, including:
  - Lack of centralized information about paratransit services countywide;
  - Spatial or geographic limitations in the service area coverage of existing services – there is now county-wide coverage of either ADA paratransit or specialized paratransit services.
  - Temporal limitations – service hours for most available providers are limited to weekdays during normal business hours (e.g., 8:00 AM to 5:00 PM);
  - Program eligibility requirements or trip purpose limitations – such guidelines reduce the effectiveness of existing programs to meet all the mobility needs of the target populations; and,
  - Service quality and availability issues – particularly since the demand for service generally exceeds the available supply of needed services.
- Addressing county objectives for the plan, including meeting unmet needs, reducing redundancies, and bridging service gaps.
- Addressing service priorities identified by the Project Steering Committee, based on comments received at the meeting held on September 9, 2009 (supplemented with additional interviews and observations of key stakeholders on October 8, 2009).

## Overview of Strategies

The inventory of existing Dial-A-Ride services reflects a distinct geographic organization of services based on the eastern/western sectors of the county. This characteristic gave rise to a “dual” system organizational strategy that builds on the existing infrastructure in these two sections of the county. The dual system mirrors the distinct trip patterns of the target populations in the two sections of the county, both within the county and beyond county boundaries.

In addition to the dual strategy noted above, opportunities may exist to coordinate some, but not all, paratransit functions on a countywide basis. This represents a second main approach to implement paratransit coordination in Will County.

Associated with both main options are supplemental “mobility management” strategies that can be implemented regardless of which main strategy is chosen. These strategies are aimed at:

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- Providing a permanent paratransit advisory body to provide advice and policy guidance on future system development;
- Expanding the dissemination of traveler information (through the coordinated distribution of the Will County Community Transportation Directory) and beginning trip referral services, possibly ultimately leading to trip planning services;
- Expanding transportation options for the target populations (persons with low income, older adults, and persons with disabilities) by instituting a taxicab subsidy program to address temporal and spatial coverage issues with existing services; and,
- Organizing a volunteer program for drivers and escorts that various provider entities throughout the county could utilize.

Finally, there are economies of scale that can potentially be achieved by coordinating supportive functions, such as driver training, procurement, and related activities, that are common to all Dial-A-Ride, ADA paratransit, and human service transportation operations.

## Organizational Alternatives

There are two main organizational alternatives that have been identified that will assist Will County in addressing greater coordination, unmet needs, and gaps in services. The first of these two alternatives builds on the existing infrastructure already in place in Will County and creates a dual system with operational centers in both Western Will County and Eastern Will County. The second alternative focuses on a more centralized approach for call-taking but with a continued decentralized approach to service delivery.

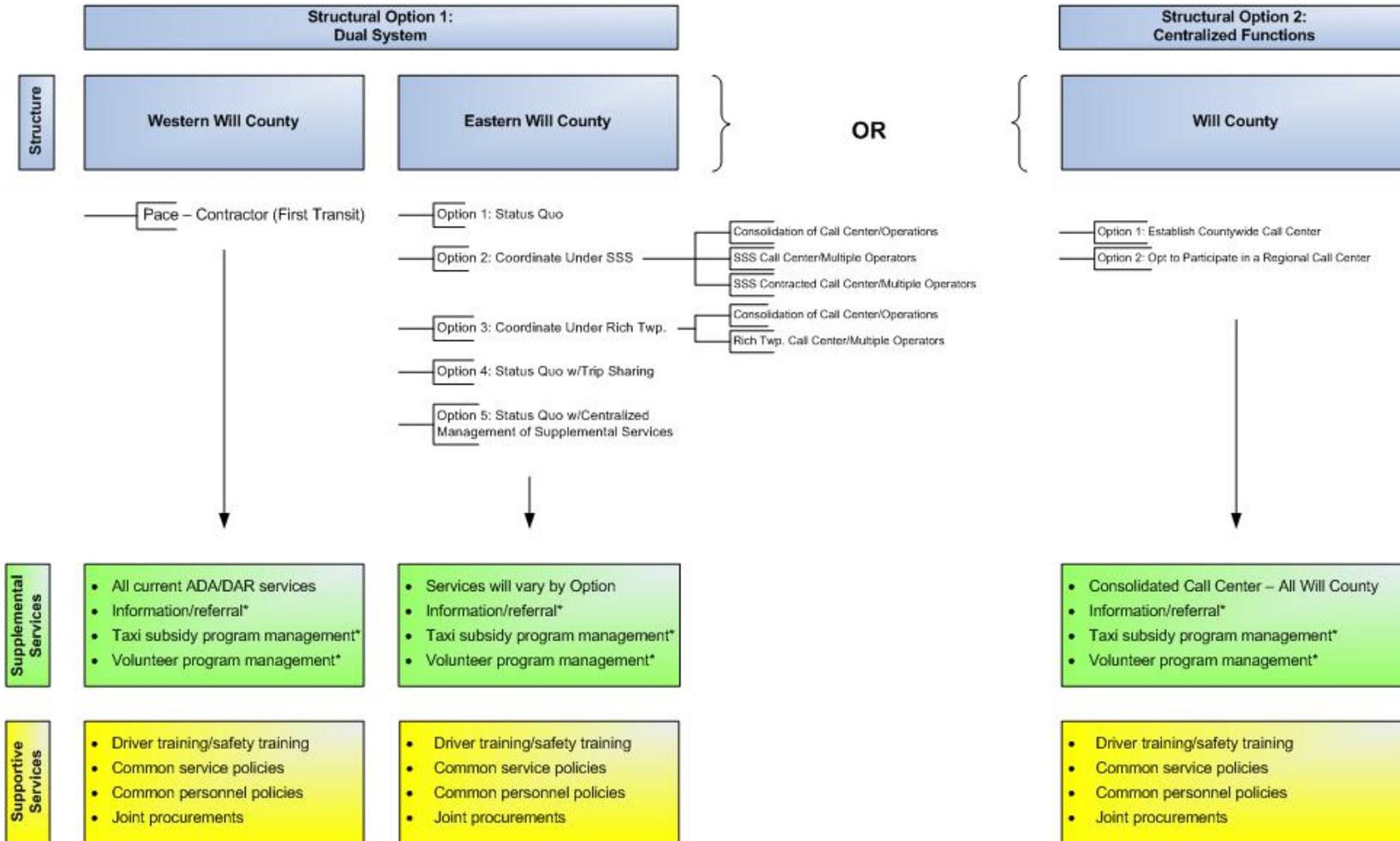
These two organizational alternatives for coordinated paratransit in Will County are illustrated in Figure 8-1 and are discussed below.

### Dual Organizational Structure

#### Western Will County

The most obvious building block for an expanded coordinated paratransit service in western Will County is the Pace contract operation (currently with First Transit) in Joliet that includes administrative staff; a call center staff who are responsible for reservations, scheduling, dispatching, and customer service; and an operations and maintenance department that oversees service delivery, road supervision functions, safety, training, and vehicle maintenance. Most of the physical assets necessary to operate this service have been provided by Pace to the contractor. As this contract ends in 2010 and must be re-bid, the timing for implementation of an expanded scope of services would be ideal.

**Figure 8-1 Organizational Alternatives for Coordinated Paratransit in Will County (2011)**



\* These strategies could be implemented by a consolidated Will County in 2010.

Note: Information/referral service ultimately envisioned to expand to formal trip planning services at option of sponsors.

The scope of services for this contract would include all existing responsibilities (ADA and Dial-A-Ride operations) in Western Will County. We envision that it would also include the following supplemental “mobility management” responsibility.

- **Information/Referral** – This concept lays the foundation for creating a “one-stop” transportation information center for Western Will County. Based on the information provided in the Will County directory, augmented by information regarding Pace, Metra, and other regional transit services, consumers could place one call and obtain information on both public and human service agency transportation.
- **Taxi Subsidy Program** – This concept works to expand available service especially to places not served by ADA, DAR and/or human service transportation services and/or at times when these services are not operating. This type of program also affords sponsoring agencies an opportunity to control program costs. Under this service expansion concept, a taxi subsidy program modeled after the Denver access-a-Cab program would be created. Note that there are at least three small scale taxi voucher programs currently in Western Will County, all of which use TeleCab. The sponsoring organizations include Silver Cross Hospital, Provena Saint Joseph Medical Center, and the Illinois Department of Healthcare and Family Services (formerly the Department of Public Aid).
- **Volunteer Driver/Escort Program** – This would involve managing a roster of volunteer drivers and escorts (as needed) to supplement the current ADA, DAR and agency transportation programs, and perhaps the introduction of a bus buddy program for Pace’s fixed-route services.

The latter two of these three supplemental “mobility management” services are discussed in more detail later in Chapter 8.

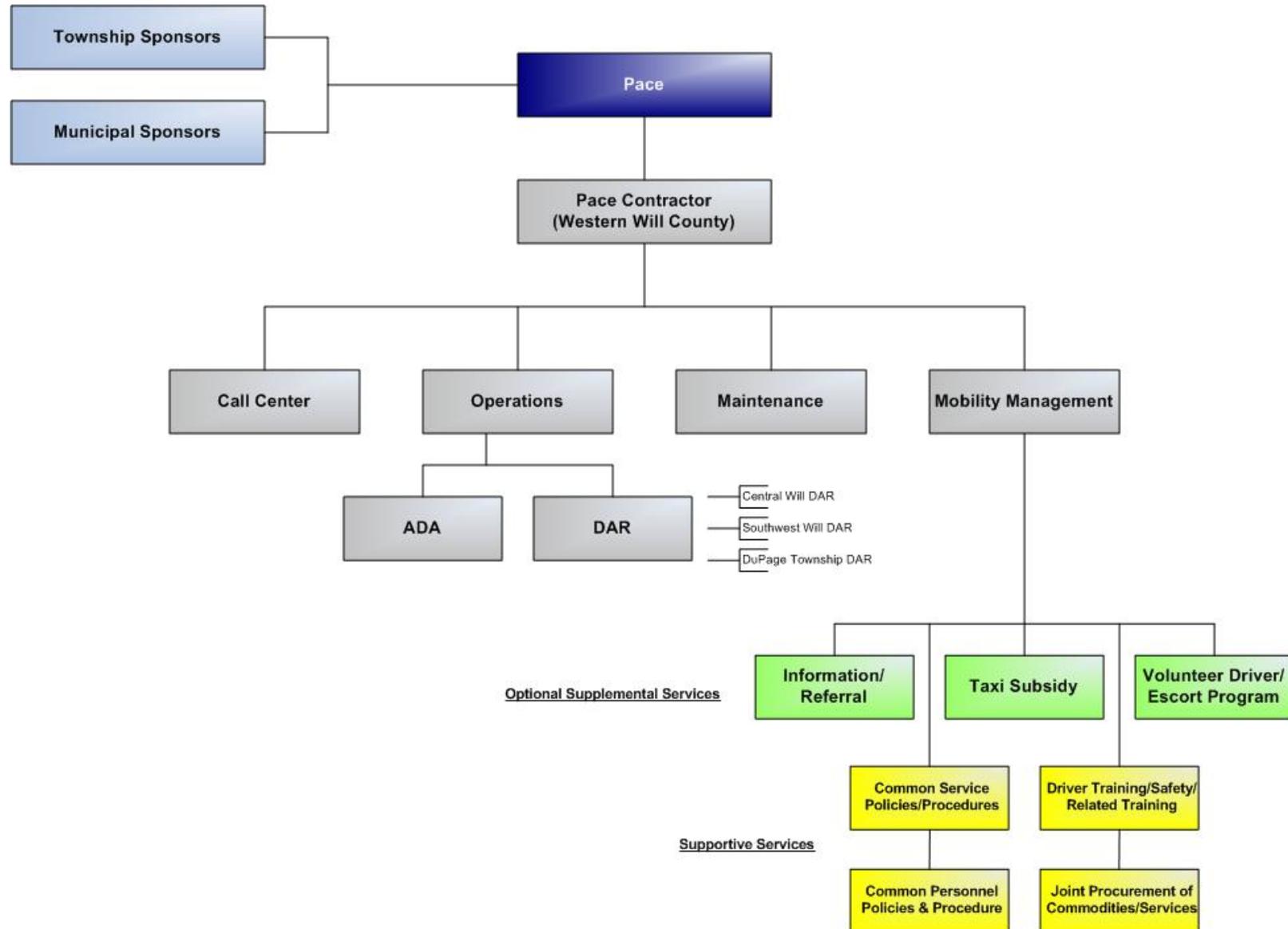
As mentioned above, these supplemental services would be added to the responsibilities of the Pace contractor in Western Will County. Variations on this theme (as reflected in other organizational alternatives) would be for the Western Will contractor to take these responsibilities on for the whole county. In addition, if Will County wished to jump-start any or all of these efforts prior to the start of the new Pace contract, it might consider implementing some or all of the services with county staff and then transitioning these responsibilities to the Pace contractor in 2011.

This organizational structure is graphically portrayed in Figure 8-2.

## Eastern Will County

The same basic paratransit functions (coordinated call center and service delivery functions and coordinated supplemental services) that are envisioned for Western Will County above would be duplicated in Eastern Will County. However, the organizational structure is not as readily apparent as was the case in Western Will County. Thus, for Eastern Will County, there are some alternatives with respect to the organizational structure for coordinated paratransit service delivery.

Figure 8-2 Organizational Structure for Western Will County Under the “Dual System” Alternative



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In Eastern Will County, a number of organizations were found to have significant operations. These include:

- **Southland Senior Services Dial-A-Ride (DAR)** –Southland Senior Services (SSS) operates a DAR for seniors and persons with disabilities with a fleet of seven vehicles. This service is co-sponsored not only by Pace and by three townships (Crete, Monee, and Will townships) and the Village of Peotone, but also benefits from a United Way grant and support from the Northeastern Illinois Area Agency on Aging. The Village of University Park, which straddles the Cook/Will boundary, uses SSS to provide trips for its residents who live in Will County (and Rich Township DAR for those who live in Cook County). Medicaid and UCP also purchase service from SSS. Most of the trips served are within the six counties, but SSS also serves trips to destinations in Bloom and Rich Township in southern Cook County as well as to Ingalls Memorial Hospital (Harvey) and Tinley Park. SSS coordinates with Rich DAR to accommodate other trips going further north (e.g., to Chicago). SSS also serves an occasional trip east to Indiana and south to Kankakee County, sometimes coordinating with River Valley Metro to serve south bound trips. In 2008, SSS served 25,300 trips with an operating budget of \$327,000.
- **Rich Township DAR** – Rich Township provides Dial-A-Ride service to nine municipalities in south suburban Chicago. Most of these communities are in Cook County; however, the Rich Township DAR serves as the contracted operator for the Park Forest DAR program (Park Forest straddles the Will/Cook boundary). As noted above, Rich Township will coordinate with SSS for transfer trips into Chicago. And, like SSS, the Rich Township DAR is a Medicaid provider (in fact, the only public Medicaid provider in Illinois).
- **Washington Township/Village of Beecher DAR** – This service is provided to the general public and operated by Washington Township. Volunteer drivers are also utilized. Most of the trips are taken within Washington Township, although out-of-area medical trips and some trips beyond the township boundary are accommodated. Same day service is available for shopping trips only.
- **Village of Park Forest DAR** – This Eastern Will County DAR is operated by Rich Township. This system consists of three vehicles, operating for the general public Monday through Friday. The system transports about 1,700 passengers per month.
- **Village of University Park DAR** – This is a Dial-A-Ride Program for senior and disabled residents of the Village. In 2008, 14,500 trips were provided. The Village uses both SSS and Rich Township to perform the service.
- **Frankfort Township DAR** – This is a Dial-A-Service that is operated with township staff and is supported entirely by Pace and Frankfort Township. Intra-town service is provided to any township resident; trips up to five miles beyond the township borders are also accommodated. In 2008, 15,300 trips were provided.

Thus, there are six local DARs in Eastern Will County, with four different operating entities. Of the four operating entities, two organizations – Rich Township and Southland Senior Services – have implemented varying degrees of coordination. Thus, these two entities could possibly serve as candidates to lead further coordination/consolidation efforts in this section of the county. It is important to mention that Pace plans to install the Trapeze PASS system for Rich Township by the end of the year.

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Whatever entity serves in a leadership capacity in the east, the eventual coordination model will need to:

- Work cooperatively with the Western Will County coordinated paratransit system to accommodate any sponsored cross-county trips, either by serving such trips directly or arranging for a transfer; and,
- Work with other entities in Cook and DuPage counties, and with other systems in neighboring counties, to accommodate sponsored Will County residents making inter-county trips.

With a significantly more complex infrastructure, the range of potential alternatives for organizing paratransit coordination in eastern Will County is considerably more complex. Nofewerthan five different organizational alternatives are feasible; the following presents some alternative models to consider:

**Option 1: Do Nothing.** The existing DAR services, all well established, appear to be functioning well and are meeting a modest level of consumer demand in their respective jurisdictions. Moreover, there is a moderate amount of existing coordination that exists between these providers already. The *additional* services envisioned for the overall coordinated system could be managed by the Western Will County contractor as well.

While “status quo” alternatives are often not the preferred option, there are actual merits to this option given the existing levels of coordination. However, such an alternative falls short on several of the objectives articulated by Will County for this study.

**Option 2: Structure Coordination around Southland Senior Services.** Given that SSS is in Will County, and Rich Township is not, this alternative might make more sense, especially if Will County gets involved financially. There are variations under this option that could prove feasible with SSS serving as the lead managerial organization:

1. **SSS Consolidation.** All Dial-A-Ride services in Eastern Will County would come under the auspices of SSS – this means that all trip requests for all six DAR programs (and perhaps the ADA paratransit trips as well) would be made through a consolidated call center operated by SSS. SSS would operate all these services in a consolidated fashion, emulating the operating model used by Pace in Western Will County, with First Transit as the contract operator (Figure 8-3).
2. **SSS Centralized Call Center with Multiple Operators.** In this scenario, SSS operates the Eastern Will County call center for all Dial-A-Ride services in Eastern Will County (and perhaps ADA paratransit trips as well). Trip reservations/trip orders would then be distributed to the current range of DAR operators, including SSS, Rich Township, Frankfort Township, and Washington Township. These operators would provide service within their respective service areas, but SSS would be permitted to route passengers to another provider where efficiencies can be accomplished. Over time, as experience is gained, SSS would be permitted to recognize service territories to achieve greater efficiencies (Figure 8-4).
3. **SSS Central Management with Contracted Call Center with Multiple Operators.** This scenario takes advantage of Rich Township’s new Trapeze system (provided by Pace). SSS contracts with Rich Township to manage the call center for the Eastern Will County system. The service delivery network then sets up as it does under Scenario 2 with each township/organization operating in their current configuration. This alternative takes advantage of Rich Township’s

experience operating a call center, while keeping SSS as the lead organization and maintaining SSS's myriad funding relationships (Figure 8-5).

**Option 3: Structure Coordination around Rich Township.** This option is similar to Option 2, except that Rich Township, another large paratransit provider in Will County, would serve as the lead entity for coordination. When taking into account this Township's operation in Cook County as well, this organization is the largest paratransit provider in Eastern Will County. While this entity is not a Will County-based operation, the organization has a significant role in paratransit service delivery in the eastern sections of the county. Like Option 2, there are several scenarios that could be considered under a coordinated program led by Rich Township, as follows:

- 1. Rich Township Consolidation.** All Dial-A-Ride services in Eastern Will County come under the auspices of Rich Township. Again, this scenario means that every trip request for all six DAR programs (and perhaps the ADA paratransit trips as well) would be made through a consolidated call center operated by Rich Township. The Township would operate all these services in a consolidated fashion, emulating the operating model used by Pace in Western Will County, with First Transit as the contract operator (Figure 8-6).
- 2. Centralized Call Center with Multiple Operators.** In this scenario, Rich Township operates the Eastern Will County call center for all Dial-A-Ride services in Eastern Will County (and perhaps ADA paratransit trips as well). Trip reservations/trip orders would then be distributed to the current range of DAR operators, including SSS, Frankfort Township, Washington Township and to its own services. These operators would provide service within their respective service areas, but Rich Township would be permitted to route passengers to another provider where efficiencies can be accomplished (Figure 8-7).

In either of the two scenarios, Rich Township would provide information services, central call-taking and reservation functions. This role will be facilitated with the Township's acquisition of new scheduling software through Pace.

**Option 4: Status Quo, with Interagency Agreements for Trip Sharing.** This option entails a status quo scenario, with each existing DAR continuing to manage and operate their own programs. This concept differs from Option 1 in that it expands the scope of coordination to develop formal trip-sharing arrangements between the organizations. The option entails each entity opening up extra capacity to each other.

Representing a hybrid design, each of the six Dial-A-Ride programs would continue as is, with their own set of sponsors, their own call centers, and their own (or contracted) operations. Under this model, however, each entity in the consortium could call another member to see if they could serve a particular trip. In essence, this model would be a formalized trip-swapping, with one member purchasing service from another. Moreover, if there are large blocks of time when one member has resources available, that block could be available to another member on an ongoing basis.

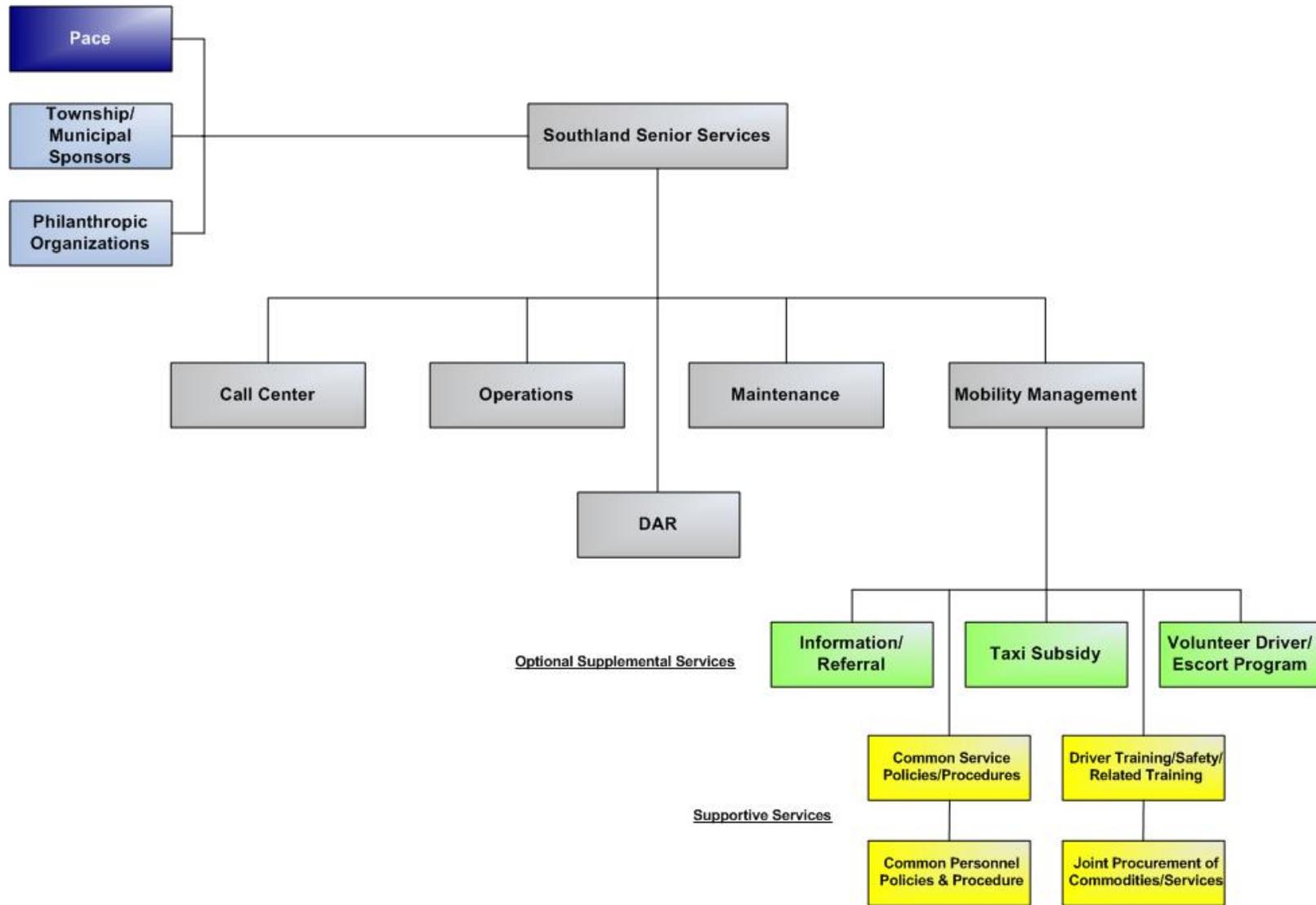
This option would require a formal memorandum of understanding between the participating organizations, with clear details spelled-out on the cost sharing or cost allocation methods to be employed to when such trip-sharing or capacity sharing were utilized.

**Option 5: Status Quo, with Centralized Management of Supplemental or New Services.** This final option is again similar to Option 1, in that the option would entail decentralized call centers and operations (and without trip swapping or purchase or service as in Option 4). Under this option, however, there would be consolidation of any expanded supplemental services (e.g., the information/referral and taxi subsidy programs) that may be instituted.

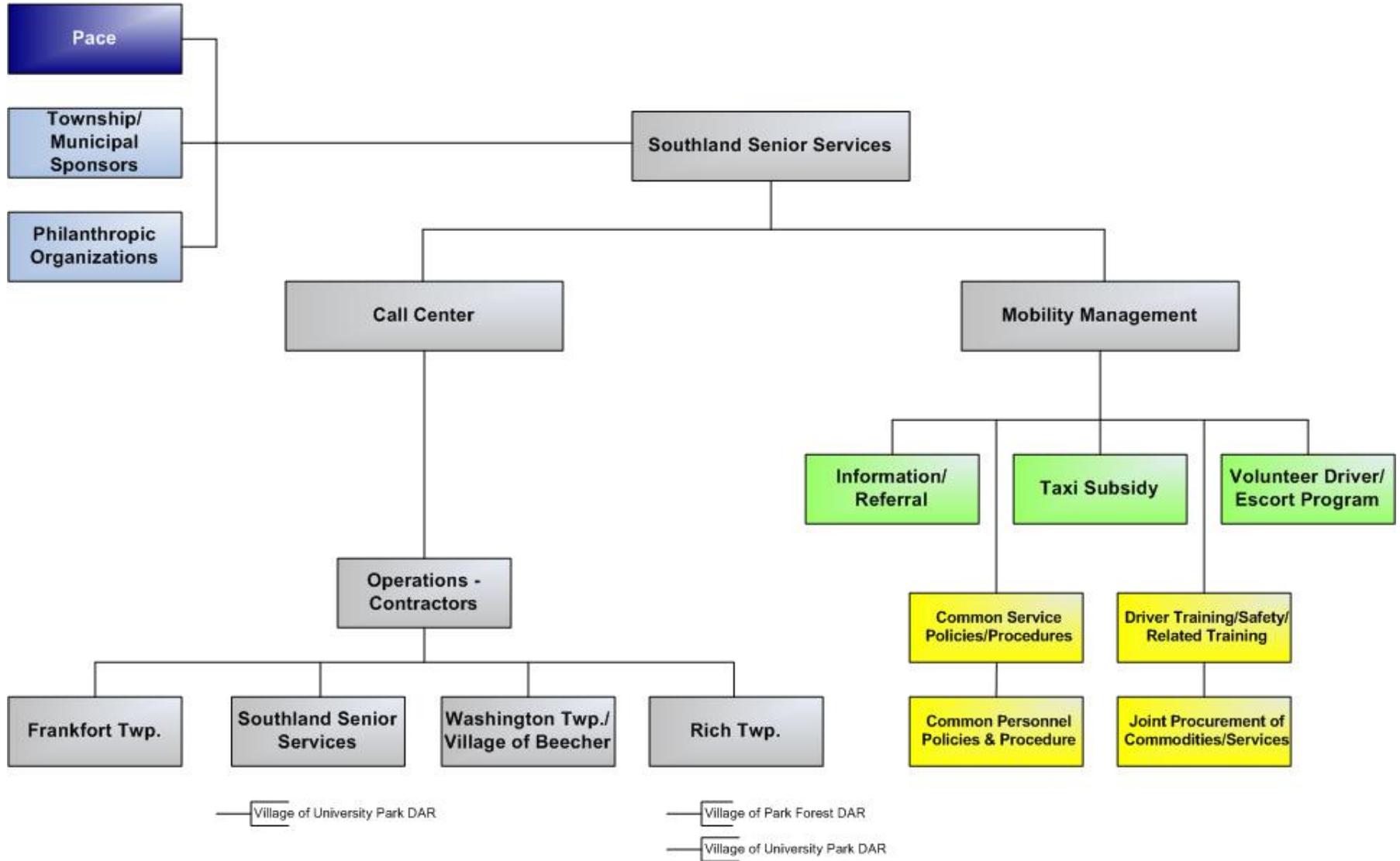
This option has direct impact on the organizational scenario defined for Western Will County, in that the lead agency in Eastern Will County would have responsibilities for managing these supplemental programs – not the Pace selected contractor that will manage ADA and DAR services in Western Will County. Under this option, the six DAR services in Eastern Will County would continue to be separate, while one of them (logically, Southland Senior Services) would take the lead in coordinating supplemental and support services.

Finally, there are some limited ADA paratransit services provided in portions of Frankfort, Monee, and Crete townships that fall within the Eastern Will County service area delineated under this “dual mode” scenario (see Exhibit 4-6 in Chapter 4). These services would continue to be operated by the Pace contractor; however, with more structured call center and operations in place in Eastern Will County, it may be more cost effective for Pace to develop informal trip-sharing strategies with an Eastern Will County provider.

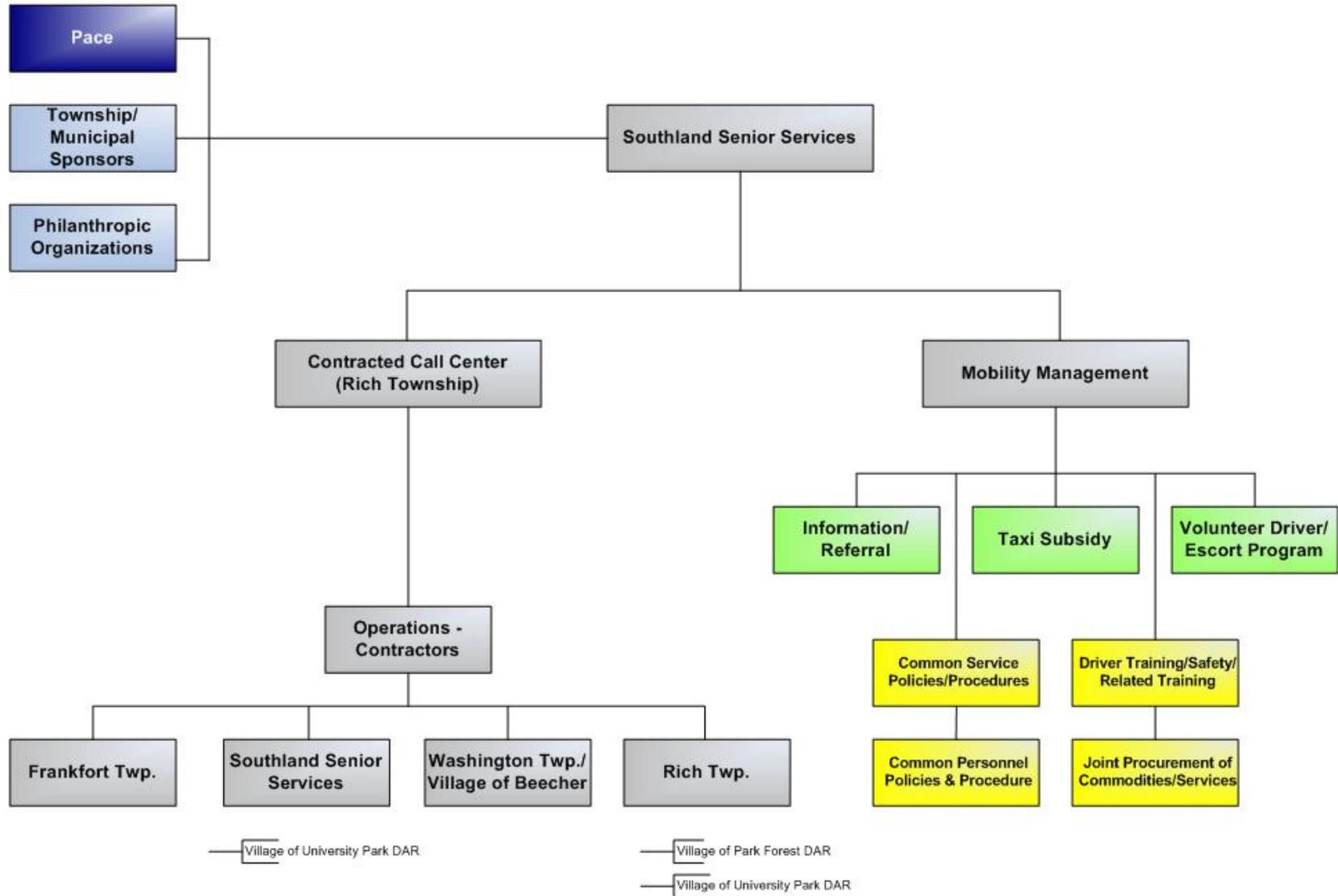
**Figure 8-3 Organizational Structure for Eastern Will County Under the “Dual System” Alternative/Consolidation Scenario – Southland Senior Services**



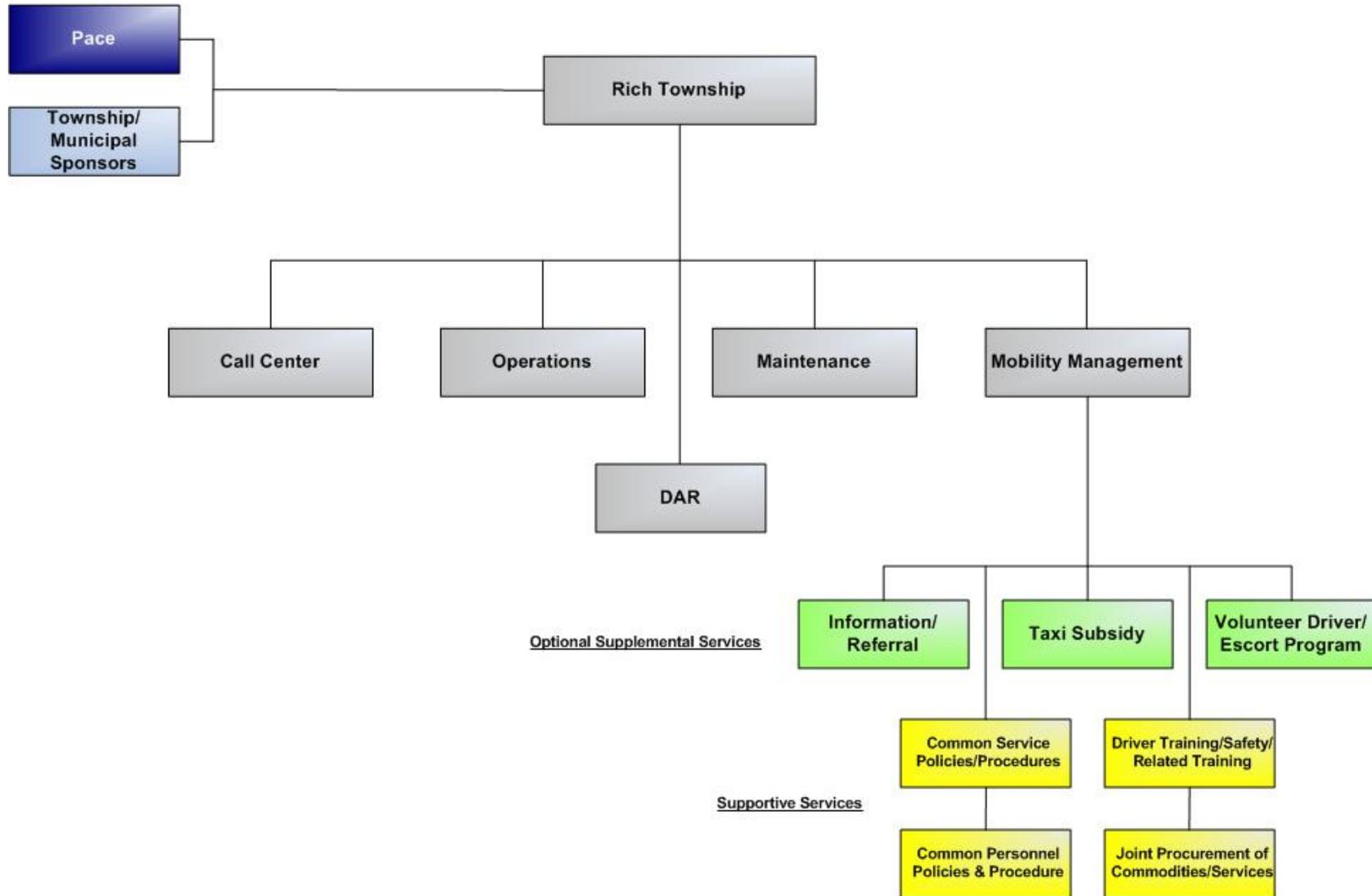
**Figure 8-4 Organizational Structure for Eastern Will County Under the “Dual System” Alternative/Centralized Call Center/Decentralized Operations Scenario – Southland Senior Services**



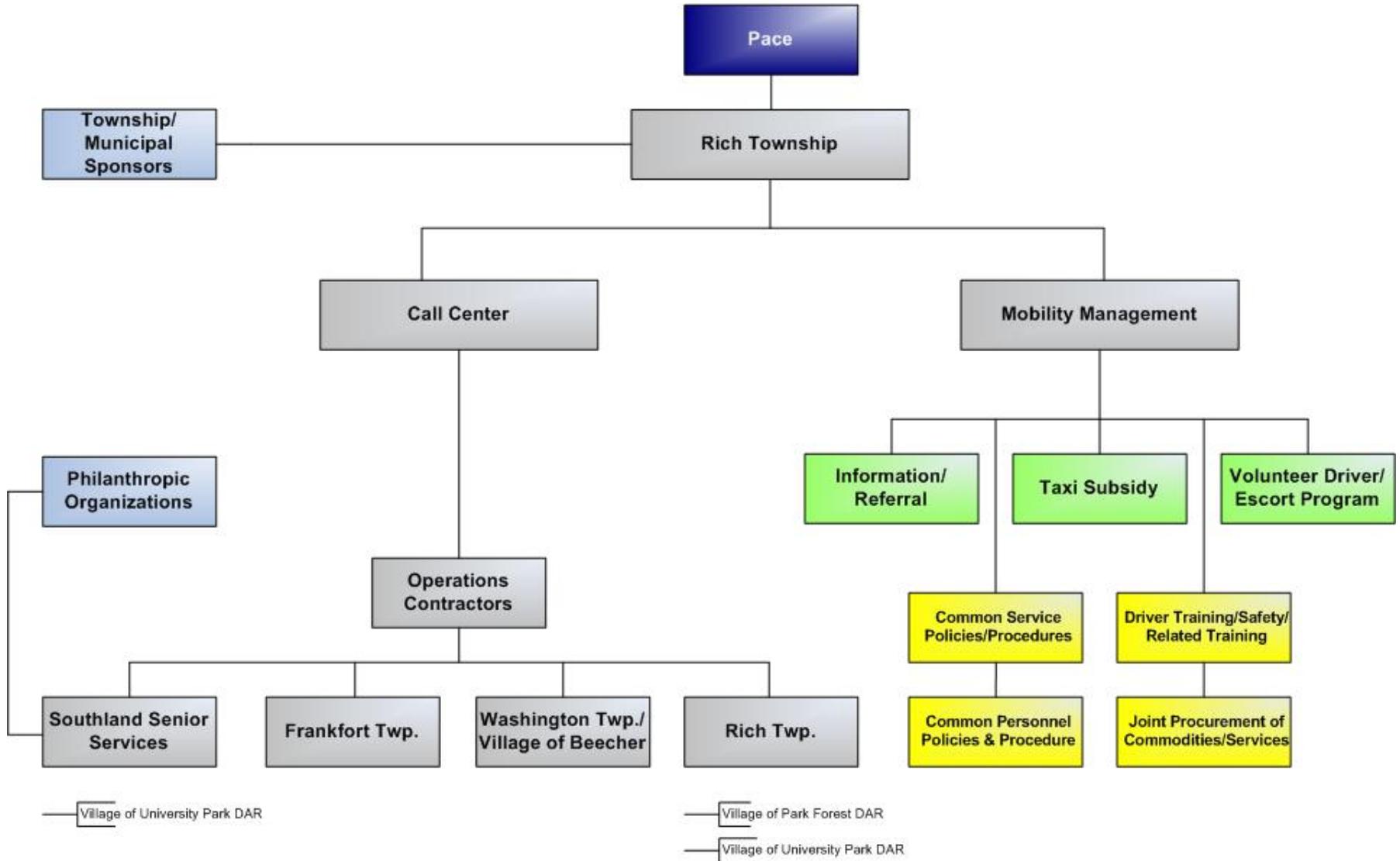
**Figure 8-5 Organizational Structure for Eastern Will County Under the “Dual System” Alternative/Contracted Call Center and Decentralized Operations Scenario – Southland Senior Center**



**Figure 8-6 Organizational Structure for Eastern Will County under the “Dual System” Alternative/Consolidation Scenario – Rich Township**



**Figure 8-7 Organizational Structure for Eastern Will County Under the “Dual System” Alternative/Centralized Call Center/Decentralized Operation – Rich Township**



## Countywide Consolidated Call-Center Operations

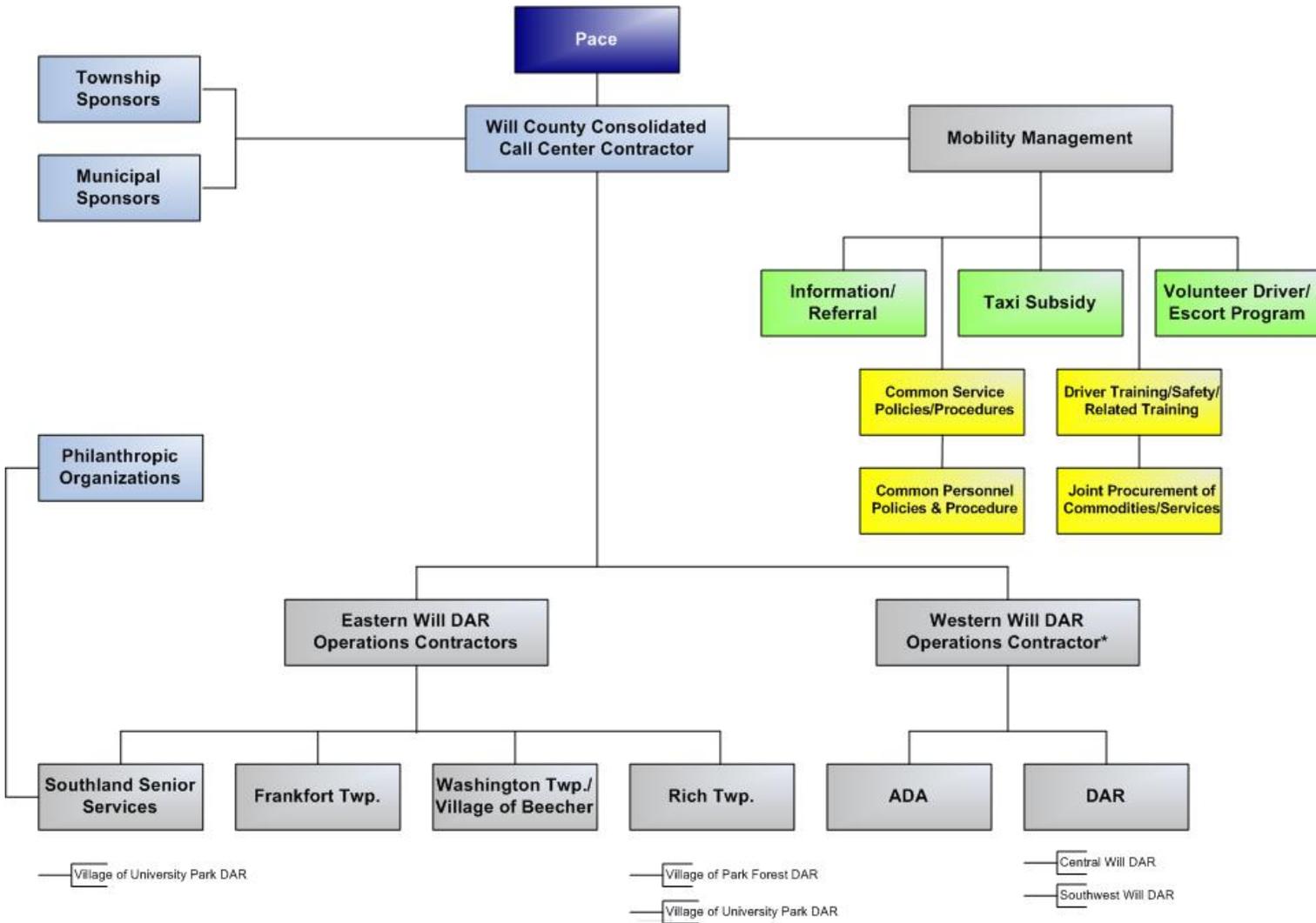
In the second main alternative proposed, the concept of consolidated call-center operations covering the entire county is introduced. This means that rather than having a call center for Eastern Will and one for Western Will County, each operated by different entities, this concept would create a true “one-stop” call center function for all of Will County.

We believe the best alternative for implementing this concept is through a Pace-selected contractor. This concept would significantly expand the scope of responsibilities now vested with First Transit, which handles call center functions for both ADA and DAR operations in Western Will County. There are two options under this alternative:

- **Option 1 – Assign Countywide Call Center Operations to Pace’s Western Will County Contractor.** This option would expand the scope of services of the existing Pace contract in Western Will County to include paratransit call-taking for the entire county. These duties would be in addition to the contractor’s current scope of responsibilities. It may be necessary under this option to develop trip assignment rules to ensure that as the centralized call center and as an operator, the contractor does not exhibit bias in the assignment of trips where multiple assignment options exist (Figure 8-8).
- **Option 2 – Incorporate Countywide Call Center Operations in a Regional Call Center Structure.** This option is similar to that now used for ADA/DAR and sponsored agency transportation programs in DuPage and Kane Counties where a regional entity, based in Chicago, actually handles all the call center functions for these counties. Service delivery is handled by four dedicated service providers and seven non-dedicated service providers under contract to Pace. Under this model, sponsoring municipalities and organizations enter into sponsorship agreements with Pace. Some of those same sponsors are also providers.

Under either option, all of the existing operators would continue to operate in the present configuration. However, all information and reservation functions would be turned over to the coordinated call center. This may result in some cost savings for existing providers and may result in greater efficiency in the execution of this function. Moreover, this option presents a more unified approach to paratransit services delivery, even when multiple service providers would continue to be used.

**Figure 8-8 Organizational Structure for Countywide Consolidated Call Center Alternative/Decentralized Operation**



\*May or may not be the same contractor as selected to run call center.

## Supplemental Mobility Management Services

As noted in the introduction, in addition to presenting organizational alternatives that would introduce greater coordination in the management and/or operation of paratransit services, there is a need to address temporal or geographic gaps in existing services. Some of these gaps may best be addressed by instituting two additional programs to augment existing ADA, DAR, and human service transportation services.

### Taxi Subsidy Program

This concept entails creating a program that would be available on a countywide basis as a supplemental service to existing DAR and ADA services. Taxi subsidy programs can be very successful when there are sufficient private sector transportation companies in the service area willing to participate, where existing companies acquire or are leased wheelchair accessible vehicles, and when such companies are willing to provide discounted rates over meter fares.

These programs have the added advantage of permitting budgetary control over program outlays. By defining specific eligibility criteria, and by establishing budgetary quotas for individual time periods (e.g., months), the sponsoring entity can accurately forecast budget outlays under these type of programs.

Sponsorship participation would be available to any public or private organization that wished to subsidize a portion of a customer/client/constituent's taxi trip. A sponsored individual would call the designated call center to request a taxi trip from a participating taxi company. The call-taker would check for any limitations on the sponsoring organization's budget and forward the request to the participating taxicab company. If an open market system is used, wherein multiple taxicab companies are permitted to provide service, the user may also express preference in carriers. If a restricted entry process is used, requiring companies to qualify to become a participant, the call center may assign a cab company to respond to a given call.

By requiring the customer to route the trip request through the centralized call center, there is a record of the trip that is captured by the managing entity. The customer then pays a base fare (e.g., \$2.00) that covers a trip up to a certain length/meter fare. If the trip is longer, the customer pays the overage. Sponsoring organizations are covered because they can control the budget. Customers get a more-affordable, same-day (if not immediate) mobility option. Potential fraud opportunities are minimized because of the centralized intake. Finally, these responsibilities would be folded into the scope of duties assigned to the entity performing call center management functions.

Additional elements that could be considered as part of a taxi subsidy program:

- As part of this program, we also recommend that Will County or Pace acquire a few accessible taxicabs, and provide them to the participating taxi company (or companies). This will ensure accessibility of the service to persons with disabilities, including wheelchair users.
- A sponsor has control over who is an eligible user, how many trips sponsored individuals may take over a particular period of time, and/or how many trips are permitted by the budget in general.
  - In weighing this new mobility option, a sponsor may wish to consider that this option would be available for trips desired only at times and to places that cannot be accommodated by other transportation resources. Additionally, this option can be

used, at the discretion of the sponsoring agency, to accommodate same day requests that could not be accommodated on directly operated DAR or ADA service.

- There is a secondary benefit to Pace and the DAR sponsors if some trips taken on the taxi subsidy program are trips that may have wound up as ADA Paratransit or DAR trips (especially if accessible taxicabs are part of the participating taxi company's fleet). If the taxi subsidy per trip is less than the fully allocated per trip cost of directly operated services, then these "diverted" trips would end up costing Pace and/or the sponsoring municipality less. This approach permits additional trip-making with the same budget resources.

Also, once this program is up and running and there is a level of experience built-up by one or more participating taxi companies, Pace and its contractor (currently First Transit) may wish to explore using taxis in a more integrated fashion to improve the efficiency of ADA/DAR service delivery, as is done in DuPage County.

Finally, we also note that this program, which emulates a similar program operated in Denver, is also currently managed by First Transit, the Western Will County contractor.

## **Centralized Volunteer/Escort Program**

Volunteerism efforts are seen as an excellent way to meet some needs in the senior community, including transportation. In addition to providing drivers who take members of the target population to necessary medical appointments and other discretionary travel destinations, volunteers could be used to address the needs of some who require a level of passenger assistance that exceeds the statutory requirements of the Americans with Disabilities Act.

Volunteer drivers drive people who lack other mobility options. A sponsoring organization, such as a transportation provider, human service agency, or other entity, often helps match volunteer drivers with individuals who need rides. Volunteer drivers will typically use their private vehicle but will be reimbursed, usually based on mileage driven, by the sponsoring agency. Sponsoring agencies may also arrange for insurance coverage. Volunteer driver programs have proven to be an effective and important resource to help supplement DAR.

In addition to volunteer networks, this concept would also involve providing customer escorts as well. In some cases, an individual's mobility is limited not because of the lack of accessible transportation, but the lack of needed assistance getting to/from destinations of travel activity. Escorts would provide an additional level of passenger assistance that would not be reasonable for a driver to provide.

Volunteer driver/escort networks could work to supplement existing publicly operated DAR services, provide a level of passenger assistance that public transit providers are unable to render, or provide a cost effective alternative for individuals in the target populations who do not meet eligibility standards of existing public transit/human service agency programs.

Additionally, this strategy could be successfully employed for trips that are more difficult to serve, such as trips that have extensive travel distances or involve cross-jurisdictional travel (e.g., inter-county trips).

## **Coordination of Supportive Services**

The final level of alternatives to be considered for Will County is the coordination of supportive services such as administration and operation.

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It should be noted that these alternatives apply not only to the ADA and DAR services described above, but could also include independent human service transportation providers as well (see Chapter 4). These programs include Cornerstone Services, Individual Advocacy Group, SouthSTAR Services, Trinity Services, United Cerebral Palsy of Will County, Veterans Assistance Commission, etc.

In looking at the potential range of services that could be coordinated, we examined the functional responsibilities of any DAR or human service agency transportation program. Following an FTA-based approach to functional activities, we identified the following potential functions in Will County:

| Code | Function/Sub-Function  |
|------|--|
| 010  | <b>Vehicle Operations</b><br>Operations Management<br>Ticket and Fare Collection<br>System Security<br>Revenue Vehicle Operation<br>Safety and Training  |
| 041  | <b>Vehicle Maintenance</b><br>Maintenance Management<br>Maintenance of Vehicles<br>Parts/Inventory Management<br>Yard/Utility/Cleaning   |
| 042  | <b>Non-Vehicle Maintenance</b><br>Maintenance of Structures<br>Maintenance of Fare Collection Equipment<br>Maintenance of Passenger Stations/Stops<br>Maintenance of Communications Systems  |
| 160  | <b>General Administration</b><br>System Management<br>Personnel Administration<br>Legal<br>Risk Management<br>Data Processing<br>Finance and Accounting<br>Engineering<br>Real Estate Management<br>Office Management<br>Planning<br>Marketing<br>Customer Service |

We have addressed some organizational elements with previous alternatives and proposed services. We have isolated potential functions common to all providers as:

- Driver training/safety related training;
- Common service policies and procedures;
- Common personnel policies and procedures (for transportation related positions); and,

- Procurement of selected commodities/services.

## **Driver Training/Safety Training**

There are opportunities to coordinate this functional activity among Will County DAR and human service agency transportation providers. Most of these opportunities relate to: (1) reducing the redundancy in training program development, and (2) expanding training opportunities for those systems that cannot establish full time, internal training capability.

The primary task within this function is to train new vehicle operators and ensure that necessary refresher training is provided pursuant to laws, regulations, and good system safety practices. Often, the training content reflects an instructional program developed by other organizations and may not be suited to DAR/human service agency operations.

There may be some efficiencies in having a common training curriculum and program for all paratransit programs in Will County. Given the relatively small scale of most of the operators and funding constraints, there is limited opportunity to develop an in-house training program. With the lack of in-house focus and reliance on non-dedicated or unrelated training resources, we believe that a countywide program directed at all paratransit suburban systems would improve the quality of such services operated in the county. Suggested training courses could include, but not necessarily be limited to:

- Van operator training;
- Defensive driving;
- First aid;
- Emergency preparedness;
- Bio-hazardous material (bloodborne pathogens);
- Wheelchair securement;
- Drug and alcohol awareness training;
- Dealing with difficult customers; and,
- Accident procedures.

Responsibility could be incorporated into Pace contractor's scope of responsibilities.

## **Common Service Policies and Procedures**

Coordination of paratransit services in other areas of the U.S. have sometimes been hindered when multiple operations are involved due to differential service policies imposed on customers by these operations. When attempting to provide seamless mobility throughout Will County (even under the dual mode alternative), a customer can easily be confused by different reservation windows, late cancellation policies, dwell time policies, etc.

This supportive activity would be particularly useful if the parties agreed to any type of trip-sharing as discussed in several of the organizational alternatives.

Generally this task involves the establishment of a policy committee at the county level in which all provider organizations would be encouraged to participate. Generally, an inventory of existing customer service policies would be developed prior to formal meetings of the group; in this

manner, commonalities that may exist with current service policies would be identified and would serve as the foundation for a common policy development among providers.

Among the policy topics that could be addressed by such a group:

- Common definition for on-time performance;
- Common definition of a “no-show” and “late cancellation”;
- Common penalties/sanctions for excessive no-shows and late cancellations;
- Uniform dwell times and procedures at the pick-up location;
- Common definition of the pick-up “ready window”; and,
- Uniform policies/actions for operations during inclement weather.

By adopting such policies, customers who utilize multiple transportation services would have a uniform customer experience and would only need to remember one set of operator policies.

## **Common Personnel Policies and Procedures**

Another area of supportive activity that could benefit from coordination would be in the area personnel policies and procedures. However, it should be acknowledged that these coordination opportunities would be limited to transportation-related personnel.

For example, it is conceivable that the position of vehicle operator or customer service representative may be common to multiple provider organizations. Some smaller organizations might benefit if they had access to a regionally-developed set of job descriptions for these common positions. Additionally, several positions may also have need for dedicated policies and procedures that extend well beyond that which is currently written in any agency personnel policy. An example of such a policy would be an Operator’s Manual for all vehicle operators that would provide definitive guidance on what to do in specific situations, i.e., difficult passengers, on-board incidents, accidents, etc.

These actions may not result in any tangible cost benefits to a particular operating agency, but may well work to improve the quality of the operation. Often, human service agencies do not have the expertise or the time to invest in the development of such policies.

## **Procurement**

Since the purchase of routine supplies is typically handled through a local government purchasing department, the best method of achieving coordination of this function is through enhanced communication among system managers. There are various times throughout the fiscal year when a transit system must undertake a procurement of a good or service that is uniquely related to transportation. When such opportunities exist, there may be opportunities to use cooperative purchasing agreements as a purchase methodology to obtain better pricing.

As noted above, opportunities to affect coordination and cost savings in this area will be dependent on the level of communication that exists among participating parties in the coordination agreements.

All forthcoming procurements would be identified by DAR personnel through a regular schedule of communication between systems, perhaps through the permanent establishment of a Will County Paratransit Coordinating Committee. In this manner, the participating entities can decide

whether or not an opportunity for joint procurement (as described in FTA Circular 4220.1F) exists.<sup>1</sup>

## Advantages/Disadvantages of Organizational Alternatives

Alternatives identified to the organization of coordinated paratransit services in Will County include two primary options:

- Dual operation with distinct management and operating responsibilities in Eastern Will County and Western Will County, respectively; and,
- Consolidation of certain paratransit management functions at the county level, while retaining a multiple operator delivery scheme.

The advantages and disadvantages of each of these alternatives, including various options, are provided below.

### Potential Advantages to Dual System Design

This organizational alternative reflects the strengths of the existing system and builds upon the many existing coordination arrangements, both formal and informal, that have been developed in Will County.

#### Western Will County Advantages/Impacts

Generally, there will be no change in Western Will County, although the Pace contractor, in the next contract letting, may be tasked with a number of additional responsibilities. This arrangement will actually work to strengthen coordination in the county.

This alternative generally does not require any single provider organization to “give up” its existing operation, and as a consequence, one impediment to coordination, the “turfism” issue, is avoided.

#### Eastern Will County Advantages/Impacts

The proposed organization alternative for Eastern Will County presents a bigger departure from the status quo than this alternative will have for Western Will County.

The presence of multiple operators, with more than one potential candidate agency to assume lead administrative and operating responsibility for some functions, presents additional challenges. For example, Southland Senior Service is a Will County-based agency that has forged a number of unique funding partnerships to build its paratransit service. Rich Township, on the other hand, is larger in scope and scale (when its whole operation is considered) and is slated to receive automated scheduling and dispatch software from Pace in the coming year, greatly increasing their capacity to schedule a larger number of rides.

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<sup>1</sup> The Common Grant Rule for governmental recipients encourages recipients and subrecipients to enter into State and local intergovernmental agreements for procurements for common goods or services. FTA also permits non-governmental recipients to consider joint procurements if economical and feasible. FTA encourages recipients to procure goods and services jointly with other recipients to obtain better pricing through larger purchases. Joint procurements offer the additional advantage of being able to obtain goods and services that exactly match each cooperating recipient's requirements.

Both agencies bring advantages to the organizational elements of a coordinated paratransit program in Eastern Will County. Similarly, because of the diversity present in Eastern Will County, we presented options for potential management of the Eastern Will County program.

- **Option 1 Advantages (Do Nothing).** The advantage of this option is that it does not usurp or threaten the individual programs that now exist. While not presenting any material improvement over the status quo, the additional services that could be considered could introduce a modest level of coordination to the existing programs.
- **Option 2 Advantages (Consolidate Service Around Southland Senior Services).** This option has the advantage of taking the largest Will County-based operation as a foundation to the integration small DAR operations to provide more cost-effective service delivery through enhancements in the scale of operations. This agency has developed a number of unique funding relationships in building its paratransit program and these relationships may be able to be extended in the coordination process.
- **Option 3 Advantages (Consolidate Service Around Rich Township).** Rich Township already coordinates services among several Will County jurisdictions; this option builds upon those existing relationships. Rich Township is already the largest provider of paratransit services among Eastern Will County providers and will enhance its technical capabilities in the coming year with the introduction of Pace-provided automated routing and scheduling dispatching software.
- **Option 4 Advantages (Status Quo with Trip Sharing).** Advantages to this option are comparable to Option 1; however, some modest level of increased mobility will be achieved through trip-sharing among providers.
- **Option 5 Advantages (Status Quo with Centralized Management of Supplemental Services and Coordinated Supportive Service).** Coordination of the delivery of supplemental services, through the Eastern Will County contractor, achieves some modest level of coordination in the volunteer driver/escort and taxi subsidy programs. This means that existing personnel would not have additional duties placed upon them in the management of these proposed new programs.

## Potential Advantages of Countywide Consolidated Call-Center Operations

The second major alternative maintains some of the advantages of the dual mode operation while effectively piggy-backing off the Pace structure in Eastern Will County to build a truly integrated and centralized call-center functionality for all of Will County.

With a multiple operator scenario, this particular alternative does not threaten the operation of any one individual DAR operation.

In subsequent interviews with key stakeholders, many expressed support for this concept, provided that certain assurances were in place that current service quality levels would not be adversely impacted.

## Disadvantages/Impacts of Dual System Design

Disadvantages to this overall strategy include the fact that this option, while uniquely tailored to fit existing service arrangements, may not be considered by some to meet county objectives of enhancing services through coordination on a *countywide* basis. This alternative essentially

institutionalizes the natural east/west geographic traits associated with existing services while not addressing intra-county needs as effectively as a more integrated solution.

One potential disadvantage with the dual mode strategy would relate to Option 3 wherein services would be coordinated under the auspices of Rich Township – which is not located in Will County. The prospect may not be viewed favorably by Will County-based entities.

Additionally, there could be some potential adverse impacts from both a service and funding standpoint if the other major provider, Southland Senior Services, does not play a role in service delivery.

### **Disadvantages/Impacts of Centralized Countywide Consolidated Call Center**

This option would significantly expand the scope of operations in the Pace-supported contract in Western Will County. The existing scope and scale of operation run by First Transit is not large; additional personnel, supervision, and policy guidance would need to be introduced for this concept to be functional. This gives rise to an option where a regional call center is used (e.g., the contractor that performs similar services for DuPage and Kane County, but which is based in Cook County). Existing entities may not be satisfied with outsourcing the scheduling and reservation functions to an entity without a service base in Will County or to an entity that does not have experience with existing Will County operations.

## Preliminary Recommendations

Our recommended action for Will County incorporates the concept of single, unified call center serving all of Will County, combined with the current decentralized operation of existing Dial-A-Ride operation. This recommendation affords county citizens the opportunity to adopt the “one-stop” concept by establishment of a single point of contact for transit information and service access. The recommendation embraces the timeliness of Pace’s contract cycle for the Western Will County ADA/DAR contract and for an expansion of the scope of duties in that contract to include the additional coordination responsibilities defined above. Finally, we recognize the potential advantages of separating the call-center and service delivery functions, leaving the procurement open so that prospective vendors may bid on service, service and call center management, or just call center management.

In summary, our recommendations include:

1. The new Pace contract for Will County, starting in 2011, should provide for (a) call center functions; and (b) mobility management functions. Both functions would be countywide in scope. It is imperative that this call center be large enough and staffed appropriately to handle the larger volume of calls.
2. Under this contract, operations would be de-centralized. We envision a consolidated Western Will County ADA/DAR operation, similar to what is in place now, as well as the current set of operators in Eastern Will County. All operators would become Pace contractors and come under the direction of the Pace contractor.
3. Municipal and organizational sponsors of DAR service would contract directly with Pace, noting that many of them do so already.
4. Pace’s RFP should cover Call Center/Mobility Manager functions as well as the Western Will County consolidated (ADA/DAR) operation. Proposers should have the option of submitting proposals for (a) the Call Center/Mobility Manager only; (b) the operational component only; or (c) both.
5. Mobility management efforts in the interim (2010) should be implemented by Will County. This ensures that any momentum built for enhancing services through coordination builds from study completion through to the call center implementation process. This should include the maintenance and update of the directory of community transportation services (Appendix C), providing staff for information and referral services, and the implementation of a multi-sponsor taxi subsidy program. Starting in 2011, these and other new mobility management services (such as a centralized volunteer driver/escort program) would become the responsibility of the Pace contractor.
6. For 2010 only, Will County should bear financial responsibility to publish, maintain, and disseminate the directory for 2010. This would include (a) printing charges; (b) the cost of distribution; (c) staff to maintain the directory and make it available on its website, and (d) staff to provide information and referral services. As these actions all constitute mobility management actions, it may be possible to seek funding for these activities through the RTA.
7. We also recommend that Will County co-sponsor the taxi subsidy program. This could take the form of matching municipal/organizational subsidies. This co-sponsorship would result in either lengthening the “base” trip length and/or enabling more

subsidized trips. This sponsorship should continue once the management of this program shifts to the Pace contractor (at the beginning of 2011). For 2010, though, the County would provide staff time to manage the program or oversee a contract. As is the case with the central directory upkeep/dissemination (see #6 above), there may be some federal funding available through the RTA to cover these costs.

8. Once the Will County call center/mobility manager is established and providing services, Pace should look to the results of the upcoming Pace Call Center study to determine whether future consolidation with other (suburban) call centers is in the collective best interest. However, because mobility management functions must be locally tailored, we strongly suggest that the Will County call center/mobility manager be located, at least initially, within the county.
9. We suggest that Rich Township and Pace discuss combining Rich Township's call center functions with the Will County call center at the outset of this contract (2011). Because Rich Township operates service in Will County, and because there are a significant number of trips traveling between Eastern Will and Southern Cook, this would seem to make sense. That said, Rich Township's call center function could be woven into the Will County call center initially in part or in full, as well as initially or later, or not at all, as discussed below:
  - a. Rich Township could agree to transfer call center functions for only Will County trips (only) to the Pace call center contractor. If this is done, however, Rich Township would have to continue to maintain an in-house call center for its operations in South Cook, therein circumventing an opportunity to avert duplication of effort (and costs).
  - b. Rich Township could hold onto its call center functions in total and delay looking at whether or not it would transfer some or all of its call center functions to a later date. On one hand, this delay would give Rich Township a sense of how well the county-wide call center is working before having to make such a decision. On the other hand, holding onto these functions would result in continued fragmentation of call center functions in Will County, albeit not as decentralized as it is now.

In either case, Rich Township would serve as a provider under the Pace Call Center contractor.

Hypothetically, Rich Township could also propose to be Pace's Call Center contractor for Will County. If it were to win the contract, all call center functions for Will County and southern Cook County would be under one roof. However, because it is difficult to predict any outcome of such a procurement, Rich Township's agreeing to transfer its call taking functions for its entire operation (for Will County and Cook County trips) to the Pace Call Center contractor, whoever that winds up being, would solve the fragmentation issue, beginning in 2011.

# Chapter 9. Implementation Framework

## Introduction

This chapter describes different methods for increasing mobility in Will County. Potential strategies for achieving this objective include (1) better utilizing funding that currently supports community transportation services in the county and (2) leveraging additional funding to expand current services or introduce new mobility options for the county's transit-dependent populations.

The chapter reviews unmet needs in the county, as described in Chapter 7, and discusses the role of a leadership body (a Will County "Paratransit Coordinating Council" or "Coordinating Council for Community Transportation") to advise and guide coordination efforts, as well as a Mobility Manager who can champion those coordination efforts and support the leadership body. The second part of the chapter addresses the phasing structure of strategy implementation.

## Unmet Needs and Service Issues

Improvements to the county's current mobility services are needed for the following reasons:

- No one entity is in charge of understanding or organizing all current public and community transportation resources in the county.
- Partly as a result of the lack of any overall manager, it is very difficult for any one individual or organization to obtain information about all potential options for any particular trip.
- The availability and accessibility of transportation services varies greatly within the county, and there are places within the county where transportation for general public riders and special needs travelers is severely limited or non-existent.
- There are large portions of days and weeks when transportation services are not available.
- Limitations based on eligibility or trip purpose for certain transportation programs can prevent those who need transport service from receiving it.
- Current public and human service transportation providers face serious financial constraints.

Each of these problems can be ameliorated or resolved. The chances for successfully addressing these problems are greatly enhanced if (1) the problems are addressed in a comprehensive fashion and (2) there is a strategic approach to implementing the solutions over time.

## Considerations for Populations Dependent on Community Transportation

Ultimately, the underlying reason for implementing coordination strategies in Will County is to help address the unmet travel needs of county residents who are dependent on community transportation services. As detailed in Chapter 7, many of the current travel needs of these individuals are not being met because services are not generally available on weekday evenings and weekends and because the service areas of many of these services are constrained. In addition, demographic projections indicate significant growth in the numbers of individuals in each

of these three populations, indicating a corresponding growth in travel demand. Examples that are discussed in more detail in Chapter 7 include the following:

- **For Older Adults:** There is a greater concentration of older adults in the northern section of Will County, but transportation services oriented to seniors are limited.
- **For Persons with Disabilities:** Some of the more rural townships in the county have neither ADA paratransit service (because they are not served by Pace or Metra) or Dial-A-Ride services. Other townships have such services but they are limited in terms of service days and hours and service area.
- **Persons with Low Income:** Some organizations providing transportation only offer services to older adults and persons with disabilities, severely limiting the mobility options for persons with low income, particularly as they try to access employment centers.

As we consider some of the coordination strategies from Chapter 8 and an implementation framework, we need to keep these unmet needs in mind and trace our service improvement designs back to these unmet needs.

In order to best address the unmet needs of residents of the county, as well as meet the needs of specific subsets of the population, it is important to assign these responsibilities to a particular person and to provide guidance and oversight through a governing body.

## Comprehensive Phased Approach

Establishing a comprehensive approach to mobility improvements essentially means adopting a holistic view of transportation services that serve the county. It means looking at the travel needs and travel options of all travelers. It also means examining the travel needs and transportation options throughout all parts of the county and beyond its borders, including their interconnections with regional services. It means operating more cost-effectively and more effectively communicating travel options to travelers.

The combination of such activities has become known as “mobility management.” The American Public Transportation Association recently reported that: “Mobility management involves the creation of partnerships with transportation providers in a community or a region, and finding ways to effectively make known those travel options to the public. In the process of doing this, resources are coordinated efficiently, customers are able to make better decisions and focus is on the goal of mobility for the customer.”<sup>1</sup> Mobility management focuses on:

- Offering a full range of travel options to the single-occupant auto, not just the mass transit mode.
- Innovation, changing usual business patterns.
- Cultivating partnerships and multi-agency activities.
- Offering a single point of customer access to multiple travel modes.

This perspective is the kind that is needed to improve transportation services in Will County, noting that the focus of this project is on first addressing the mobility needs of older adults, persons with disabilities, and persons with low income.

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<sup>1</sup> “Mobility Management: A New Role for Public Transportation,” American Public Transportation Association, Washington, DC, May 2008.

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In order to facilitate a high level of coordinated community transportation, Will County should take two important early steps to establish an advisory body of stakeholders to help guide coordination in Will County, as well to designate, hire, or retain a specific person (or group) to champion, facilitate, instigate, lead, and possibly manage coordination efforts focused on this mobility management effort. Together, the creation of the Will County Paratransit Coordinating Council (PCC) will provide a forum for leadership and decision-making that can guide the improvement of coordinated transportation in the county, and the establishment of a Mobility Manager who can lead the charge of coordinated transportation in the county will ensure that the implementation strategies suggested in this chapter can be actualized.

As Chapter 4 indicates, there are varying levels of coordination already taking place in Will County. With the leadership of the PCC and the Mobility Manager, projects furthering coordination can be pursued. However, a do-nothing alternative would perpetuate the shortcomings identified above, without much of a chance for expanding coordination. The bottom line is that a PCC and a Mobility Manager are necessary for Will County. Once these are established, it then becomes the responsibility of the Will County PCC to help shape its Action Plan for Coordination, and the responsibility of the Will County Mobility Manager to lead the implementation efforts.

Ultimately, we believe that a countywide paratransit system, the goal of this project, is an end-product that is achievable. The design that would be most beneficial for Will County, and which has the support of the Steering Committee, is a consolidated county-wide call center manager (under contract to Pace) through which sponsored residents all over the county can call to arrange transport. In this design, this call center manager would partner with the current set of operators – township/municipal operators, Pace contractors, private, not-for-profit agencies, and taxis and private for-profit carriers. The concept is that these local partners would save money on call center labor and potentially increase revenue if they choose to remain as service providers under the new service umbrella, both of which would lead to improving the efficiency of their operations. Additionally, other mobility management efforts and new mobility options would be undertaken/managed by this call center manager.

However, there are some practicalities that must first be addressed to get there. The first is that the term of Pace's current contract (that serves ADA paratransit service and a consolidated Dial-A-Ride service in Western Will County) is up in 2010. Pace must go through a procurement process in 2010, and needs to know whether a consolidated call-center and the addition of mobility management efforts should be a part of this contract, and what the timing is. The term of these contracts typically range from three to five years. The other practicality is that some potential partners to this ultimate design may be a bit reluctant to "come to the dance," even if it is voluntary.

Once the PCC and Mobility Manager are in place, we believe that the best chance for maximizing interest and participation of local partners is to first establish some simple coordination efforts that focus on coordinating information – both for customers and for service providers. Building on these efforts, this organizing of information can progress to the implementation of more complex partnerships that focus on creating a one-stop access point for information for customers. And, as providers become more familiar and comfortable with sharing policies and practices, they can explore the joint sharing and/or acquisition of support resources, and introduce new "sponsorable" supplementary mobility options. With these partnerships more established, there will be more support for migrating to and participation in the ultimate design model above.

This three-phased implementation framework, including specific coordination projects that fit into each phase, is described in more detail later in this chapter. These three phases build on each

other and provide a clear means of understanding what coordinated transportation means for Will County.

## Will County Paratransit Coordinating Council

The first and most important element of implementing strong coordinated transportation in Will County is to form the Will County Paratransit Coordinating Council (PCC), so that stakeholders may communicate with one another and jointly decide how to solve problems. The primary role of the PCC would be to foster, organize, and guide coordination efforts within the county. It is also envisioned that the PCC may eventually help seek and oversee related funding earmarked coordination projects within – or involving -- the county.

To aid the formation of this group, a draft Mission Statement and Memorandum of Understanding (MOU), which describes the mission and purpose of the PCC, and draft bylaws, which describe how it will function, would be introduced to the group in a series of facilitated meetings. Once stakeholders have agreed to the MOU, representatives from each agency will assemble to revise, as needed, and approve the bylaws. Drafts of MOUs and bylaws, are provided in Appendices D and E. The next step would then be to elect officers, establish committees and working groups, and put together an Action Plan (Mobility Management Program) for the PCC, using the implementation framework detailed later in this chapter and Business Plans in Chapter 10 as a point of departure. The Paratransit Coordinating Council may then be in a position to hire a Mobility Manager.

The following responsibilities will help the PCC form and become an effective guide for coordination in Will County.

**Bring together interested parties in a county coordination summit.** Will County stakeholders have been engaged through this study process, but a formal meeting for the purpose of organizing the Paratransit Coordinating Council can include those who may not have participated often in this study. Inviting those public, private, and non-profit groups who provide human services transportation in the county will be helpful in ensuring the Paratransit Coordinating Council can quickly form and become active.

**Responsible Party:** Will County

**Timeframe:** May 2010

**Will County stakeholders agree upon and sign onto PCC Mission Statement and Memorandum of Understanding:** The next step is for the stakeholders to meet, discuss, revise (as needed), and then sign the PCC Memorandum of Understanding and craft a Mission Statement.

**Responsible Party:** A draft Mission Statement and MOU template is provided in Appendix D. The Executive Committee will facilitate the distribution of the MOU, but interested parties must work together to modify it, as needed, and then sign up for participating in the PCC.

**Timeframe:** June-July 2010

**Establish Bylaws for the PCC:** Once stakeholders have signed onto the MOU, members must approve the bylaws that will define how the PCC is organized.

**Responsible Party:** A draft of these bylaws was created in the course of the study

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and is provided as Appendix E, but it will be up to the members the PCC to finalize, modify (if necessary), and approve them.

**Timeframe:** July-August 2010

**Foster, organize, and guide coordination efforts:** Once in place, the PCC will be in an excellent position to help guide and advise the Mobility Manager (see below) and transportation providers within Will County on coordination efforts, using the phased implementation plan, detailed later in this chapter, as a point of departure.

**Responsible Party:** PCC

**Timeframe:** Ongoing.

**Provide feedback to state and regional agencies:** The PCC can also serve as a resource to state and regional agencies that sponsor community transportation and as a forum for human service transportation providers to give feedback to those agencies. The PCC can also serve as a link between these agencies and service providers.

**Responsible Party:** PCC

**Timeframe:** Ongoing

**Seek coordination grants for Will County:** The PCC will play a very important role in acquiring grants and other funding to enhance the coordination efforts in Will County. This role is critical to maintaining a sustainable and ever-improving coordinated community transportation system in Will County.

**Responsible Party:** PCC

**Timeframe:** Ongoing

## Will County Mobility Manager

The second pre-requisite for implementing a county-wide mobility management program is to designate, hire, or retain a person or entity to be the Will County Mobility Manager. This will be the person that will serve as staff and a technical resource to the PCC and help plan, design, and implement the coordination and mobility management efforts that the PCC wished to pursue. The Mobility Manager is both a champion and an “instigator” of all things related to coordinated community transportation in Will County.

As mentioned above, we believe that the most appropriate entity to take the lead in designating, hiring, or retaining a Mobility Manager is Will County itself, at least initially. In consideration of some of the coordination efforts envisioned in the first two phases of the recommended Mobility Management program, presented later in this chapter, and in consideration of the timing of the Pace contractor for Western Will County, it makes the most sense for the County to take on this function, and then, in conjunction with the PCC, decide whether or not this function would best be transferred to a Pace call center contractor (covering the entire county) in Phase 3. If not, this function would remain under the auspices of the County.

### Role of the County Mobility Manager

The role of the Mobility Manager will be to:

- Serve as administrative staff and a technical resource for the PCC.

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- Serve as its communication lead.
- Assist the PCC in developing an Action Plan (The Mobility Management Program)
- Write grant applications to fund activities in the Mobility Management Program – The Mobility Manager would seek FTA and other federal, state, local, and private funding to finance the implementation of coordination efforts.
- Assist in or spearhead the implementation of local/county coordination activities within the county and possibly manage some of those services.
- Track the results of and evaluate the coordination efforts after they have been implemented.
- Work with Mobility Managers or assigned staff (if any) from neighboring counties in discussing and addressing regional coordination/community transportation issues.

Rather than having more than one Mobility Manager, serving Western and Eastern Will County, the Steering Committee felt very strongly that there should be one Mobility Manager that serves the entirety of Will County.

### **Funding for the Positions or Contract**

If there was a need for a full-time position, salary plus benefits would total approximately \$100,000 for such a position. However, for Will County, the position, at least initially, is seen as a half-time position. One possibility might be for Will County to designate a current County employee with this role. Another approach might be to hire a part-time person with the requisite experience in coordinated community transportation. A third approach might be to retain a consulting firm that has this expertise. In either of the first two alternatives, the person holding the position may require additional training if they do not have the full technical know-how to do the primary tasks identified above. Indeed, without training (and support), the Mobility Manager will likely not be nearly as effective in his/her pursuits.

Will County may need funding assistance to hire a Mobility Manager for the County, and may need to contribute additional funds to Pace, once this role is included within their contract. For example, JARC, New Freedom, and potentially 5310 funding could be sought to help the County hire this individual for the first year, noting that the FTA considers mobility management to be a capital project, and hence such a grant application would require a 20% local match. Sources for the 20% match could include the state agencies that purchase client transportation within the county (such as Medicaid), from townships' operating budgets, contributions from other stakeholders serving on the PCC, and grants from philanthropic agencies and private foundations, such as the United Way or the Will County Community Foundation. Another source of funding could be the funding that the County gets from the RTA tax revenues; however, this would require approval from the County Board.

## **Detailed Responsibilities of the Will County Mobility Manager**

### **Attend PCC Meetings; Prepare Agendas, Materials, and Minutes**

The Mobility Manager will attend all regular meetings of the PCC. At the end of each meeting, unresolved and new issues that need to be addressed in ensuing meetings will be itemized. Approximately two weeks before each meeting, the Mobility Manager will contact the PCC chair to determine/discuss additional items to add to the agenda. An agenda for the next meeting will

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be prepared and sent, along with any accompanying materials, to each member of the PCC and any known visiting guests.

The Mobility Manager will likely create and use a Will County PCC website to disseminate/distribute any materials that are too large to e-mail. Mailing CDs or hardcopies can also be done as needed.

Meeting minutes will be prepared and distributed with the agenda/packets for the next meeting.

### **Serve as Communications Lead for PCC**

The Mobility Manager will be responsible for preparing any formal correspondence from the PCC as well as any PowerPoint presentations and accompanying talking points to be delivered by PCC members.

The Mobility Manager will use the Will County PCC website to disseminate/distribute educational/awareness materials, newsletter-type articles, other materials/resources that are of general interest, and materials that are too large to e-mail.

Note that this website can also be used as a repository of resource material for the community transportation providers in the county.

### **Help Establish the PCC and Assist in Planning and Implementing Coordination Efforts**

If the hiring of the Mobility Manager precedes the formation of the PCC, and if the Mobility Manager is skilled at facilitation, he/she could help the PCC get organized and fully functioning. Once organized, the focus of the PCC should be to promulgate, with the help of the Mobility Manager, coordination efforts and identify organizations needed to lead those efforts.

Note that these efforts could be low-level or “Phase 1” coordination efforts such as disseminating and maintaining the directory of community transportation services that has already been created as part of this project (Appendix C), and facilitating the exchange and sharing of policies, practices, and other information among the community transportation providers in the county.

These efforts could also include “Phase 2” coordination efforts such as creating a one-stop access point for information and referrals and facilitating the sharing of resources (such as driver trainers, volunteers, or vehicles), the joint purchasing of fuel, maintenance, insurance, etc., and even establishing and managing a taxi subsidy or flex voucher system and/or a centralized volunteer program.

It will be the job of the Mobility Manager to help provide guidance to the design of these coordination strategies and to provide technical assistance as needed.

Similarly, an important responsibility of the PCC will be to develop a Will County Coordination Action Plan (or Mobility Management program), which provides details for:

- The coordination efforts that are to be planned and implemented in the county;
- The organization which is to serve as the lead for these efforts (it doesn't necessarily have to be the same one for all efforts, but it does certainly simplify things, especially for consumers, if it is);
- The service plan for each effort that includes a detailed description, how it will be carried out, who the sponsoring and participating organizations are, etc.;

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- The business plan for each effort, to include staffing levels and a schedule of costs, as well as a list of funding sources and amounts;
- A marketing plan and outreach plan for each effort;
- An implementation plan for each effort; and,
- The expected and quantifiable benefits, and how they will be tracked, monitored, and measured going forward.

### **Evaluate Results**

Important elements and responsibilities of the Mobility Manager will be to carry out the plan developed above, monitor each coordination effort, collect data that can be used in the evaluation process, and track the results, such as increased ridership, decreased denials, and any reductions in unit costs (e.g., cost per trip)

### **Implementation Schedule**

If Will County has funds available to employ a Mobility Manager, that hiring can occur immediately. If additional funding is required for either strategy, the hiring would be delayed until that funding is secured.

## **Phased Mobility Management Program for Will County**

### **Overview**

A three-phase implementation process is recommended, starting in “Phase 1” with less complex coordination strategies undertaken at a low level to generate some success stories in Will County and to get participating organizations more used to working with each other. A progression to “Phase 2” may make sense for some of these functions; these could involve greater complexity, enhanced coordination of services, and possibly provide more mobility options that will expand partnership and sponsorship in Will County. “Phase 3” involves a county-wide approach to coordinating/consolidating major functions of providers.

In general, we believe that orchestrating a progression of increasingly complex efforts over time that builds upon partnerships and creates more trust among the partners will increase the likelihood that Will County will get to Phase 3. The danger in moving directly to a county-wide coordinated system is that potential sponsors will be reluctant to take that leap of faith. And, if it happens that it takes longer than anticipated to get to Phase 3, Will County can still point to Phase 1 and 2 coordinated success stories that will have resulted in increased mobility and partially addressed some of the unmet needs.

Below is a summary of the three phases, each with two objectives in mind. The first goal is to improve transportation from the perspective of the riders of these services. The second goal is to improve operations from the perspective of the providers of those transportation services. This is represented in Figure 9-1.

**Figure 9-1 Phases of Mobility Improvements and Impacts on Customers and Service Providers**

| Phases  | For the Customer   | For the Service Provider   |
|---------|--|--|
| Phase 1 | Disseminate and maintain the directory of community transportation services  | Facilitate sharing policies and practices (e.g., grant applications, vehicle specifications, training curriculum)  |
| Phase 2 | Staff a one-stop access point for referrals and rudimentary trip planning; and establish a user-side travel vouchers or taxi subsidy program | Share support staff and resources; establish joint purchasing of fuel, maintenance, insurance, vehicles, software; centralize resources (e.g., back-up drivers, volunteers); and encourage trip swapping program |
| Phase 3 | Staff a one-stop access point for enhanced trip planning and for requesting trips  | Better utilize existing providers (e.g., purchase service from existing carriers; consolidate call center functions)   |

The following specific activities should be considered as keys to the success of the phased implementation of the mobility management strategies for improved transportation in Will County. Many of these activities will take place in more than one phase of the mobility management improvements, so the activities are grouped by the particular phase where they might best be initiated.

### **Phase 1: Lower-Level Efforts with Minimal Investment**

Immediately following the creation of the Paratransit Coordinating Council and the hiring of the Mobility Manager, the PCC should embark on Phase 1 of the implementation strategy. This Phase addresses the “low-hanging fruit” of coordination in the county, which are quick and relatively easy achievements that can build momentum and increase stakeholder buy-in for more advanced coordination efforts. Critical to the success of this phase are the improvements for customers, by improving their access to information and their ease of requesting service. Phase 1 would likely begin with the dissemination of the Will County Community Transportation Services Directory. As a part of this phase, the County would assume responsibility for the directory publication, distribution, and continual update, to ensure that it is reflective of current transportation services. Additionally, Phase 1 is important for providers in building their trust in each other and enhancing communication, through information- and policy-sharing.

The general characteristics of the Phase 1 coordination strategies are those that can be implemented quickly; they are designed with short-term successes in mind.

- For customers: Improve customer mobility by increasing client knowledge of resources.
  - Project: Establish a Will County PCC (or Community Transportation) website.

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- Project: Disseminate and maintain the *Will County Community Transportation Services Directory* (This should include posting the directory on the website.).
- For operators: Prior to implementing something more complicated/complex, get participating entities used to working with each other —building trust, forging partnerships, conducting regular meetings, executing Memoranda of Agreement, and similar activities.
  - Project: Facilitate the sharing of policies and practices.
  - Project: Create a repository on the PCC website for operational manuals, driver training curricula, vehicle specifications, etc.

## Phase 2: Expanded Efforts

Phase 2 builds on the activities of Phase 1 and continues to foster efficiency and the effective use of resources. In this phase, more advanced methods of coordination are employed. Affecting both the customers and the providers is the potential flexible travel voucher program, which is recommended for implementation during this time period. This program would reimburse providers of transportation to target populations. Potential sponsors of this program include Will County, townships, municipalities, agencies, and the sponsors will decide eligibility for vouchers and how they are distributed. While the sponsors may determine which services could receive vouchers, they could potentially be used for reimbursement on any service, including Pace, transit, and even for family members providing transportation services for an eligible relative.

A second coordination element that should be introduced in Phase 2 is a taxi subsidy program, a concept embraced by the Steering Committee which would augment Dial-A-Ride, ADA, and agency services. There could be open sponsorship for this program, and sponsors would determine the funding levels for this program and the types of trips that would be served. Will County may also be interested in matching the sponsorship of this program by municipalities. The program could institute a customer base fare, limiting the length of the eligible trips, and then the customer would pay the difference for any trip greater than that limit. In order to properly utilize the subsidies, the requests for service would be placed to a call center, or to the taxi company, if only one is participating. The taxi subsidy program would dovetail with the introduction of accessible taxis into fleets serving Will County, to increase the ability of persons using wheelchairs to take advantage of the taxi subsidy program. The acquisition of accessible taxis is something that New Freedom funding can be used for; the most direct pathway to such funding would be for the County (on behalf of the Will County Paratransit Coordinating Committee) to apply for funds to acquire one or more accessible taxis, and then to lease the vehicle(s) to a partnering taxi company.

Another element of enhanced coordination during Phase 2 is to promote more efficient use of support services for providers, and in particular, sharing services whenever possible. There are many operational aspects of human service transportation that can achieve economies of scale, providing savings in terms of cost, time, and effort. The potential programs that could be combined in the appropriate way include: driver and safety related training, the adoption of common service and personnel policies and procedures, and the joint procurement of commodities or services, such as fuel, insurance, and maintenance. In particular, centralizing a volunteer driver, escort, or bus buddy program will make sure that a limited pool of volunteer resources can be utilized as efficiently as possible.

Thus, the Phase 2 strategies involve more coordination but are intended to translate into expanded services.

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- For customers: Further improve customer mobility by increasing client access to resources.
  - Project: Establish a one-stop access point for information and referrals; possibly perform some rudimentary trip planning.
  - Project: Implement a travel voucher or taxi subsidy program. (This should include the introduction of accessible taxicabs.)
- For operators: Enable expansion of service (spatially, temporally, trip purposes/destinations, and/or level of driver assistance) through higher levels of coordination or consolidation; also enable those organizations wishing to be out of the transportation business to rely on other agencies for their trips.
  - Project: Facilitate the sharing of support staff (e.g., driver training staff) and resources (e.g., vehicles).
  - Project: Facilitate joint purchasing opportunities (e.g., fuel, maintenance, insurance, vehicles, software/hardware, etc.).
  - Project: Centralize volunteer resources (e.g., back-up drivers, volunteer drivers, escorts, and bus buddies).

### **Phase 3: Efforts Requiring Significant Cooperation**

Phase 3 strategies build on the foundation created in Phases 1 and 2 and advance those efforts by pursuing even greater coordination goals. This phase graduates the customer experience from information and resources to actual trip planning. Customers can have “one-stop” access for all their needs. For providers, Phase 3 means the consolidation of call center operations. Providers could also voluntarily participate as service sponsors or providers who respond to centralized requests. Depending on the decisions of this group, this phase could witness the transfer of the Mobility Manager to a Pace contractor.

These Phase 3 coordination strategies should be county-wide because the benefits to be gained through a highly coordinated approach exceed those that come with a more localized and individualized approach.

- For customers: Create one-stop shopping for local, county-wide, and regional trips.
  - Project: Develop and staff trip planning capabilities for community transportation trips.
  - Project: Develop and staff one-stop access for requesting trips (i.e., consolidate call center functions).
- For operators: Consolidate call center functions of participating organizations into one call center (a Pace contractor). Pace and the call center manager would establish a network of service providers covering as much of the county as possible given Pace’s obligations and participation of local sponsoring organizations, noting that such participation would be voluntary.
  - Project: Develop Pace’s contractor in Western Will County into a countywide call center, and transfer call center functions for participating township/municipality/agency programs to call center manager, orchestrate service provider contracts.
  - Project: Transfer County Mobility Manager functions to Pace call center contractor.

Figure 9-2 outlines key facts about each strategy, including participating organizations, the target group it benefits, the phase, and a brief description.

## Implementation Timeline

The potential timeline for the implementation of this three-phase approach begins after the formation of the Paratransit Coordinating Council and establishment of the mobility management program, including the hiring of a Mobility Manager. The efforts associated with Phase 1 can begin immediately after those first two critical steps. This phase is anticipated to last from June through December of 2010. Phase 2 for Will County is envisioned to be implemented between January and June 2011. Phase 3, indicating the highest level of coordinated activity, would begin in the latter half of 2011, recognizing the need for a long lead time to establish a consolidated call center.

**Figure 9-2 Strategies for Mobility Improvements and Transportation Coordination**

| Strategy   | Participating Organizations  | Assistance for   | Timeframe | Strategy Overview   |
|--|--|--|-----------|---|
| <b>Phase 1: Laying the Foundation</b>  |  |  |           |   |
| Sharing resources and support services through interagency agreements            | Mobility Manager<br>Paratransit Coordinating Council<br>Will County<br>All transportation providers and purchasers<br>Local governments<br>All agencies providing or purchasing trips  | Transportation providers and purchasers                        | Phase 1   | Mobility Manager can help transportation providers share resources and support services by using or purchasing another agency's resources including drivers, vehicles, maintenance services, driver recruiters, driver trainers, consolidated back-up driver and vehicle pool, volunteer driver program, software, and joint purchasing of fuel.  |
| Mobility management strategies:<br>Outreach,<br>Operational support,<br>Training | Will County<br>Governmental or non-profit agencies<br>Paratransit Coordinating Council<br>Regional planning organizations<br>Transportation providers<br>Elected officials<br>Employment centers<br>For-profit and non-profit agencies | Transportation providers, purchasers, and consumers            | Phase 1   | Utilize the mobility manager to improve human service transportation in Will County. Duties can range from assisting community transportation needs, to participating in regional strategy efforts, to assisting local transportation providers.  |
| Centralized Resource Directory   | Will County<br>Paratransit Coordinating Council<br>Each transportation provider and staff<br>Mobility Manager<br>Employment centers<br>Non-profit organizations  | Customers, Transportation providers, transportation purchasers | Phase 1   | Multiple formats possible: Hard copy directory, telephone referral, website directory. The directory has information on all providers' service policies, driver training curricula, evaluation forms, manifest, report templates, vehicle and maintenance specifications and serve as an information sharing opportunity for operators. Transportation providers fill their own information to the directory and find information about other operators and their services. |

| Strategy                         | Participating Organizations  | Assistance for                    | Timeframe | Strategy Overview  |
|----------------------------------|--|-----------------------------------|-----------|--|
| <b>Phase 2: Expanded Efforts</b> |  |                                   |           |  |
| Improved Traveler Information    | Will County<br>Paratransit Coordinating Council<br>Mobility Manager<br>All transportation providers and purchasers<br>Local governments  | Consumers, Human service agencies | Phase 2   | In addition to standard information and referral, detailed travel information should be added to the services. |
| Travel voucher program           | Will County<br>Paratransit Coordinating Council<br>Human service agencies<br>Local governments<br>Mobility Manager<br>Medicaid<br>Hospitals<br>Non-profit organizations<br>Employment centers<br>Municipalities<br>Department on Aging<br>Taxi providers | Consumers                         | Phase 2   | Valuable strategy for providing mobility for riders with low-income  |
| Taxi rider subsidy               | Will County<br>Paratransit Coordinating Council<br>Human service agencies<br>Local governments<br>Taxi providers<br>Mobility Manager<br>Medicaid<br>Hospitals<br>Non-profit organizations<br>Employment centers<br>Municipalities<br>Department on Aging | Consumers                         | Phase 2   | Subsidy to assist individuals with low-income receive affordable same-day service                              |

| Strategy   | Participating Organizations   | Assistance for                       | Timeframe | Strategy Overview  |
|--|---|--------------------------------------|-----------|--|
| <b>Phase 2: Expanded Efforts</b> <i>(continued)</i>  |   |                                      |           |  |
| Improving access to fixed-route bus stops            | Will County<br>Municipal governments<br>Centers for independent living<br>Pace<br>Metra   | Consumers, Persons with disabilities | Phase 2   | Accessible transportation services cannot serve their full range of targeted customers unless the local environment is also accessible. Sidewalks, curb cuts, traffic signals, signage, and other infrastructure need to be examined and upgraded.   |
| Volunteer service structure                          | Human service agencies<br>Faith-based organizations<br>Local government<br>Senior centers<br>Employment centers   | Consumers, Human service agencies    | Phase 2   | Particularly effective in extending services to persons with disabilities and achieving cost-effective services. Volunteer drivers supplement existing programs. Volunteer escorts provide additional support for existing services. Volunteer "bus buddies" help individuals become more accustomed to riding the transit system. |
| Job access strategies, including late-night vanpools | Employers<br>Centers for independent living<br>Paratransit Coordinating Council<br>Mobility Manager<br>Home health worker agencies  | Workers, Employers                   | Phase 2   | Offer late-night services to cover second and third shift workers who may be low wage earners. Strategies include feeder/distributor service, reverse-commute services, and/or child transportation services.  |
| <b>Phase 3: Complex Coordination</b>                 |   |                                      |           |  |
| Accessible taxi services                             | Paratransit Coordinating Council<br>Mobility Manager<br>Taxi providers<br>Local governments   | Consumers                            | Phase 3   | Particularly effective in extending services to persons with disabilities  |
| Trip planner for riders                              | Mobility Manager<br>Central information service<br>Will County<br>All transportation providers and purchasers<br>Local governments<br>Google and other private industries | Consumers and human service agencies | Phase 3   | Provide personal or automated planning at consumer request for specific trips  |

| Strategy  | Participating Organizations   | Assistance for   | Timeframe | Strategy Overview  |
|---|---|--|-----------|--|
| <b>Phase 3: Complex Coordination</b> <i>(continued)</i> |   |  |           |  |
| Real-time transit information                           | Will County<br>Local governments  | Consumers and transportation providers   | Phase 3   | Use AVL and GPS technologies to inform riders of actual arrival times of vehicles, including dynamic message systems, informational kiosks, personal digital assistants, and wireless-enabled mobile phones.   |
| Use of ITS technologies to improve coordination         | IDOT<br>Will County<br>All transportation providers and purchasers<br>Local governments   | Consumers and transportation providers; also funding agencies                  | Phase 3   | Include a wide range of transportation providers and technologies to increase service and efficiencies   |
| Co-sponsoring local transportation services             | Will County<br>All transportation providers and purchasers<br>Local governments   | Consumers and transportation providers; local governments and funding agencies | Phase 3   | Co-sponsoring service can include cooperative funding strategies; fixed-route expansion; using flexible transit services; providing feeder service; or implementing dial-a-ride service, community bus routes, medical shuttles, or agency tripper services. |
| Broker transportation operations                        | Mobility Manager<br>All transportation providers<br>In-house or contracted staff<br>Local governments<br>Human service agencies | Transportation providers and consumers Service agencies                        | Phase 3   | Use a broker to more effectively utilize existing resources and to increase overall community mobility   |

# Chapter 10. Business Plan

## Introduction

This chapter describes business plan elements associated with implementation of the coordination framework described in the previous chapter. For each main phase or element of the framework, the business plan describes implementation and financial strategies that should be pursued in the development of the coordinated paratransit program in Will County.

As a key element in the Paratransit Coordination Plan is the staged, incremental approach to implementation. The business plan is organized around the development of the necessary infrastructure to support paratransit coordination (currently lacking in the county) and then sequential implementation of three phases of operational activity defined in Chapter 9. In review, the three phases include:

- Phase I: Lower Level Efforts (Minimal investment)
- Phase II: Expanded Efforts
- Phase III: Efforts Requiring Significant Cooperation

The business plan will elaborate on roles and responsibilities, identify projected costs and potential revenues, recommend appropriate marketing strategies to support implementation efforts, and define the recommended timeframe for implementation.

## Coordination Infrastructure

### Description

This phase of implementation is designed to initiate the coordination process by establishing a focal point for policy coordination and development. There are two main elements in this strategy:



- Establishment of the Will County Paratransit Coordinating Council (PCC); and,
- Hiring of a Will County Mobility Manager.

As noted in Chapter 9, the first action in the business plan is to form the Will County Paratransit Coordinating Council (PCC), so that stakeholders may communicate with one another and have a forum to jointly resolve policy and operational issues.

The establishment of such a committee is deemed critical to the successful functioning of coordinated service at any stage of implementation. The Committee will provide a forum to ensure policy development is done in an open and inclusive manner and that existing stakeholders, paratransit providers, and advocates have an opportunity to participate in on-going coordination development in Will County.

Each of the two major actions are discussed separately in this business plan.

## Will County Paratransit Coordinating Council (PCC)

The Will County Paratransit Coordinating Council is designed as an ad-hoc advisory council to the County and to the RTA on all matters of paratransit coordination and service delivery. The operations of the PCC will be governed through the establishment of a mission statement, stated objectives for coordination in the county, and by-laws adopted by the Council. Support for the mission of the Council will be obtained through the execution of a Memorandum of Understanding (MOU) among the key participants and stakeholders.

There are no rules or guidance on the size of the Council. The goal of inclusion of all key stakeholders and key community organizations, along with local and county government representation, should be used as primary factors in determining optimal size. Given the size of the advisory group and the varied communities of interest observed in the planning process, a Council with 21 – 27 individual members may permit representation of all key constituencies. While this is generally larger than the normal recommended size of an advisory board, inclusion takes precedence over functionality in this circumstance.

Any of the following organizations are recommended for automatic appointment as a member of the Council upon formal adoption of the Council's Memorandum of Understanding by the respective governmental boards or organizations, and upon formal acceptance by the Council:

- Any public, private non-profit, or for-profit organization based in Will County which currently funds, arranges, or provides such transportation services for its citizens, clients, or customers;
- Any regional public transportation agency or state/regional agency involved in the planning or provision of public/passenger transportation in Will County;
- Organizations representing groups of consumers and constituents that would be positively affected by such mobility and access improvements in Will County;
- Medical centers, hospitals and rural healthcare providers in Will County;
- Organizations representing the needs of citizens with low incomes in Will County;
- Institutions providing adult and post-secondary education in Will County; and,
- Employers in the public and private sectors in Will County.

Additionally, consideration should be given to citizen or customer representation on the Council. It is recommended that citizen members must be residents of Will County and take an active interest in improving mobility for seniors and persons with disabilities. There shall be at least one citizen member on the Council. Citizen/customer representation on the Council is distinguished from those listed above because citizen representatives would not have the right to name an alternative representative, whereas institutional organizations would have that right.

Additionally, other representation of other key organizations should be established on an ex-officio basis. For example, the by-laws may stipulate that the Will County Executive (or his delegate, the Deputy Chief of Staff) serve in this capacity. RTA and Pace representation could also be considered in the ex-officio capacity, rather than an appointed member of the Council.

We recommend the sequence of implementation steps outlined in Figure 10-1. Each of the key action steps are discussed below.

**Figure 10-1 Initial Steps to Establish Paratransit Coordinating Committee (PCC)**



***Mission Statement***

A draft of the mission statement accompanies this report and was prepared by the project consultant. Key tenets of the mission statement include:

- To foster regional and local coordination efforts that directly or indirectly improve access and mobility for Will County residents.
- To foster the coordination of regional and local community transportation services in Will County with the goal of improving the mobility of all residents, but especially seniors, persons with disabilities, and persons with low income.

*Responsibility:* Responsibility for mission statement drafting rests with the coordination study consultant. Subsequent revisions will be the responsibility of the Paratransit Coordinating Council.

*Estimated Costs:* There are only modest costs associated with this action. Initial development costs are included in the Paratransit Study costs. Subsequent administration costs are projected in the printing and distribution of the mission statement. Estimated costs are included in the cost section for the Memorandum of Understanding (see next section).

***Memorandum of Understanding (MOU)***

A draft of the Memorandum of Understanding accompanies this report (Appendix D) and was prepared by the project consultant. The MOU is designed to spell out the primary responsibilities of the Paratransit Coordinating Council and to affirm each signatory entity’s commitment to the objectives of the council. The key elements of the Council include:

WILL COUNTY, ILLINOIS

- Help develop, implement, and provide guidance to the coordination of shared ride transportation options within Will County so that:
  - Seniors and persons with disabilities can access local and regional transportation services to get to locations within the regions and between regions;
  - Municipalities, human service agencies, and other organizations can purchase such shared ride coordinated transportation services for their citizens, clients, and customers; and
  - Qualifying individuals, not working through an agency, would have the option to purchase/order transportation services.
- Select through competitive solicitation, guide, assist, monitor, and if necessary replace the Mobility Manager, a person who will be responsible for the day-to-day coordination of community transportation in the region.
- Educate the community, including elected officials at the federal, state, county, and local levels on the need for funding of these coordinated transportation services.
- Investigate additional funding sources via available resources, for example, federal funds such as New Freedom, JARC, various grants, and others.

This mission statement, after solicitation and comment received at the Coordination Summit, will be revised, as necessary, to reflect comments of stakeholders and other interested parties.

*Responsibility:* Responsibility for MOU drafting rests with the coordination study consultant. Subsequent revisions will be the responsibility of the Paratransit Coordinating Council.

*Estimated Costs:* There are no capital or operating costs associated with this action. Initial development costs are included in the Paratransit Study costs. Subsequent administration costs are projected in the printing and distribution of the mission statement and MOU. Estimated costs are approximately \$200. Will County will facilitate and assume responsibility for distribution and related printing costs.

### *By-Laws*

A draft of the by-laws accompanies this report (Appendix E) and was prepared by the project consultant. The by-laws are designed to outline the membership of the Council, define rights and responsibilities of Council members, establish officers of the Council, detail how officers are elected, establish procedures for the replacement and/or removal of officers and members, define voting protocols, and otherwise provide information on the operation of the Council.

*Responsibility:* Responsibility for by-laws preparation rests with the coordination study consultant. Subsequent revisions will be the responsibility of the Paratransit Coordinating Council.

*Estimated Costs:* There are no capital or operating costs associated with this action. Initial development costs are included in the Paratransit Study costs. Subsequent administration costs are projected in the printing and distribution of the by-laws. Estimated costs are approximately \$50. Will County will facilitate and assume responsibility for distribution and related printing costs.

### *Coordination Summit*

The purpose of holding a coordination summit is to invite all existing members of the study advisory committee as well as all those public, private, and non-profit groups who provide human services transportation in the county but may not have heretofore participated in the coordination study process.

The meeting will be used to garner wide-ranging support for the implementation of the coordination process and will allow individuals and organizations who are unfamiliar with the proposed implementation program to learn more about the plan. Finally, potential interest in service on the Paratransit Coordinating Council will be solicited.

While this meeting could take place in a county facility, the potential size of the audience may make another venue more appropriate. Other venues, however, would increase the cost to host the coordination summit.

*Responsibility:* Responsibility for organizational elements of the summit would be vested with the county, augmented by volunteer assistance by key members of the coordination study advisory committee. This volunteer effort would consist of agenda development, information presentations, assistance in marketing, etc.

*Estimated Costs:* There will be costs associated with the promotion and hosting of the coordination summit. Flyers and promotional materials should be prepared. Once a venue is selected, some form of refreshment should be available for participants. Estimated costs for the County will range \$500 to \$800, exclusive of venue costs (if any).

### *Schedule of PPC Formation Activities*

Key milestone dates in the implementation activities to formulate the Will County Paratransit Coordinating Council are reflected in Figure 10-2.

**Figure 10-2 PCC Implementation Schedule**

| ID | Task Name   | Start            | Finish           | May 2010 |     |      |      | Jun 2010 |     |      |      | Jul 2010 |     |      |  |
|----|---|------------------|------------------|----------|-----|------|------|----------|-----|------|------|----------|-----|------|--|
|    |   |                  |                  | 5/2      | 5/9 | 5/16 | 5/23 | 5/30     | 6/6 | 6/13 | 6/20 | 6/27     | 7/4 | 7/11 |  |
| 1  | <b>Will County Paratransit Coordinating Council</b> | <b>5/3/2010</b>  | <b>7/6/2010</b>  | ▼—————▼  |     |      |      |          |     |      |      |          |     |      |  |
| 2  | <b>Draft Mission Statement</b>                      | <b>5/3/2010</b>  | <b>6/30/2010</b> | ▼—————▼  |     |      |      |          |     |      |      |          |     |      |  |
| 3  | Draft Mission Statement                             | 5/3/2010         | 5/18/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 4  | Circulate Mission Statement Among Key Parties       | 5/18/2010        | 6/30/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 5  | <b>Memorandum of Understanding</b>                  | <b>5/3/2010</b>  | <b>6/30/2010</b> | ▼—————▼  |     |      |      |          |     |      |      |          |     |      |  |
| 6  | Draft MOU   | 5/3/2010         | 5/18/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 7  | Circulate MOU Among Key Parties                     | 5/18/2010        | 6/30/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 8  | <b>PCC By-Laws</b>                                  | <b>5/3/2010</b>  | <b>6/30/2010</b> | ▼—————▼  |     |      |      |          |     |      |      |          |     |      |  |
| 9  | Draft By-Laws                                       | 5/3/2010         | 5/18/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 10 | Circulate By-Laws Among Key Parties                 | 5/18/2010        | 6/30/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 11 | Determine Council Size                              | 5/18/2010        | 6/30/2010        | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 12 | Determine Membership                                | 5/3/2010         | 5/3/2010         |          |     |      |      |          |     |      |      |          |     |      |  |
| 13 | <b>Coordination Summit</b>                          | <b>5/18/2010</b> | <b>7/6/2010</b>  | ▼—————▼  |     |      |      |          |     |      |      |          |     |      |  |
| 14 | Planning and Promotion                              | 5/18/2010        | 7/2/2010         | ■        |     |      |      |          |     |      |      |          |     |      |  |
| 15 | Hold Summit   | 7/6/2010         | 7/6/2010         |          |     |      |      |          |     |      |      |          |     |      |  |
| 16 | Adopt Mission Statement, MOU, By-Laws               | 7/6/2010         | 7/6/2010         |          |     |      |      |          |     |      |      |          |     |      |  |

Key milestone dates are the presentation of mission statement, MOU, and by-laws to the paratransit study advisory committee in mid-May, leading to the conduct of the coordination summit in early July 2010.

***Estimated Costs/Revenues***

Expenses associated with the initial formulation of the coordinating council are relatively modest; most costs are associated with the sponsorship and promotion of the coordination summit. Projected expenses are indicated in Figure 10-3.

**Figure 10-3 Projected PCC Expenses and Revenues**

| Formation of Will County Paratransit Coordinating Council | Amount         |
|---|----------------|
| <b>Projected Expenses</b>                                 |                |
| Development of Documents*                                 | \$ -           |
| Printing & Mailing  | 250            |
| Promotional Expenses                                      | 500            |
| Coordination Summit Expenses                              | 300            |
| <b>Total Projected Expenses</b>                           | <b>\$1,050</b> |
| <b>Projected Revenues</b>                                 |                |
| Will County General Fund                                  | \$1,050        |
| <b>Total Projected Revenues</b>                           | <b>\$1,050</b> |

\* These expenses are included in paratransit coordination study costs.

### Will County Mobility Manager

The second prerequisite for implementing a county-wide mobility management program is to designate, hire, or retain a person or entity to be the Will County Mobility Manager.

This position or function will serve as staff and a technical resources to the PCC and help plan, design, and implement (and possibly manage) the coordination/mobility management efforts that the PCC wished to pursue.

Projected steps to establish the Mobility Manager’s position for Will County are depicted in Figure 10-4.

**Figure 10-4 Steps to Establish a Mobility Manager for Will County**



### *Develop Job Description & Determine Pace Contract Coordination*

The roles and responsibilities of the Mobility Manager are described in Chapter 9. Additionally, we recommend that this function initially be assigned to Will County, then at a later date, in conjunction with the timing of the contracting by Pace for Western Will County, a determination would be made if the Mobility Manager or Mobility Management functions will be transferred to the Pace Contractor.

*Responsibility:* Initially, responsibility for developing the job description will be vested with Will County.

*Estimated Costs:* In-house resources will be used to development the job description. The PCC should review and approve the job description prior to advertising and recruitment.

### *Funding*

Initial funding for the position would be the responsibility of Will County. The County, however, should immediately begin working with Pace and the RTA to determine if any funding would be available under JARC or New Freedom to support the Mobility Management function. Pursuant to the framework, we envision this position to be a half-time position for an approximate six to eight month term. Thereafter, the decision to integrate with the Pace contract, if undertaken, would take hold.

*Responsibility:* Responsibility for securing funding for the position would be a joint responsibility split between Will County and PCC members.

*Estimated Costs:* Labor costs associated with appropriations and grant writing will be borne by Will County as an administrative cost contributed to the program.

### *Recruitment & Hiring*

The coordination framework calls for this position to be initially hired and funded by Will County. As noted in Chapter 9, this position may be established as a half-time position (0.5 FTE) until the transition to coordination with the Pace contractor occurs. Due to the potential difficulty associated with recruitment for such a position, the framework envisions that rather than a new hire, an existing employee may be re-assigned to perform these duties.

Once hired, the Mobility Manager will assume some of the administrative tasks associated with support of the PCC. This includes all Council support functions as well as initial implementation of coordination activities called for in the phased implementation plan.

*Responsibility:* Responsibility for hiring and employing the Mobility Manager would rest with Will County.

*Estimated Costs:* Estimated costs are based on a 0.5 FTE basis, for a six month period. Expenses are projected for an individual, rather than a third party company. Finally, a fringe and support rate of 27% is added to base salary costs. Total estimated costs are projected at \$53,900. It is anticipated that facility related costs will be donated; the Mobility Manager will be housed within an existing organization.

### *Evaluation*

Throughout the initial tenure of this part-time mobility manager, the PCC should be continuously evaluating whether the Mobility Manager is achieving stated objectives and determining if these functions should remain at the County or be included in the Pace call center contractor.

*Responsibility:* The primary responsibility for the performance of this evaluation should be delegated to the PCC.

*Estimated Cost:* There are no projected costs associated with this implementation task.

### *Schedule for Securing Mobility Management Services*

The estimated schedule for securing mobility management services is reflected in Figure 10-5. The time frame for these actions commences almost immediately after the coordination summit and runs through June 30, 2011.

Anticipated work by a Mobility Manager is set to begin at the start of work in 2011. Evaluation should begin immediately, but with two major evaluation assessments occurring at the end of each quarter (e.g., March 31, 2011 and June 30, 2011).

### *Estimated Costs/Revenues*

The estimated budget for this task is reflected in Figure 10-6.

**Figure 10-5 Mobility Management Implementation Schedule**

| ID | Task Name  | Start      | Finish     | 2010 |     |     |     |     |     | 2011 |     |     |     |     |     |     |     |     |
|----|--|------------|------------|------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|
|    |  |            |            | Jul  | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| 1  | <b>Will County Mobility Manager</b>                | 7/12/2010  | 6/30/2011  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 2  | <b>Job Description</b>                             | 7/12/2010  | 8/13/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 3  | Develop Job Description                            | 7/12/2010  | 7/23/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 4  | Determine Position Approach (PT, Contractor, etc.) | 7/26/2010  | 8/13/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 5  | <b>Determine/Seek Funding</b>                      | 8/13/2010  | 9/30/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 6  | Secure Local                                       | 8/13/2010  | 9/30/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 7  | Pursue External Funding                            | 8/13/2010  | 9/30/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 8  | <b>Recruit and Hire Mobility Manager</b>           | 10/1/2010  | 12/3/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 9  | Recruitment  | 10/1/2010  | 10/29/2010 |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 10 | Evaluation/Interviews/Selection                    | 11/2/2010  | 11/30/2010 |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 11 | Offer & Acceptance                                 | 11/30/2010 | 12/3/2010  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 12 | <b>Perform Mobility Management Functions</b>       | 1/3/2011   | 6/30/2011  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 13 | Mobility Management                                | 1/3/2011   | 6/30/2011  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 14 | Evaluation   | 1/3/2011   | 6/30/2011  |      |     |     |     |     |     |      |     |     |     |     |     |     |     |     |

**Figure 10-6 Projected First Year Mobility Management Expenses and Revenues**

| Mobility Manager                | Amount          |
|---------------------------------|-----------------|
| <b>Projected Expenses</b>       |                 |
| Salary                          | \$35,000        |
| Fringe                          | \$18,900        |
| <b>Total Projected Expenses</b> | <b>\$53,900</b> |
| <b>Projected Revenues</b>       |                 |
| Will County General Fund        | \$53,900        |
| <b>Total Projected Revenues</b> | <b>\$53,900</b> |

## Phase 1 Business Plan

### Description

The first elements of the phased implementation plan are designed to encompass activities that can be accomplished readily upon securement of Mobility Management services.



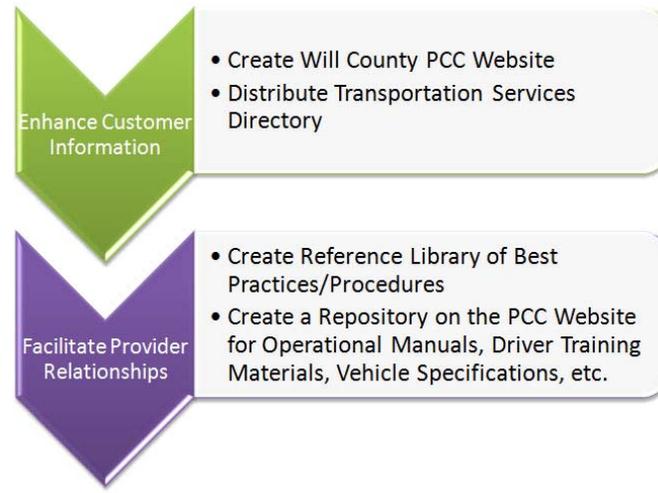
Work is focused on two primary activities: (1) enhance customer information by increasing the level and amount of information available on existing transportation resources; and (2) facilitate initial working relationships and partnerships among Will County transportation providers.

This phase of work is dependent upon the recruitment and hiring of the Mobility Manager as most responsibilities will be directed by the manager or firm selected to perform this function. As such, most of the work discussed in this phase will be undertaken in the January 2011 – June 2011 period. A schematic of Phase I task is reflected in Figure 10-7.

### Enhance Consumer Information

Improving access to transit information is critical to this phase of implementation. It is recommended that Will County create a dedicated website. The website would be used to provide information on paratransit systems available throughout the county, utilizing information from the Will County Community Transportation Services Directory (Appendix C).

Additionally, it is recommended that the site make information from the directory available by query so that consumers could readily find out about available services by typing in city or zip code information, thus avoiding information “overkill.”

**Figure 10-7 Steps to Implement Phase 1 of Coordination Activities**

*Responsibility:* Will County will assume responsibility for web development and hosting.

Additionally, the County would further assume responsibility for the Directory publication, distribution, and web publication. After initial distribution, both functions will be turned over to the Mobility Manager.

*Estimated Costs:* Costs associated with implementation of this task will be directed towards web programming and publication/distribution costs associated with the directory. A total of \$12,000 is projected for this phase of work; a portion of this expense could be offset with contributed web development services.

## Facilitate Provider Relationships

Another critical element of this phase is to expand upon the levels of coordination that have already been achieved in the county. Additionally, stronger cooperative relationships must be built, and this process can begin, with relatively modest efforts, the cooperative sharing of information, service policies, and best practices.

Two specific practices were recommended in the framework: (1) sharing operating policies and (2) creating a central reference source for operations manuals and training programs.

### *Provider Exchange of Operating Policies and Procedures*

Working through the Paratransit Coordinating Council, facilitate the sharing of various operating policies and practices, with the ultimate goal of coordinating such policies to the extent possible to provide a seamless experience for the consumer. Such policies could include, but not necessarily be limited to:

- Advance reservation requirements;
- Will-call policy;
- Dwell time policy;
- Ready window policy;

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- Trip cancellation policy;
- Subscription policies;
- PCA and companion policies;
- No-show and late cancellation policies; and,
- Rider suspension policies.

*Responsibility:* The Mobility Manager will collect policies and practices and convert all documents to a standardized portable document format (.pdf) for posting on the website.

*Estimated Costs:* This activity is scheduled for a three month period to commence after the hiring of the Mobility Manager.

**Provider Exchange of Manuals and Programs**

The goals of this second task relate to: (1) reducing the redundancy in training program development and (2) expanding training opportunities for those systems that cannot establish full time, internal training capability. Materials would be made available from the PCC website with special access rights given to provider organizations (e.g., not available to the general public).

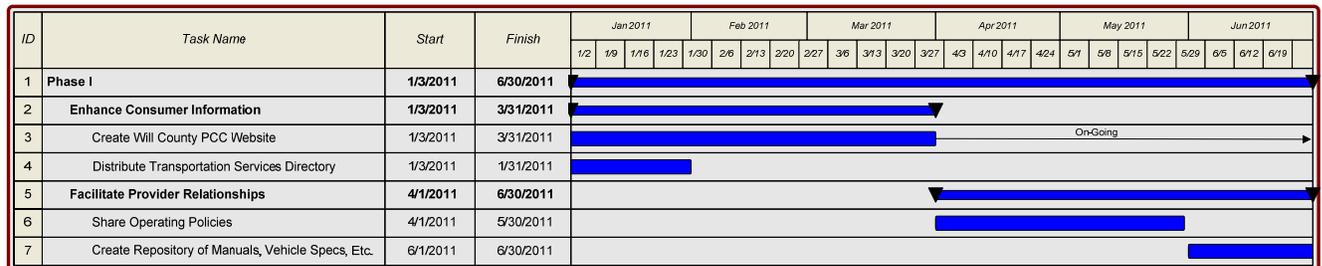
*Responsibility:* The Mobility Manager will collect policies and practices and convert all documents to a standardized portable document format (.pdf) for posting on the website.

*Estimated Costs:* Most of the work to be performed under this task will be based on budgetary allocations previously submitted under other tasks; no additional costs are projected.

**Schedule**

This task is dependent upon the hiring of the Mobility Manager; these events would occur in January through June 2011. Some of the tasks will be on-going activities (Figure 10-8).

**Figure 10-8 Phase 1 Schedule**



**Estimated Costs/Revenues**

Designed specifically as “low-cost” initiatives that can be readily accomplished in the early period of coordination plan implementation, the budget for this phase of work is projected to be a modest \$12,000. Some of these expenses could potentially be reduced if web programming services could be found from a donated source, rather than purchased in the open market.

The estimated budget for this task is reflected in Figure 10-9.

**Figure 10-9 Projected Budget for Phase 1**

| Phase 1                                   | Amount          |
|---|-----------------|
| <b>Projected Expenses</b>                 |                 |
| Web development fees                      | \$8,000         |
| Directory Printing and Distribution Costs | \$4,000         |
| <b>Total Projected Expenses</b>           | <b>\$12,000</b> |
| <b>Projected Revenues</b>                 |                 |
| Will County General Fund                  | \$12,000        |
| <b>Total Projected Revenues</b>           | <b>\$12,000</b> |

## Phase 2: Expanded Efforts

### Description

This phase begins with implementation of the consumer friendly practice of the “one-stop” concept for transit information.



Second, several operational concepts are programmed that work to expand the availability of transit services through the use of travel voucher or initiation of a taxi subsidy program. Finally, this phase would begin actual coordination of paratransit support programs, such as driver training and consolidated purchasing programs.

**Figure 10-10 Steps to Implement Expanded Coordination Efforts**



## One-Stop Concept for Transit Information

This step is designed to lay the foundation for greater coordination in Phase 3. The intent of this task is to initiate the “one-stop” concept so that consumers can access information on all available transportation resources available in Will County. A centralized information resource telephone line would be established, manned by the Mobility Manager’s office.

In addition to information sharing and dissemination to the public, it may be possible for this function to expand to provide some preliminary trip planning or itinerary planning services for consumers.

*Responsibility:* This function would be the responsibility of the Mobility Management office.

*Estimated Cost:* Costs will be incurred in the addition of customer service functions to staff the information line. These costs will be incurred during the last quarter of 2011 and will ultimately be absorbed as part of the contractor’s responsibility when bid out by Pace.

## Travel Voucher/Taxi Subsidy Program

### *Travel Voucher Program*

This recommended program is designed to: (1) assist persons with disabilities, low income, or the elderly purchase transportation from existing transit providers and (2) promote introduction of accessible taxicabs in the county.

The coordination framework in Chapter 9 notes that potential sponsors could include Will County, townships, municipalities, and human service agency programs. Under the framework, sponsoring agencies would bear responsibility for eligibility determination, permitted usage, and values for the vouchers.

*Responsibility:* This function would be coordinated by the Mobility Management office, working in concert with individual sponsors.

*Estimated Cost:* Costs for this task will include creation and branding of the vouchers, including adoption of appropriate security to avoid fraud and misuse of the vouchers. The actual voucher subsidy will be determined by the user agencies and cannot be predicted at this time. By design, sponsors will subsidize 100 percent of the voucher’s value, thus no discrete subsidy costs will be incurred by Mobility Management program.

### *Taxi Subsidy Program*

A taxi subsidy program, designed to augment existing Dial-A-Ride, ADA, and human service agency programs, is a second component of this task. Again, sponsors would determine the funding levels to be devoted to this program, aimed at expanding available service across existing service area boundaries or to permit service on days and hours when these services do not operate. One option for this program is to have Will County “match” local sponsorship.

Various controls could also be established in the program, with potential program limits appropriately set by the Coordinating Council.

*Responsibility:* This function would be coordinated by the Mobility Management office, working in concert with individual sponsors.

*Estimated Cost:* Costs for this task will include time spent by the Mobility Manager working with local taxi companies to encourage participation in the program and to acquire accessible vehicles

for use in taxicab service. Like the voucher program, actual subsidy value will be determined by the user agencies and cannot be predicted at this time.

## Coordination of Support Programs

This element represents three specific tasks, including sharing resources, facilitating joint purchasing opportunities, and centralizing volunteer resources.

### *Sharing of Technical and Vehicle Resources*

Many of the existing paratransit service providers in Will County must face the same challenges in day-to-day operations. This coordination element is designed to gain greater efficiency in support services, such as van operator training, and to establish the parameters that would permit vehicle sharing among organizations.

Under this concept, agencies would share training resources, and based on a standardized curriculum, potentially offer training in the following areas:

- Van operator training;
- Defensive driving;
- First aid;
- Emergency preparedness;
- Bio-hazardous material (bloodborne pathogens)
- Wheelchair securement;
- Drug and alcohol awareness training;
- Dealing with difficult customers; and
- Accident procedures.

Using these same principles, standardized agreement for short-term inter-agency use of vehicles would be established to permit movement of rolling stock to organizations with short-term spikes in demand or to assist in the maintenance of services after a casualty vehicle loss, etc.

*Responsibility:* This function would be coordinated by the Mobility Management office, working in concert with the Paratransit Coordinating Council. Actual conduct of training would be performed by an appropriately selected lead agency or the organization that brings significant training resources to the Council and would be willing to train other organizations' employees (on a fee basis).

*Estimated Cost:* As this task is based on concept of sharing resources, only marginal or incremental costs associated with the replication of additional training materials is envisioned. These costs could be covered by assessing a minor participant fees when taking advantage of this option.

### *Joint Purchasing*

Purchase of routine supplies is typically handled by each individual transportation provider organization. In some cases, opportunities to achieve cost savings or reduce administrative burden in purchasing can be obtained through the use of joint procurements.

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Many federally-sponsored programs encourage recipients to enter into state and local intergovernmental agreements for procurements for common goods or services. For example, the Federal Transit Administration (FTA) encourages recipients to procure goods and services jointly with other recipients to obtain better pricing through larger purchases. Joint procurements offer the additional advantage of being able to obtain goods and services that exactly match each cooperating recipient’s requirements.

*Responsibility:* This function would be coordinated by the Mobility Management office, working in concert with the Paratransit Coordinating Council. Potential joint procurement opportunities would be the role of the Council, while actual conduct of joint procurements would be the responsibility of a lead agency. This entity typically would be the entity with the most experience in the procurement of a particular item or the entity that is the largest consumer of the item.

*Estimated Cost:* Lead agencies may incur some additional staff costs in the undertaking of joint procurements; however, these services will be donated by the agency to support potential economies in purchasing.

**Centralize Volunteer Resources**

Management of an effective volunteer program requires on-going administrative oversight, continuous recruitment and training, and reimbursement request supervision. This function would be centralized under the auspices of the Mobility Manager.

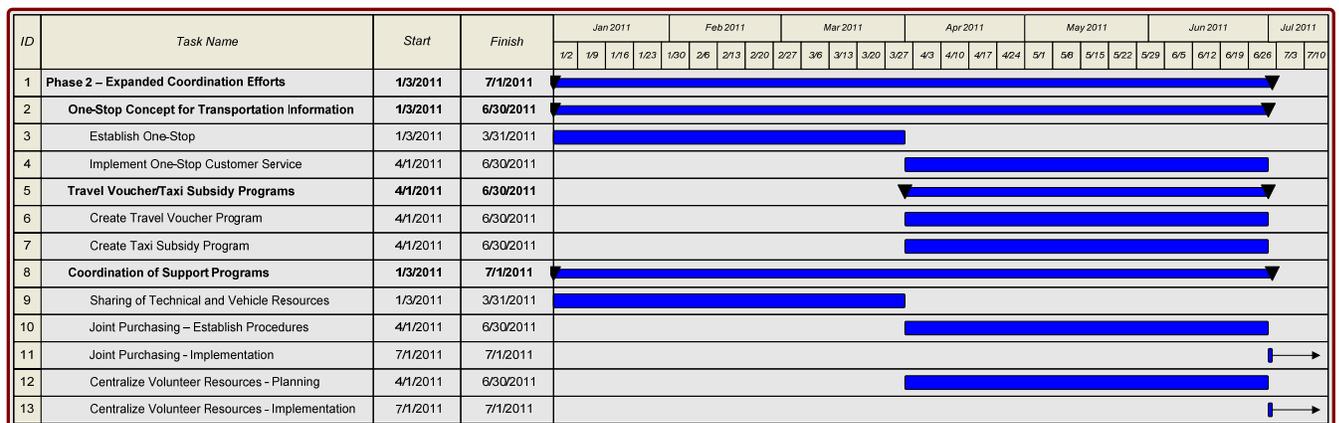
*Responsibility:* This function would be coordinated by the Mobility Management office.

*Estimated Cost:* During initial periods of implementation, this function can be integrated with the customer service functions that will be undertaken by the Mobility Management office with the start-up of “one-stop” information services. Since current volunteer use is not significant, this action is feasible.

**Schedule**

The schedule for Phase 2 efforts may be a bit aggressive; however, we believe these tasks can be implemented in the previously noted January 2011 – June 2011 timeframe (Figure 10-11).

**Figure 10-11 Phase 2 Schedule**



### Estimated Costs/Revenues

Projected expenses are reflected in Figure 10-12. Again, these efforts are projected to be relatively modest in terms of new outlays.

**Figure 10-12 Projected Budget for Phase 2**

| Phase 2                            | Amount         |
|------------------------------------|----------------|
| <b>Projected Expenses</b>          |                |
| Customer Services                  | \$6,000        |
| Fringe Benefits                    | \$1,620        |
| Telephone/Communication (5 months) | \$2,000        |
| <b>Total Projected Expenses</b>    | <b>\$9,620</b> |
| <b>Projected Revenues</b>          |                |
| Will County General Fund           | \$9,620        |
| <b>Total Projected Revenues</b>    | <b>\$9,620</b> |

## Phase 3: Efforts Requiring Significant Cooperation

### Description

Building on the incremental approaches developed earlier, Phase 3 strategies require significantly greater levels of



cooperation among Will County agencies, municipalities, and human service organizations. A central element of this phase is the transfer of operational responsibility of mobility management functions from Will County to the Pace contractor based on a new competitive selection process that will renew the arrangement for call center operation in Western Will County. It is proposed that the scope of work be expanded to include a countywide call center.

These activities will begin with the new Pace contract. At this time, Will County agencies will gradually move their own transit customer service, reservations, and scheduling functions to the consolidated contractor. In turn, the call center contractor will establish provider relationships with existing paratransit providers. With these pieces in place, the consolidated call center will provide a full-range of customer service functions from information and referral to full trip itinerary planning across a range of modes (rail, bus, and paratransit).

**Figure 10-13 Steps to Implement Efforts Requiring Significant Cooperation**

### Transfer Mobility Management Functions

The main elements of this task are dependent upon Pace bidding and renewing or selecting a new contractor to handle the Western Will County call center. Under this plan, the scope of work under this procurement will be expanded to include call center functions for all of Will County.

Once the new contractor is on board, one of the first tasks that will need to occur is to transfer Mobility Management functions to the contractor from Will County. In addition to the functional transfer of work, the financial burden for mobility management will transfer as well, augmented by potential grant funding under FTA Section 5316 (Job Access/Reverse Commute) or FTA Section 5317 (New Freedom).

*Responsibility:* The selected Pace contractor and the Will County Mobility Manager will have primary responsibility for implementing the transfer.

*Estimated Costs:* Cost estimates for all elements of this phase are presented at the end of this section.

### Initiation of Consolidated Call Center Operations

With contractor assumption of call center operations for all of Will County, the call center will begin serving as the centralized customer service, information and referral, and trip reservation organization on behalf of participating agencies. In order to minimize the burden on the call center, it is recommended that the Paratransit Coordinating Council prescribe an incremental approach to transitioning agencies to the new consolidated call center. Up to a recommended six-month gradual transition period should be followed so that the call center is not overwhelmed by a host of newly registered customers from all the potential participants.

As participation in the call center is strictly voluntary, the PCC should permit organizations that want to shift their call center functions to the coordinated county operation, to determine a desired transition date within the six-month window.

Concurrent with the customer-related functions of the call center, individual organizations that wish to participate as a provider organization in the brokered service delivery model.

**Responsibility:** The selected Pace contractor and the Will County Mobility Manager will have primary responsibility for implementing the transfer.

**Estimated Costs:** Cost estimates for all elements of this phase are presented at the end of this section.

### Trip Itinerary Planning

The last step in the implementation process is to institute full trip itinerary planning for those paratransit customers who may need information on how to travel anywhere in the county on a public transit or paratransit service. Specialized software is generally used to provide these types of services and Pace should require the contractor to provide this functionality as part of the scope of services.

**Responsibility:** The selected Pace contractor and the Will County Mobility Manager will have primary responsibility for implementing the transfer.

**Estimated Costs:** Cost estimates for all elements of this phase are presented at the end of this section.

### Schedule

If Pace’s procurement is on schedule, the mobility management functions will be transferred to the contractor upon assumption of work, projected to be July 1, 2011. The schedule developed herein assumes that Pace will have selected a contractor for Will County call center operations and that in the event of a change in the incumbent, that new contractor will be provided a minimum of sixty (60) days prior to the effective contract start date for mobilization and start-up activities.

Once initiated, some tasks in this phase of work are on-going. For example, while the contractor will want to enter into agreements with the various service providers in Will County prior to the projected July 1, 2011 start-up, it will be permissible for some organizations to enter into such agreements at a time of their choosing. Similarly, while call center start up is reflected for all of FY 2011, this activity will extend throughout the period of performance of the Pace contract.

**Figure 10-14 Phase 3 Schedule**



## Estimated Costs/Revenues

Estimated costs in this section are more difficult to project. Ultimately, call center costs will be predicated on proposal costs of the selected vendor – costs that are unknown at this time. As a surrogate measure, the consulting team sought call center cost data from Pace regarding other call centers in the region. Data was provided for both Kane and DuPage counties. Based on this data, unit data for both estimated cost per trip and cost per call were developed. These data were used to create a basis on which to estimate potential Will County call center costs.

Additional assumptions in the analysis include:

- Chapter 4 documents a total of about 880,000 paratransit trips taken in Will County each year; the vast majority of these trips are generated from two sources: Medicaid and Cornerstone Services (82%). While both agencies could certainly use the call center services, the nature of Cornerstone Services suggests that only incidental use of a county coordinated service would be likely; Medicaid has their own brokerage contract. Thus, for purposes of this analysis, neither is included in cost computations.
- Given the voluntary participation status established as a parameter within the framework for coordination (see Chapter 9), not all organizations will likely use the call center in the first year of operation. Rather, participation rates will start with less than half of all potential organizations, but will gradually rise as confidence in the organization grows.
- Since participation is voluntary and prediction of participation rates subjective, a range of potential trips handled by the call center each year was developed, as follows:

**Figure 10-15 Projected Range of Trips, Will County Consolidated Call Center, FY 2012 – FY 2015**

| Range | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|-------|---------|---------|---------|---------|
| Low   | 51,642  | 71,008  | 83,919  | 96,830  |
| High  | 58,098  | 77,464  | 90,374  | 103,285 |

**Note:** These rates include assumption ranging from 40% to 75% of all Dial-A-Ride trips and other human service agencies. For comparative purposes, Kane County performs about 117,000 annual trips while the DuPage call center performs about 151,440 trips, based on detailed monthly data provided by Pace.

- The contractor will employ personnel on a scaled basis, matching positions to call volumes throughout the time period of projections.
- Mobility Manager expenses, initially programmed as a County expense, will transfer to the call center budget in Phase 3.
- Pace reports that facility start-up expenses are typically the highest elements associated with call center price proposals. These costs are typically treated and billed as one-time expenses, but can also be amortized over the life of the projected contract. If a contractor already has such a facility in the county, these expenses may be lower. For purposes of this analysis, we have assumed that a contractor will lease a facility in the county.
- An annual escalation rate of 2% has been used in projecting personnel costs at the call center.
- These assumptions do not take into account any potential regionalization of call center operations. RTA/Pace is currently studying the feasibility of such a practice; if deemed

feasible, Will County call center operations could ultimately be run as part of a greater regional call center.

Based on these parameters, estimated call center costs for Will County are projected in Figure 10-16 for the period FY 2012 through FY 2015.

**Figure 10-16 Projected Budget for Phase 3 Consolidated Call Center Operations**

| Range | FY 2012   | FY 2013   | FY 2014   | FY 2015   |
|-------|-----------|-----------|-----------|-----------|
| Low   | \$368,469 | \$431,184 | \$475,610 | \$520,660 |
| High  | \$387,382 | \$450,253 | \$494,835 | \$540,041 |

Call center operations, when used to implement mobility management concepts, are eligible expenses under both the FTA JARC and New Freedom programs. Grants are competitive, let annually, but may be used to fund multi-year projects. Moreover, both programs treat mobility management expenses as a capital expense, meaning that 80% of eligible costs can be paid for under the program. It is recommended that a multi-year, New Freedom program grant be sought to fund up to 80% of the consolidated call center costs for at least the first two years of operation.

Additionally, with agency participation, New Freedom grants permit the local matching share to be made up from purchase of service revenues, even if these revenues are derived from another federal program source. Thus, if a senior sponsored trip was brokered to another provider, the purchase of service costs outlined in the provider agreements could be used as local match. Remaining call center operation costs will be the responsibility of Pace under the consolidated concept.

## Summary

### Overview

The proposed coordination framework outlined for Will County consists of series of staged or incremental actions designed to first create the policy framework for interagency cooperation, leading up to more extensive arrangements that will provide both consumer and provider benefits.

Voluntary participation is a hallmark of this proposed program; no individual agency would be forced to give up its existing program. Yet, through cooperation and centralization of common functions (volunteer program management, trip reservations, etc.) economies of scale will provide cost savings to participating paratransit providers. By agreeing to act as a service provider in a countywide brokerage operation, some agencies will be able to generate additional revenues. Finally, opportunities to enhance the quality of service provided, by having a centralized source of best practices of paratransit service delivery functions, will aid many organizations.

The general schematic of the proposed coordination implementation program is depicted in Figure 10-17.

**Figure 10-17 Overview of Major Implementation Actions**

## Marketing

Marketing will play a pivotal role at various junctures in the overall implementation plan.

First, some efforts should be made to promote the coordination summit to be held as part of the establishment of the Will County Paratransit Coordinating Council. The timing of the event, just after Independence Day, 2010, could be incorporated into a theme for the summit (e.g., freedom from restrictive service limitations, limited service areas, etc.). The County should issue a press release prior to the summit, and provide a coordination fact sheet for the media in conjunction with the event.

Similarly, when Mobility Management services are introduced, the County should again issue a press release noting the goals of the program and anticipated benefits.

Another key activity during the first year of implementation will encompass consumer education regarding the transition to the “one-stop” concept. Consumers will need to be educated regarding the scope of services that will be provided under the one-stop center. The Paratransit Coordinating Council should assume lead responsibility on developing the appropriate client/customer education programs.

Phase 1 activities will generate the need for marketing activities. Each task under the series of strategies is designed to enhance customer understanding of available services. The County’s introduction of a website and release of the transportation services directory should be promoted through press releases and informal means, such as one-on-one presentations at different agency locations.

Marketing for Phase 2 activities, particularly for travel voucher/taxi subsidy programs, should be more targeted. Given capacity constraints, efforts to market to the general public may not be appropriate. Rather, information/education meetings should be held with those individuals and advocates who assist customer and clients obtain transportation (e.g., agency employees, case workers, social workers, etc.).

Finally, targeted marketing with the start-up of the consolidated call center operation should be aimed at consumers who directly arrange for their own transportation.

## **Budget**

A projected five-year budget associated with the coordination program is contained in Figure 10-18.

The budget assumes that Will County will obtain a New Freedom grant to cover the first two years of operation of the consolidated call center offering mobility management services.

This grant will require a 20% local match, but as noted earlier, all or part of this match could be made up of purchase of service revenues generated from the brokerage operation; thus the amounts indicated in Years 2 and 3 (FY 2012 and FY 2013) represent maximum amounts of County participation.

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**Figure 10-18 Projected Five-Year Expense and Revenues**

| Account Detail                             | FY 2011  | FY 2012   | FY 2013   | FY 2014   | FY 2015   |
|--|----------|-----------|-----------|-----------|-----------|
| <b>Expenses</b>                            |          |           |           |           |           |
| <b>Salaries &amp; Wages</b>                |          |           |           |           |           |
| <b>Will County Mobility Management</b>     |          |           |           |           |           |
| Mobility Management                        | \$35,000 | \$ -      | \$ -      | \$ -      | \$ -      |
| Customer Service Support                   | \$6,000  | \$ -      | \$ -      | \$ -      | \$ -      |
| <b>Fringe Benefits</b>                     |          |           |           |           |           |
| Consolidated Fringes                       | \$20,520 | \$ -      | \$ -      | \$ -      | \$ -      |
| <b>Professional Services</b>               |          |           |           |           |           |
| Web development fees                       | \$8,000  | \$ -      | \$ -      | \$ -      | \$ -      |
| <b>Utilities</b>                           |          |           |           |           |           |
| Telephone                                  | \$2,000  | \$ -      | \$ -      | \$ -      | \$ -      |
| <b>Purchased Transportation Services</b>   |          |           |           |           |           |
| <i>Consolidated Call Center Operations</i> |          |           |           |           |           |
| Low Estimate                               | \$ -     | \$368,469 | \$431,184 | \$475,610 | \$520,660 |
| High Estimate                              | \$ -     | \$387,382 | \$450,253 | \$494,835 | \$540,041 |
| <b>Miscellaneous Expenses</b>              |          |           |           |           |           |
| Printing & Mailing                         | \$250    | \$ -      | \$ -      | \$ -      | \$ -      |
| Promotional Expenses                       | \$500    | \$ -      | \$ -      | \$ -      | \$ -      |
| Coordination Summit Expenses               | \$300    | \$ -      | \$ -      | \$ -      | \$ -      |
| <b>Subtotal: Expenses</b>                  |          |           |           |           |           |
| Low Estimate                               | \$72,570 | \$368,469 | \$431,184 | \$475,610 | \$520,660 |
| High Estimate                              | \$72,570 | \$387,382 | \$450,253 | \$494,835 | \$540,041 |
| <b>Revenues</b>                            |          |           |           |           |           |
| <b>Will County</b>                         |          |           |           |           |           |
| Low Estimate                               | \$72,570 | \$73,694  | \$86,237  |           |           |
| High Estimate                              | \$72,570 | \$77,476  | \$90,051  |           |           |
| <b>New Freedom</b>                         |          |           |           |           |           |
| Low Estimate                               | \$ -     | \$294,775 | \$344,947 |           |           |
| High Estimate                              | \$ -     | \$309,906 | \$360,202 |           |           |
| <b>Pace</b>                                |          |           |           |           |           |
| Low Estimate                               | \$ -     | \$ -      | \$ -      | \$475,610 | \$520,660 |
| High Estimate                              | \$ -     | \$ -      | \$ -      | \$494,835 | \$540,041 |
| <b>Subtotal: Revenues</b>                  |          |           |           |           |           |
| Low Estimate                               | \$72,570 | \$368,468 | \$431,183 | \$475,610 | \$520,660 |
| High Estimate                              | \$72,570 | \$387,382 | \$450,253 | \$494,835 | \$540,041 |

**Note:** Will County participation in FY 2012 and FY 2013 is for matching funds to a federal New Freedoms grant. These requirements can be offset, in whole or in part, from purchase of service revenues generated from brokered operations.

## **Implementation Schedule**

The proposed implementation schedule is contained in Figure 10-19.

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**Figure 10-19 Will County Coordination Plan Implementation Timetable**

| ID | Task Name   | Start      | Finish     | 2010 |     |     |     |     |     |     |     |     |     |     |     | 2011 |     |     |     |     |     |     |     |     |     |     |     | 2012 |     |     |     |     |     |     |     |  |  |  |  |
|----|---|------------|------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|--|--|--|--|
|    |   |            |            | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec |  |  |  |  |
| 1  | <b>Will County Paratransit Coordinating Council</b> | 5/3/2010   | 7/6/2010   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 2  | <b>Draft Mission Statement</b>                      | 5/3/2010   | 6/30/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 3  | Draft Mission Statement                             | 5/3/2010   | 5/18/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 4  | Circulate Mission Statement Among Key Parties       | 5/18/2010  | 6/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 5  | <b>Memorandum of Understanding</b>                  | 5/3/2010   | 6/30/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 6  | Draft MOU   | 5/3/2010   | 5/18/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 7  | Circulate MOU Among Key Parties                     | 5/18/2010  | 6/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 8  | <b>PCC By-Laws</b>                                  | 5/3/2010   | 6/30/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 9  | Draft By-Laws                                       | 5/3/2010   | 5/18/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 10 | Circulate By-Laws Among Key Parties                 | 5/18/2010  | 6/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 11 | Determine Council Size                              | 5/18/2010  | 6/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 12 | Determine Membership                                | 5/3/2010   | 5/3/2010   |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 13 | <b>Coordination Summit</b>                          | 5/18/2010  | 7/6/2010   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 14 | Planning and Promotion                              | 5/18/2010  | 7/2/2010   | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 15 | Hold Summit   | 7/6/2010   | 7/6/2010   |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 16 | Adopt Mission Statement, MOU, By-Laws               | 7/6/2010   | 7/6/2010   |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 17 | <b>Will County Mobility Manager</b>                 | 7/12/2010  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 18 | <b>Job Description</b>                              | 7/12/2010  | 8/13/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 19 | Develop Job Description                             | 7/12/2010  | 7/23/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 20 | Determine Position Approach (PT, Contractor, etc.)  | 7/26/2010  | 8/13/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 21 | <b>Determine/Seek Funding</b>                       | 8/13/2010  | 9/30/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 22 | Secure Local  | 8/13/2010  | 9/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 23 | Pursue External Funding                             | 8/13/2010  | 9/30/2010  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 24 | <b>Recruit and Hire Mobility Manager</b>            | 10/1/2010  | 12/3/2010  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 25 | Recruitment   | 10/1/2010  | 10/29/2010 | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 26 | Evaluation/Interviews/Selection                     | 11/2/2010  | 11/30/2010 | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 27 | Offer & Acceptance                                  | 11/30/2010 | 12/3/2010  |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 28 | <b>Perform Mobility Management Functions</b>        | 1/3/2011   | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 29 | Mobility Management                                 | 1/3/2011   | 6/30/2011  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 30 | Evaluation  | 1/3/2011   | 6/30/2011  | ■    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |

**Figure 10-19 Will County Coordination Plan Implementation Timetable (Continued)**

| ID | Task Name  | Start     | Finish     | 2010 |     |     |     |     |     |     |     |     |     |     |     | 2011 |     |     |     |     |     |     |     |     |     |     |     | 2012 |     |     |     |     |     |     |     |  |  |  |  |
|----|--|-----------|------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|--|--|--|--|
|    |  |           |            | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec |  |  |  |  |
| 31 | <b>Phase I</b>   | 1/3/2011  | 5/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 32 | <b>Enhance Consumer Information</b>                        | 1/3/2011  | 3/31/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 33 | Create Will County PCC Website                             | 1/3/2011  | 3/31/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 34 | Distribute Transportation Services Directory               | 1/3/2011  | 1/31/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 35 | <b>Facilitate Provider Relationships</b>                   | 4/1/2011  | 5/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 36 | Share Operating Policies                                   | 4/1/2011  | 5/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 37 | Create Repository of Manuals, Vehicle Specs, Etc           | 6/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 38 | <b>Phase 2 – Expanded Coordination Efforts</b>             | 1/3/2011  | 7/1/2011   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 39 | <b>One-Stop Concept for Transportation Information</b>     | 1/3/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 40 | Establish One-Stop   | 1/3/2011  | 3/31/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 41 | Implement One-Stop Customer Service                        | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 42 | <b>Travel Voucher/Taxi Subsidy Programs</b>                | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 43 | Create Travel Voucher Program                              | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 44 | Create Taxi Subsidy Program                                | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 45 | <b>Coordination of Support Programs</b>                    | 1/3/2011  | 7/1/2011   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 46 | Sharing of Technical and Vehicle Resources                 | 1/3/2011  | 3/31/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 47 | Joint Purchasing – Establish Procedures                    | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 48 | Joint Purchasing - Implementation                          | 7/1/2011  | 7/1/2011   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 49 | Centralize Volunteer Resources - Planning                  | 4/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 50 | Centralize Volunteer Resources - Implementation            | 7/1/2011  | 7/1/2011   | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 51 | <b>Phase 3 – Efforts Requiring Significant Cooperation</b> | 5/3/2011  | 11/29/2013 | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 52 | <b>Transfer Mobility Management Functions</b>              | 5/3/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 53 | Transfer to Pace Contractor from Will County               | 5/3/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 54 | <b>Consolidated Call Center Operations</b>                 | 6/1/2011  | 6/29/2012  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 55 | Agency Provider Agreements                                 | 6/1/2011  | 6/30/2011  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 56 | Call Center Operations (Information, Reservations)         | 7/1/2011  | 6/29/2012  | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 57 | <b>Trip Itinerary Planning</b>                             | 10/3/2011 | 11/29/2013 | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |
| 58 | Trip Itinerary Planning for Customers                      | 10/3/2011 | 11/29/2013 | ▶    |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |  |  |  |  |