



U.S. Department
of Transportation
**Federal Transit
Administration**

June 12, 2015

Mr. James Ferraro
Executive Director
Western Reserve Transit Authority (WRTA)
604 Mahoning Avenue
Youngstown, Ohio 44502

Re: Program Management Plan 5310 - WRTA

Dear Mr. Ferraro:

We have reviewed WRTA's Program Management Plan (PMP) for the Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310) dated February 2015, and have approved it on the basis that it addresses the basic requirements provided in FTA Circulars 9070.1G. WRTA is the designated recipient for the Section 5310 Program for the Youngstown OH-PA Urbanized Area. An approved PMP remains valid until FTA approves a later plan submitted by the designated recipient, or an FTA designated recipient management review results in a specific request to the designated recipient by FTA for a revised PMP, or FTA announces significant new program documentation requirements.

FTA strongly encourages the designated recipient to issue timely revisions to the PMP, particularly when information helpful to minority applicants, subrecipients, and third party contractors is involved. When the designated recipient proposes major changes to the PMP, the designated recipient should give an opportunity to comment at the minimum to potential subrecipients of assistance, potential service providers, other designated recipient agencies and representatives of other funding sources, and any relevant designated recipient associations and professional organizations.

If revisions are substantive, but not pervasive, the designated recipient may submit changes and additions in the form of page changes which can be approved by FTA and incorporated into the PMP on file. If the designated recipient changes the PMP significantly, however, the designated recipient should submit the entire revised plan to FTA for approval. The designated recipient is responsible for ensuring that FTA has a complete copy of the current PMP. The designated recipient may submit minor changes and technical corrections to FTA to update the approved plan, without the need for additional FTA approval.

If you have any questions or need further assistance regarding this matter, please contact Athena Medero of my staff. You can reach her by telephone at (312) 353-4038 or by email at athena.medero@dot.gov.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jay Ciavarella".

Jay Ciavarella
Director
Office of Operations and Program Management

Program Management Plan

**For the
Federal Transit Administration**

**Section 5310
Enhanced Mobility of Seniors and
Individuals with Disabilities Program**

**Western Reserve Transit Authority
Youngstown, Ohio**

**For the
Mahoning County Portion of the
Youngstown OH-PA Urbanized Area**

February 2015

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1. Introduction

This Program Management Plan (PMP) has been prepared by the Western Reserve Transit Authority (WRTA) and describes WRTA's policies and procedures for administering FTA's Section 5310 – Enhanced Mobility for Seniors and Individuals with Disabilities Program in the Youngstown OH-PA Urbanized Area.

The purpose of the PMP is to facilitate both WRTA management and FTA oversight by documenting the procedures and policies for administering the 5310 program. The PMP includes WRTA's program objectives, policies, procedures, and administrative requirements. This PMP will also serve as FTA's basis for management reviews of the programs. Finally, the PMP provides public information on WRTA's administration of the 5310 program.

As the Designated Recipient of 5310 funding for the Mahoning County portion of the Youngstown OH-PA Urbanized Area, the Western Reserve Transit Authority is working in partnership with the Eastgate Regional Council of Governments (Eastgate). In 2007, WRTA, in cooperation with Eastgate, completed the Coordinated Public Transit - Human Services Transportation Plan For Mahoning and Trumbull Counties, Ohio and Mercer County, Pennsylvania and continues to update the plan to meet current regulations.

The 5310 program seeks to improve mobility for seniors and individuals with disabilities, by removing barriers to transportation services and expanding the transportation mobility options available. Toward this goal, FTA provides financial assistance for transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities. The program requires coordination with other Federally-assisted programs and services in order to make the most efficient use of Federal resources.

2. Program Goals & Objectives

The philosophy underlying the Western Reserve Transit Authority's (WRTA's) role as designated recipient for 5310 funds is to increase transportation options for seniors and individuals with disabilities through the coordination of the efforts and resources of public transit agencies, human services agencies and private providers of public transportation services.

In doing this, it is WRTA's goal with the 5310 Program to improve mobility for seniors and individuals with disabilities, by removing barriers to transportation services and expanding the transportation mobility options available.

As it did during preparation of the transportation coordination plan, WRTA will encourage coordination through direct involvement of agencies, private companies and individuals, sharing of information and best practices, promoting referrals among agencies and coordinated efforts to secure local, state and federal funds to provide these services. Efforts will be made to avoid duplication of service and to address gaps

in service by encouraging coordination of existing resources and cooperative efforts to secure additional resources. Efforts will be made to ensure that projects funded through the 5310 program are sustainable, in the event that FTA 5310 funding becomes unavailable at a future date. All projects will be selected in a fair and equitable manner and will be based on the locally-developed transportation coordination plan.

Through its Veterans Transportation/Community Living Initiative grant, WRTA made a commitment to implement a One-Call/One-Click Transportation Center. WRTA will use its best efforts to coordinate and integrate the implementation of this center with implementation of the Section 5310 Program.

3. Roles and Responsibilities

The Governor of the State of Ohio designated WRTA to receive and dispense FTA section 5310 funding. (See Attachment 1)

As the designated recipient for the Mahoning County portion of the Youngstown OH-PA Urbanized Area, WRTA is responsible for overseeing and administering the 5310 Program in Mahoning County. WRTA will work cooperatively with Eastgate in notifying eligible local entities of the available funding, developing and administering a fair and equitable process, reviewing applications, verifying applicant eligibility, developing and forwarding an annual Program of Projects (POP). WRTA, as the designated recipient, has responsibility for developing this Program Management Plan, certifying that grant distribution is fair and equitable and *certifying that all projects are derived from the locally developed coordinated plan.*

WRTA and its project sponsors will execute agreements for the use of 5310 funding awarded through a fair and equitable process, as required and also will utilize WRTA's status as the designated recipient of 5307 funding and its expertise to ensure that FTA requirements, certifications and assurances are maintained.

WRTA and Eastgate established a team of stakeholders to complete the update of the transportation coordination plan. Project recommendations, in a fair and equitable manner, will be completed by the Mahoning County Mobility Coordination Committee.

Solicitation of 5310 applications will utilize the database of agencies and individuals assembled from community outreach activities during completion of the transportation coordination plan and development of WRTA's Veterans Transportation/Community Living Initiative project, and other sources. A key agency in this is Help Hotline, the local 211 information and referral agency. In order to establish long-term goals, objectives and priorities for the 5310 programs, as the Designated Recipient, WRTA will assist in managing the process, approve the recommended projects, file the grant applications, execute agreements with project sponsors and maintain project reporting and grant compliance.

4. Coordination

As recommended in the transportation coordination plan, WRTA, working in close collaboration with Eastgate, will be the lead agency ensuring that the fair and equitable selection process emphasizes coordination at all levels to provide enhanced transportation services in Mahoning County. As Designated Recipient, WRTA will work with 5310 project sponsors to share information and create opportunities for coordination.

WRTA and Eastgate will work with agencies and others who participated in development of the transportation coordination plan to maintain and expand the database of agencies and individuals involved in transportation coordination planning. They will be afforded full information and access to the process for determining the use of 5310 funding apportioned to the Mahoning County portion of the Youngstown OH-PA Urbanized Area. Coordination plan recommendations for action are in Attachment 2.

5. Eligible Subrecipients

Entities considered eligible sub-recipients under federal guidelines for the 5310 Programs are eligible for funding in the Youngstown OH PA Urbanized Area. Eligibility requirements will mirror the Federal eligibility requirements. Subrecipients can include: duly formed private non-profits, government authorities, and operators of public transportation services, including private providers of public transportation.

6. Local Share and Local Funding Requirements

WRTA will follow federal guidelines for determining required project local matching share. The local policy will mirror the federal policy. During the application process, applicants will be required to specifically identify the source of match funds. Matching funds may include local tax revenue, private foundation funds, private sector contributions, and selected non-DOT federal funds. Individual project sponsors will be responsible for securing the project participation and local match commitments. WRTA will verify that the proposed match is legitimate under federal policy and is within the scope of the proposed project.

WRTA will ensure that expenditure of other federal funds for transportation outside of the scope of this project cannot be applied as credit for local match in 5310 projects.

7. Project Selection Criteria and Method for Distributing Funds

Project selection criteria for projects being funded as part of the minimum 55% and the up to 45% funding limits within Section 5310 funding apportionments are:

1. Project Needs/Goals and Objectives
2. Implementation Plan
3. Project Budget

4. Coordination/Program Outreach
5. Program Effectiveness and Performance Indicators
6. Innovation

Project selection criteria are presented in Attachment 3.

Funds will be distributed through a fair and equitable selection process. Project selection criteria have been developed based originally on the guidance provided in SAFETEA-LU circulars for 5310 on priorities identified in the transportation coordination plan and its update and on Moving Ahead for Progress in the 21st Century (MAP-21) guidance and circulars. Special emphasis will be placed on evidence of efforts to coordinate among public transit, human services and private providers of public transportation services, consistent with the development of the transportation coordination plan update and partnership status in WRTA's One-Call/One-Click Transportation Center, and consistent with plan recommendations.

The process will be open and transparent and every effort will be made to reach multiple agencies that provide services to the primary target populations, assuring equity of access to the benefits of the grant programs among eligible groups, as required by Title VI of the Civil Rights Act. Over the process of developing the local coordinated plan, WRTA and Eastgate have compiled and updated a database of stakeholders, representing all segments of the study area. Project application opportunities will be communicated through public notices in general publication newspapers in each county, newspapers targeting minority communities and communications with WRTA and Eastgate partner agencies and private companies.

Project applications will be submitted to WRTA. WRTA will distribute copies of all applications to selection committee members. Members will rank the projects individually for 5310 funding separately, according to criteria which are clearly communicated in the 5310 project application, including emphasis on coordination and on consistency with the transportation coordination plan. The project selection committee will meet, following completion of individual evaluations to discuss and reach consensus on project rankings and project recommendations for funding.

A comprehensive 5310 application package which supports the development of strong applications has been developed. Funds will be distributed to adequately fund the highest ranked project first, and as many other high-ranking projects as possible, in order of their ranking, separately for 5310 projects. (See Project Selection in Attachments 2 and 3)

8. Annual Program of Projects Development and Approval Process

The Annual Program of Projects, including 5310 projects, will be approved by the Eastgate Regional Council of Governments for inclusion in the TIP. This will help ensure that local elected officials will be involved in the ongoing coordination process.

As stated above, recommended projects will be approved by the WRTA Board. WRTA will add 5310 program projects to its Annual Program of Projects and will submit project applications to FTA. Further, WRTA will execute grant contracts with FTA and execute project agreements with project sponsors.

The timetable for soliciting, reviewing and approving local 5310 projects is as follows (for Federal Fiscal Years 2013 funds):

1. Project Solicitation – February through mid- March 2015
 - a. WRTA publishes legal notices of 5310 funding availability, availability of application packages and deadline for project application submission
 - b. WRTA holds an open meeting for interested parties
 - c. Deadline for project application submission to WRTA
2. Project Review – Mid-March through early April 2015
 - a. Project review committee meets, completes committee review and provides questions to project applicants
 - b. Project sponsors respond to any questions posed by the Project Review Committee
 - c. Project review committee meets, reviews final information and recommends projects for funding
3. Project Action – April 2015
 - a. WRTA publishes the Section 5310 program of projects for public participation, information and comment Resolution acting on projects adopted by WRTA Board at April Board meeting (5th week of the month)
 - b.
4. FTA Project Submission and Approval – Completed in May through September
 - a. Project applications submitted to TEAM or TRAMS
 - b. Project grant contracts executed with FTA

Project solicitation for FFY 2014 and 2015 are anticipated in the fall of 2015 and 2016 respectively. It is anticipated that in subsequent years, the timetable will begin approximately six (6) months after execution of the sub-allocation agreement among WRTA, the Trumbull County Transit Board and the City of Sharon PA.

9. Administration, Planning and Technical Assistance

WRTA will use 10 percent of 5310 funding, as permitted by FTA guidelines, for administration, planning and technical assistance in managing 5310 funding and project completion.

WRTA will use this funding for staff salaries, general administrative and overhead costs, office supplies and related costs associated with managing the solicitation of project applications, the filing of project applications, agreements with project sponsors and monitoring of project implementation and reporting. WRTA will periodically host information and technical assistance meetings.

10. Transfer of Funds

WRTA has no policy for the transfer of 5310 funds to Section 5307. Should such a need be anticipated, WRTA will develop and submit such a policy to FTA for approval.

11. Private Sector Participation

Private providers of public transportation services were actively involved in the development of the transportation coordination plan. Similarly, private providers will be invited to participate in development and submission of 5310 projects applications.

WRTA will use existing agency databases to establish and maintain contact with private sector providers. For example, the WRTA developed a contact list of private transportation providers in Mahoning County. Periodically, known private sector providers will be asked to complete and provide contact information if they are interested. These private sector providers will be expected to update information as it changes and notify WRTA if they wish to be kept informed of 5310 project announcements.

At the start of any project selection process, WRTA will publish legal notices and post the availability of funding on the WRTA web site, www.wртаonline.com and the Eastgate web site, www.eastgatecog.org. It is expected that human service agencies may also keep private transportation providers informed since agencies may contract with them for transportation services.

12. Civil Rights

As with Section 5307 program requirements, the Western Reserve Transit Authority will comply with regulations to the end that no person in the United States shall, on the ground of race, color, sex, age, creed, disability, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program from employment or activity for which it receives federal financial assistance either directly or indirectly from the federal departments, and other federal, state and local government sources as well as any and all national, regional, and local private funds. WRTA hereby gives assurance that it will in all phases and levels of program and activities, act affirmatively to achieve equal opportunities for participation by actively seeking out qualified people for due consideration for availability and job opportunities and encouraging the involvement of the socially and/or physically disadvantaged population in all phases of the program.

In all cases, this assurance shall obligate the WRTA for the period during which the federal, state and local financial assistance is extended to it.

This assurance is given in consideration of and for the purpose of obtaining either directly or indirectly any and all federal grants, loans, contracts, property, or discounts, or other federal financial assistance extended after the date hereof to Western Reserve

Transit Authority by the United States federal departments and any and all other governmental agencies; including installment payments after such date on account of applications for financial assistance which were approved before such date; and any and all sources of private funding. Western Reserve Transit Authority recognizes and agrees that such financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States Government as well as state and local Civil Rights Commissions duly recognized shall have the right to seek judicial enforcement of this assurance. This assurance is binding on Western Reserve Transit Authority, its successors, transferees, subrecipients and assignees.

WRTA will monitor sub-recipients first by requiring a signed agreement outlining the expectations for subrecipients regarding Title VI, EEO and DBE.

Additionally, subrecipients are required to certify compliance to WRTA concerning a number of assurances, including:

- Equal Employment Opportunity
- Nondiscrimination on the Basis of Disability
- Disadvantaged Business Enterprise Program; and
- Compliance with Title VI of the Civil Rights Act of 1964

13. Section 504 and ADA Reporting

WRTA agrees to comply with the requirements of 49 U.S.C. §5301 (d) which state the federal policy that seniors and individuals with disabilities have the same right as other individuals to use public transportation services and facilities, and that special efforts will be made in planning and designing those services and facilities to implement transportation accessibility rights for elderly individuals and individuals with disabilities. WRTA will monitor subrecipients by requiring a signed agreement outlining the expectations for subrecipients regarding Section 504 and ADA reporting. In the case of 5307 recipients who apply directly for 5310 funds, those agencies have in place the appropriate ADA-related policies and procedures.

WRTA will require demographic information, including age and disability status of riders that will be required for quarterly project reports. Subrecipients will be asked to report all project measures in a manner to include both a disability and an ethnic breakdown of the population served. A process will be developed to solicit any complaints based on perceived discrimination based on disability status.

14. Program Measures

The reporting and data collection measures for the 5310 Programs will be prescribed in the grant agreements with subrecipients. Subrecipients will be required to collect the following specific data (see Attachment 4):

1. Traditional Section 5310 Projects (minimum of 55% of apportioned funding)
 - a. Gaps in service filled – seniors and individuals with disabilities afforded

- mobility not available without 5310 program support
 - b. Ridership – Annual actual or estimated number of rides provided to seniors and individuals with disabilities
2. Other Section 5310 Projects (Up to 45% of apportioned funding)
- a. Increases or enhancements related to geographic coverage, service quality, and/or service times that impact availability of services to seniors and individuals with disabilities
 - b. Additions or changes in physical infrastructure, technology, and vehicles that impact the availability of transportation services for seniors and people with disabilities
 - c. Annual actual or estimated number of rides provided for seniors and individuals with disabilities

Reporting will be completed through TEAM or TRAMS. Information reported may be consolidated for all projects in the annual report.

15. Program Management

This Program Management Plan (PMP) describes the Western Reserve Transit Authority's policies and procedures for administering the Federal Transit Administration's (FTA) Section 5310 program. This PMP is designed to meet federal requirements and facilitate WRTA's management and administration of the 5310 Programs. It will also serve as a guide to the general public and prospective applicants and to assist FTA in its oversight responsibilities by documenting WRTA's policies and procedures for administering these programs.

WRTA has assigned a staff person as project manager for its Program Management Plan. This staff person, or his/her designee, will be responsible for reviewing and processing all reports, plans and certifications required to be submitted under these regulations. WRTA will review information provided by the subrecipients of Section 5310 funds on a quarterly basis, at a minimum.

The WRTA project manager will establish and maintain a point of contact with each subrecipient and will monitor compliance through review of required quarterly reports, telephone inquiries and periodic site visits. When the subrecipient is a 5307 direct recipient, many of the required FTA monitoring safeguards will be in place at the direct recipient level and will be utilized to monitor compliance.

Accounting Systems, Financial Management, and Reporting

WRTA has an established accounting and reporting system that meets or exceeds FTA requirements for financial management. In addition, all sub recipients must assure WRTA that each has fiscal control and accounting procedures that will permit preparation of the required reports as well as a level of expenditures adequate to establish that such funds are used consistent with the rules and requirements of the

program. These systems will also allow for the accurate, current, and complete disclosure of all financially assisted activities, the establishment and maintenance of accounting records which are supported by source documents and which adequately identify the source and application of funds provided, the effective control and accountability of cash, real and personal property, and other assets; the comparison of actual expenditures with budgeted amounts, allowing for the development of performance or productivity data and unit cost information, where appropriate; the application of Office of Management and Budget (OMB) cost principles, agency program regulations, and the terms of sub recipient's grant agreement to determine the reasonableness, allowability, and allocability of costs; and a procedure for minimizing the time elapsing between the receipt of Federal funds and local disbursement.

All sub-recipients receiving operating assistance are required to report financial and operating data on a quarterly and annual basis. Milestone reports are also required for all capital and planning grants. Eligible direct recipients have in place accounting systems, financial management procedures and reporting capabilities adequate to meet the requirements of FTA.

All sub-recipients receiving capital assistance are required to keep appropriate property control records on all equipment and real property. Federal Office of Management and Budget and Federal Transit Administration guidelines are used in meeting this reporting requirement.

Procurement, Property Management, Vehicle Use, Maintenance and Disposition

As the Designated Recipient for Section 5310 funding, WRTA will manage capital purchases from procurement until disposition using FTA required processes and management reviews.

Audits and Close-Outs

Sub-recipients are responsible for securing organization-wide or grant specific audits. All audits performed on sub-recipient under the Section 5310 program shall be in accordance with Office of Management and Budget, Circular A-133. The closeout of 5310 grants will occur after WRTA has received, reviewed, and accepted any final grant reports, and notified the grantee of such acceptance.

The legally authorized auditing body for all sub-recipients (units of local government - cities, counties, towns, etc.) is the State Auditor. Sub-recipient that contract with private companies for transit service must require that these companies provide them with their annual audit. The grantee is responsible for reviewing all sub-contractors' audit reports and appropriately resolving and reporting any findings.

WRTA will perform a project closeout with sub-recipients within 90 days after all funds are expended and all work activities for the project are completed. WRTA will initiate program of project (POP) closeout with FTA within 90 days after all work activities for

the POP are completed. WRTA will electronically submit a final Financial Status Report (SF 269A), final budget, and final POP via the TEAM or TRAMS system at the time of closeout.

Subcontractors will be required to submit a project activity report and status reports. Programs status will be reviewed and a comprehensive status report will be prepared quarterly. Program status reports for FTA grants are provided quarterly.

16. Other Provisions

WRTA will require certifications and assurances from sub-recipients that they will comply with other Federal requirements such as environmental protection, Buy America provisions, pre-award and post-delivery reviews, restrictions on lobbying, prohibition on exclusive school transportation, and drug and alcohol testing, as appropriate. Depending on the nature of the project, WRTA will require reporting on the relevant actions taken to comply with the federal requirements listed above as part of quarterly reporting.

In cases when a selected project involves a direct recipient of FTA funds, that entity will apply for funds directly and monitor the project. Those agencies are familiar with and in compliance with FTA requirements as part of the 5307 process.

WRTA will issue revisions to the PMP in a timely manner, particularly when information helpful to minority applicants, subrecipients, and third party contractors is involved. Further, should major revisions to the PMP be required, WRTA will afford project selection committee members the opportunity to review and comment on revisions prior to submission to FTA for approval.

Project Monitoring

WRTA will monitor project contracts with sub-recipients in the following manner consistent with its own project reporting requirements with the Federal Transit Administration. These requirements include WRTA's direct quarterly and annual reporting requirements to FTA in the following areas:

1. Quarterly and annual program of projects reporting on each FTA grant contract
2. Milestone activity reports – filed with quarterly and annual program of project reports
3. Financial status reports – Submitted quarterly and annually
4. Program measures – Submitted quarterly and annually
5. Disadvantaged Business Enterprise (DBE) reports – as required for contracts in excess of \$250,000

Additionally, WRTA will structure grant contracts and reporting in the following manner:

1. In the process of executing sub-recipient contracts, WRTA will meet with sub-

recipients and explain all contract obligations, including financial and non-financial reporting of project status, progress and compliance with contract requirements

2. Sub-recipients will be required to file monthly reports, due by the 15th of the following month. Monthly reports will include:
 - a. a comparative statement of project expenses relative to budget for the month and project to date
 - b. a progress report on project implementation, progress, made, problems encountered and proposed resolution, and expected activities in the following month
 - c. project progress compared to project implementation timeline

Monthly reports are not required for periods where quarterly reports are required.

3. Sub-recipients will be prepared to file quarterly reports by the 15th of April, July, October and January. The quarterly reports will include all required submissions for monthly reporting and include the following additional information:
 - a. A review of contract compliance
 - b. An analysis of the status of the project relative to project obligations in the contract
 - c. Recommendations for corrective actions, as required
 - d. Recommendations for contract amendment, if desired

The fourth quarter report will serve as the annual report of project status.

ATTACHMENTS

Attachment 1 – WRTA Designated Recipient Status

Attachment 2 – Coordination Plan Recommendations and Priorities, *Coordinated Public Transit - Human Services Transportation Plan For Mahoning and Trumbull Counties, Ohio and Mercer County, Pennsylvania*

Attachment 3 – Project Selection Criteria for Section 5310 Projects

Attachment 4 – Program Measures

Attachment 1
WRTA Designated Recipient Status



JOHN R. KASICH
GOVERNOR
STATE OF OHIO

January 22, 2015

Ms. Marisol Simón
Regional Administrator
Federal Transit Administration, Region V
200 West Adams Street, Suite 320
Chicago, IL 60606

RE: DESIGNATION RECIPIENTS IN OHIO

Dear Ms. Simón:

I am pleased to notify you that, pursuant to 49 U.S.C. Section 5310, I have designated the following entities as Designated Recipients of Federal Transit Administration funds for the urbanized areas listed below:

Designated Recipient

Tri-State Transit Authority (TTA)
Trumbull County Transit Board (TCTB) &
Western Reserve Transit Authority (WRTA)

Urbanized Area

Huntington, WV-KY-OH
Youngstown, OH-PA

Enclosed are the required documents to support this designation within the urbanized areas. Should you have any questions, please contact Charles E. Dyer, ODOT, Office of Transit Administrator, at 614/466-3718.

Sincerely,

A handwritten signature in blue ink, appearing to read "John R. Kasich".

John R. Kasich
Governor

JRK/jat/lks
Enclosures

cc: Mike Payne, LCPA
Marianne Vaughn, WRTA
Vanessa Adams, FTA

Paul Davis, TTA
Mark Hess, TCTB
Lori K. Spencer, ODOT

Attachment 2
Recommended Actions for Implementation

From the

*Coordinated Public Transit - Human Services Transportation Plan For Mahoning and
Trumbull Counties, Ohio and Mercer County, Pennsylvania*

VII COORDINATED TRANSPORTATION PLAN – RECOMMENDED STRATEGIES, ACTIONS AND PRIORITIES

RECOMMENDED STRATEGIES

RECOMMENDED FIRST ORDER STRATEGIES

The following First Order Strategies are critical to the long-term strength and sustainability of high-quality, customer-responsive mobility management and transportation coordination.

- **Move the Focus of Transportation Service Delivery to Mobility Management**
- **Leadership – Implementation - Organizational Structure**
- **Centralized Communication - Information – Trip Scheduling – One Number Access**

RECOMMENDED SECOND ORDER STRATEGIES

These Second Order Strategies are not meant to be all-inclusive. Other new strategies may emerge and should be embraced for their potential to strengthen and expand mobility management, transportation coordination and the improved delivery of quality transportation services to older persons, persons with disabilities and persons in families with low income.

- **Technology Development**
- **Trip sharing – Vehicle Sharing**
- **Maximizing Value of Non-Dedicated Vehicles**
- **Service Delivery Functions – Administration – Operations – Maintenance – Trip Scheduling and Vehicle dispatching**
- **Volunteer Driver and Escort Programs**
- **Taxi Fare Subsidy Programs**

- **Private Vehicle Programs**
- **Capital Development Programs**

RECOMMENDED ACTIONS FOR IMPLEMENTATION

In summary form, the transportation coordination recommendations for action are:

- Recommended Action #1 - *CREATE A REGIONAL MOBILITY MANAGEMENT SYSTEM* That Shifts The Central Focus Of Transportation Services From Operations To Meeting Customer Needs
- Recommended Action #2 – *ORGANIZE AND SUSTAIN A PERMANENT MOBILITY MANAGEMENT ORGANIZATION* That Achieves Full Implementation Of Mobility Management And Transportation Coordination Capability And Potential
- Recommended Action #3 – *CENTRALIZE INFORMATION TO PROVIDE A SINGLE POINT OF ACCESS For People With Mobility Needs To Access Transportation Services In The Region*
- Recommended Action #4 - *INVEST IN TECHNOLOGICAL RESOURCES AND CAPABILITIES* To Achieve Maximum Cost-Effectiveness Of Mobility Management Services
- Recommended Action #5 - *IMPROVE SPECIFIC SEGMENTS OF TRANSPORTATION SERVICE ORGANIZATION, OPERATION AND DELIVERY* In A Timely Manner as Funding is Available and Mobility Management Partners are Able to put Agreements in Place
- Recommended Action #6 – *MAINTAIN AND EXPAND THE LEVEL AND COVERAGE OF PUBLIC TRANSPORTATION SERVICES* To Ensure That The Region Has A Strong Network of Public Transportation Services That forms the Base Upon Which Coordinated Transportation Services are Built
- Recommended Action #7 – *ENSURE THAT THE CONTINUITY OF EXISTING SECTION 5310 ELDERLY AND DISABLED INDIVIDUALS PROGRAM AND 5316 JOB ACCESS AND REVERSE COMMUTE PROGRAM PROJECTS IS MAINTAINED* so that services and capital needs, consistent with the coordination plan, are not interrupted, especially where coordinated service delivery is already in place and the continuation of existing project would prevent gaps in service from developing

- Recommended Action #8 – ENSURE THAT NEW SECTION 5317 NEW FREEDOM PROGRAM PROJECTS EXPAND CURRENT TRANSPORTATION SERVICES, already in place, subject to consistency with the coordination plan, to exceed compliance with minimum American with Disability requirements
- Recommended Action #9 – MONITOR PROGRESS AND PERSEVERE IN THE FACE OF OBSTACLES AND DISAPPOINTMENTS To Give Mobility Management And Transportation Coordination Full Opportunity To Develop And Transform Community Transportation Services In Mahoning, Trumbull and Mercer Counties

RECOMMENDED FIRST ORDER STRATEGIES

The following First Order Strategies are critical to the long-term strength and sustainability of high-quality, customer-responsive mobility management and transportation coordination.

➤ **Move the Focus of Transportation Service Delivery to Mobility Management**

- The Mahoning – Trumbull – Mercer County region should shift the focus of transportation services from operating services to meeting customer needs.
- The culture and approach to transportation service delivery needs to change, from single agency to collaborative multi-agency delivery.
- WRTA, NiTTs and SVSS, together with Eastgate in Ohio and Mercer County COG and RPC in Pennsylvania should be key leaders in this movement; in fact, they should be the driving forces.
- The community will look, especially, to the public transportation systems for leadership, direction, change and transformation of transportation services delivery.

➤ **Leadership – Implementation - Organizational Structure**

- The community needs leadership – from WRTA, NiTTs, SVSS, Eastgate, Mercer COG and RPC and the key human service agencies in the region
- Organizing for implementation is crucial. The options are:
 - WRTA, NiTTs and SVSS as the centralized mobility managers
 - An existing human services agency or umbrella agency
 - A new not-for-profit agency organized and managed collaboratively as a result of inter-agency agreements and administered by WRTA or other key agency.
- The public transportation systems, especially WRTA in Ohio and SVSS in Pennsylvania are the agencies whose missions are meeting the mobility needs

of the general public and the target populations of older persons, persons with disabilities and persons in low income families.

➤ **Centralized Communication - Information – Trip Scheduling – One Number Access**

- Getting a ride to meet a travel need should be the same for everyone, a phone call or a mouse click away.
- Information and scheduling should be centralized either with an existing service, such as 211 or with a newly developed service, such as a capability developed by WRTA and NiTTS in Ohio and SVSS in Pennsylvania, looking to work collaboratively across state lines..
- Anyone should be able to make one contact (phone or computer) and know how and with whom they can make a trip, at what cost, and have the trip scheduled and confirmed before the contact is completed.

RECOMMENDED SECOND ORDER STRATEGIES

These Second Order Strategies are not meant to be all-inclusive. Other new strategies may emerge and should be embraced for their potential to strengthen and expand mobility management, transportation coordination and the improved delivery of quality transportation services to older persons, persons with disabilities and persons in families with low income.

➤ **Technology Development**

- Take maximum advantage of technology to move mobility management forward

➤ **Trip sharing – Vehicle Sharing**

- Make the best use of collaborative multi-agency transportation capabilities in the region, to increase trip-making, save money and reduce duplication

➤ **Maximizing Value of Non-Dedicated Vehicles**

- Collaboration means finding ways that vehicles in service to a specific client group only can be used for other clients as well. Private sector resources such as taxi services can fill key gaps in services.

➤ **Service Delivery Functions – Administration – Operations – Maintenance – Trip Scheduling and Vehicle dispatching**

- These are all functional areas where collaboration among agencies can achieve improvements in efficiency and effectiveness.

➤ **Volunteer Driver and Escort Programs**

- It is important to find low-cost services that can make a difference.

➤ **Taxi Fare Subsidy Programs**

- Taxi service typically operates seven days a week, 24 hours a day. A trip can be provided to someone in need simply by subsidizing all or part of the fare

➤ **Private Vehicle Programs**

- Private vehicle programs may fill voids in transportation service coverage where transportation services would not be cost effective. Further, these programs should be of such a nature that all elements of vehicle ownership, operation and maintenance are encompassed.

Recommended Action #1 - CREATE A REGIONAL MOBILITY MANAGEMENT SYSTEM That Shifts the Central Focus Of Transportation Services From Operations To Meeting Customer Needs

The focus of meeting the mobility needs of people in the Mahoning-Trumbull-Mercer County region should shift from a system of decentralized transportation service providers to a centralized mobility management system of collaborating agencies focused on meeting the mobility needs of people in the region.

The mobility needs of people in the region should be met by a centralized mobility management system that focuses on the needs of customers first rather than the operation of individual transportation service providers.

- The Mahoning–Trumbull–Mercer County region should shift the focus of transportation services from operating services to meeting customer needs.
- The culture and approach to transportation service delivery needs to change, from single agency to collaborative multi-agency delivery
- WRTA and NITTS should be key leaders in this movement in Mahoning and Trumbull Counties in Ohio; given its long history of public transportation services and its relative size and scale, WRTA should be the driving force and lead agency
- SVSS should be the driving force and lead agency in Mercer County.
- The region and its communities will look to the public transportation systems for **leadership, direction and change.**

Recommended Action #2 – ORGANIZE AND SUSTAIN A SUSTAINABLE MOBILITY MANAGEMENT ORGANIZATION That Achieves Full Implementation Of Mobility Management And Transportation Coordination Capability And Potential

The mobility management organization should focus on the following functional activities:

- Developing the mobility management agency around centralized trip planning and brokering of transportation services among transportation providers
- Centralizing Information on transportation services so that access to service is achieved with one contact, whether it be telephone, computer or other means
- Coordinating administrative and operational transportation functions
- Consolidating the delivery of transportation services selectively so that agencies currently operating transportation services have the opportunity to transfer operating responsibility to others, if they wish
- Adding new services to meet the unmet needs of target populations, fill gaps in services and reduce overlaps in service

WRTA should be the lead agency in Ohio and SVSS should be the lead agency in Pennsylvania, responsible for coordinating transportation services and moving service delivery to mobility management. WRTA should work closely with the Niles Trumbull Transit System and elected officials in Mahoning and Trumbull Counties to ensure that mobility management and transportation coordination can be implemented on a regional basis. Full partnership with other strategic planning and service delivery partners in the region is essential.

Development of the leadership structure and organization will require incremental actions, time and resources to support its development. The incremental development, organizationally, should include

- Create a Transportation Coordination Leadership Council of agencies with significant investments in transportation.
- Create Transportation Advisory Councils of agencies with a stake and interest in moving from transportation service delivery to mobility management
- Membership on the Transportation Coordination Leadership Council should be invited and require a Memorandum of Understanding among the members
- Membership on the Transportation Coordination Advisory Council should be open and require a Memorandum of Understanding for participation
- Create of a new formal organization charged with responsibility of managing and coordinating the delivery of transportation services.
- The transition to mobility management should occur incrementally
 - To provide the central point of access to services, broker the trips among participating transportation providers and provide a trip reservation to the customer
 - To selectively consolidate the delivery of transportation services among fewer transportation providers, taking advantage of the desire of some agencies to get out of the business of transportation

- To sustain a mobility management agency that integrates the diverse activities associated with the cost-effective and cost-efficient delivery of coordinated transportation services

Recommended Action #3 – CENTRALIZE INFORMATION TO PROVIDE A SINGLE POINT OF ACCESS *For People With Mobility Needs To Access Transportation Services In The Region*

This system should centralize information on available transportation services and put people with needs in direct contact with the transportation provider(s) best able to meet a specific mobility need.

The system should integrate information and referral, trip reservations and trip scheduling so that when a person is done, they have their ride arranged.

- WRTA, NiTTS and SVSS should work collaboratively with information and referral services that exist in the region, working toward the integration of information and referral functions with trip reservations and scheduling among multiple agencies and transportation providers.

Recommended Action #4 - INVEST IN TECHNOLOGICAL RESOURCES AND CAPABILITIES **To Achieve Maximum Cost-Effectiveness Of Mobility Management Services**

Technology development should focus on improving paratransit service scheduling and service delivery, including state-of-the-art trip reservation and scheduling systems. Further, technology development should include streamlining and using technology for online trip planning for customer access to fixed route bus schedule information. Agencies and communities should be encouraged to include links to centralized information and trip scheduling.

- Automatic vehicle location
- Computer-aided dispatch
- Mobile data terminals and mobile data computers
- Coordination and integration of services
- Web-based fixed route trip planning

Technology development should be closely coordinated with existing information and referral capabilities in all three counties, so that there would be a seamless integration, migration and expansion of information and referral to a robust one-stop center for access to multi-agency delivery of transportation services. Again, existing information and referrals services have the history, experience and knowledge of broad customer-based information systems. They should be strategic partners.

Recommended Action #5 - *IMPROVE SPECIFIC SEGMENTS OF TRANSPORTATION SERVICE ORGANIZATION, OPERATION AND DELIVERY* In A Timely Manner as Funding is Available and Mobility Management Partners are Able to put Agreements in Place

Specific improvements should include:

- Cooperative trip sharing across agencies providing transportation services
- Sharing of vehicle and service resources across agency programs
- Joint purchasing agreements for vehicles, fuel and other materials and supplies
- Training programs for customer service, vehicle operations and safety, administration of drug and alcohol programs
- Introduction of selected new services
- Consolidation of administrative and operational functions as agencies decide to purchase rather than operate transportation services
- Travel and mobility training for customers with disabilities who may safely use fixed route transportation services
- Mobility planning program, especially for older persons

Stakeholders should focus attention on multi-agency projects that strengthen and expand mobility management.

Recommended Action #6 – *MAINTAIN AND EXPAND THE LEVEL AND COVERAGE OF PUBLIC TRANSPORTATION SERVICES* To Ensure That The Region Has A Strong Network of Public Transportation Services That forms the Base Upon Which Coordinated Transportation Services are Built

- Maintain and increase the coverage of fixed route service as in the region
- Maintain and increase demand-response service as the number of older persons and persons with disabilities continues to increase as the population continues to age
- Maintain a focus on the need for sufficient local funding of WRTA, NITTS and SVSS public transportation services, particularly with the lack of sufficient state funding

Recommended Action #7 – *ENSURE THAT THE CONTINUITY OF EXISTING SECTION 5310 ELDERLY AND DISABLED INDIVIDUALS PROGRAM AND 5316 JOB ACCESS AND REVERSE COMMUTE PROGRAM PROJECTS IS MAINTAINED* so that services and capital needs, consistent with the coordination plan, are not interrupted, especially where coordinated service delivery is already in place

- Section 5310 – High priority should be given to future projects that replace capital equipment maintain and improve services supported with 5310 vehicles that fulfill unmet needs and fill gaps in transportation services.
- Section 5316 - High priority should be given to future projects that maintain and improve services and programs that have been supported with 5316 funds awarded prior to the current program focus, namely the local competitive selection process.

Recommended Action #8 – ENSURE THAT NEW SECTION 5317 NEW FREEDOM PROJECTS EXPAND CURRENT TRANSPORTATION SERVICES, already in place, subject to consistency with the coordination plan, to exceed compliance with minimum American with Disability requirements

- High priority should be given to existing programs that serve people with disabilities beyond ADA minimum requirements where such services meet additional unmet needs.
- High priority should be given to capital projects that improve the physical environment that people with disabilities must navigate to effectively use fixed route bus services

**Recommended Action #9 – MONITOR PROGRESS AND PERSEVERE IN THE FACE OF OBSTACLES AND DISAPPOINTMENTS
To Give Mobility Management And Transportation Coordination Full Opportunity To Develop And Transform Community Transportation Services In he Mahoning, Trumbull and Mercer Counties**

- Introducing mobility management and transportation coordination in a broad, regional manner will have its ups and downs, fits and starts and rough spots. Be prepared to respond proactively with an eye toward the long-term benefit of community transportation services
- For success long-term, the shorter-term obstacles, problems and unexpected setbacks should be accepted as the price of longer-term success.
- Progress and service delivery need to be monitored so that success and failure can be measured and evaluated and corrective actions can be taken. Clear measureable evaluation criteria needs to be developed across public transportation and human services transportation programs.

Attachment 3
Project Selection Criteria

Project Selection Criteria

WRTA and Eastgate have established the following criteria as the basis for conducting a fair and equitable project selection process and recommending projects for funding. It is essential that project applications clearly address all factors associated with each criterion in preparing and submitting an application for funding.

I. Project Needs/Goals and Objectives

The project should address and be consistent with the findings; unmet needs, gaps and overlaps in service; recommended actions and priorities in the Coordinated Public Transit - Human Services Transportation Plan For Mahoning and Trumbull Counties, Ohio and Mercer County, Pennsylvania. The application should explain how this is achieved, citing specific findings, recommended actions; priorities; unmet needs; gaps in services and overlaps in services. When citing the coordination plan, explain how the project achieves consistency the coordination plan, citing page numbers in the plan report. The project application should explain project goals and objectives and the population and geographic area to be served. The application should explain how the project is consistent with 5310 Program goals and objectives. The project application should explain how the project meets project eligibility requirements. The application should provide a clear rationale for using 5310 funds.

The consistency of the proposed project with stated priorities for 5310 funding should be addressed and explained.

II. Implementation/Management Plan

The application should present an implementation plan and timeline for implementing and managing the project, including key project milestones. The application should provide relevant experience in successful implementation of similar or comparable projects. The application should explain the institutional capability of the applicant to successfully manage and complete the project.

For Operations projects, the application should provide an operations plan which defines the type, level and character of service to be provided, the population targeted for service, projected ridership, key personnel, and marketing strategies. For Capital and Mobility Management projects, the application should provide an implementation plan that includes project tasks, timeframes, benchmarks, key milestones, key personnel and estimated completion date.

Measurable indicators of project performance and outcomes should be provided, including the required measures stated above. Supporting documentation should be provided.

III. Coordination/Project Outreach

Projects should be developed in a collaborative/coordinated manner. The application should explain how this was achieved in the development of the project, including the involvement of key stakeholders and partner agencies. The application should explain how existing transportation resources will be coordinated with the proposed project.

The multiple-agency and multiple-strategy features of the project should be explained in detail. The potential for future coordination and collaboration should be explained, including key stakeholders and project partners that may be added. Documentation of these efforts and commitments should be included in the application. Given the short timeframe, letters of commitment are sufficient. It is expected that formal action of partner agencies would be completed at a later date and provided to WRTA before project start-up.

Integration of the proposed project with existing services and collaborative endeavors should be explained.

IV. Sustainability

If 5310 funding ceased to exist, what is the likelihood that the project would be sustained? The applicant should explain how this would be achieved, including the likely funding sources. The applicant should provide examples of other projects which were continued following the loss of initial funding.

V. Project Budget

Project expenses and sources of funding should be stated in detail, including assurances that proposed matching funds are in fact eligible and available. The attached budget tables should be used to present the proposed project budget. Overmatching is encouraged. The importance of 5310 funding to the project should be explained. The availability of local matching funds should be certified by the project applicant, including programs sources and amounts.

VI. Project Effectiveness and Performance Indicators

The applicant should explain how the effectiveness and performance of the project will be measured, including the specific measures specified herein. Methods for collection of information to measure effectiveness and performance should be explained. The application should present a process by which ongoing monitoring and evaluation of the project or service will be achieved

VII. Innovation

Innovative approaches are encouraged. The applicant should explain innovative elements in its proposal and the potential for the project to be scaled by others in the region.

Attachment 4
Program Measures

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Program Measures

Traditional Section 5310 Projects – Minimum of 55% of apportioned funding

1. **Gaps in Service Filled. Provision of transportation options that would not otherwise be available for seniors and individuals with disabilities** measured in numbers of seniors and individuals with disabilities afforded mobility they would not have without program support as a result of traditional Section 5310 projects implemented in the current reporting year.

2. **Ridership. Actual or estimated number of rides** (as measured by one-way trips) provided annually for individuals with disabilities and seniors on Section 5310–supported vehicles and services as a result of traditional Section 5310 projects implemented in the current reporting year.

Other Section 5310 Projects – No more than 45% of apportioned funding

1. **Increases or enhancements related to geographic coverage, service quality, and/or service times** that impact availability of transportation services for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year.

2. **Additions or changes to physical infrastructure** (e.g., transportation facilities, sidewalks, etc.), technology, and vehicles that impact availability of transportation services for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year.

3. **Actual or estimated number of rides** (as measured by one-way trips) provided for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year.