Technical Memorandum No. 1

Lake County Inter/Intra County Paratransit Transportation Plan

Prepared for:

Lake County Division of Transportation

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Section 1 Introduction

Technical Memorandum No. 1 describes the results of the first phase of the *Lake County Inter/Intra County Paratransit Transportation Plan.* The overall goal of the study is to identify a structure for coordinating demand response transportation in Lake County for two scenarios:

- Improve services today assuming no new resources available, and
- Identify and prioritize improvements should new resources become available

The initial task was to develop a thorough understanding of existing paratransit services, providers, and stakeholders in Lake County. An inventory including information about the types, characteristics, service hours, and scope of the demand response/specialized services was previously documented in the *Lake County Coordinated Paratransit Initiative Final Report,* completed for Pace in 2008.

That report included basic information about Pace's ADA complementary paratransit, local Dial-a-Ride services, locally operated demand response and fixed route services, as well as transportation provided by human service agencies. The study also identified gaps in services observed at that time. The results of that study were used as a starting point. The inventory information was updated to reflect service changes that have since occurred. Service gaps identified in that study were also examined to determine the extent to which those gaps may have changed over the past few years. Section 2 of this Technical Memorandum describes the transportation services currently available in Lake County.

In addition to reviewing and updating the original inventory, meetings were held with the Lake County Coordinated Transportation Services Committee (LCCTSC or "Steering Committee") three times in 2009 and stakeholder interviews were conducted to refine and update the information already provided. Additionally, this information was used to identify current service gaps and overlaps in preparation for the development of options and recommendations for short- and long-term service improvements.

The results of these activities are described in Section 3 and Section 4 of this Technical Memorandum. The information has been synthesized and gaps and overlaps in service have been identified and are described in Section 5.

The findings to date will be presented at the February 2010 Steering Committee meeting with a brief discussion regarding current work activities. This includes the development of possible approaches to improve transportation coordination in Lake County that builds on the foundation of service that is in place and identifies practical ways to close gaps and meet the coordination goals of the LCCTSC. Those options will be presented at the March 2010 LCCTSC meeting in a workshop format. Once the options have been refined, options for institutional frameworks and operational mechanisms for accomplishing the desired service enhancements will be investigated.

Section 2 Service Inventory

This section highlights public transportation services that are available in Lake County, based on readily available information. The 2008 inventory was reviewed and updated, where possible, based on internet resources and stakeholder input.

Existing transportation services were divided into five categories as described below.

- Lake County ADA paratransit services—services provided by Pace as part of its ADA complementary paratransit program
- Pace Supported/Dial-a-Ride Services—services either being operated through or funded by Pace (as well as other sources)
- Other Local Jurisdictions—transportation provided by local jurisdictions
- Taxi Subsidy Programs—subsidy/voucher programs primarily funded by local jurisdictions
- Human Service Transportation (HST) Providers—service operated by or through humans service agencies

A copy of the updated inventory is included as Attachment A and described below.

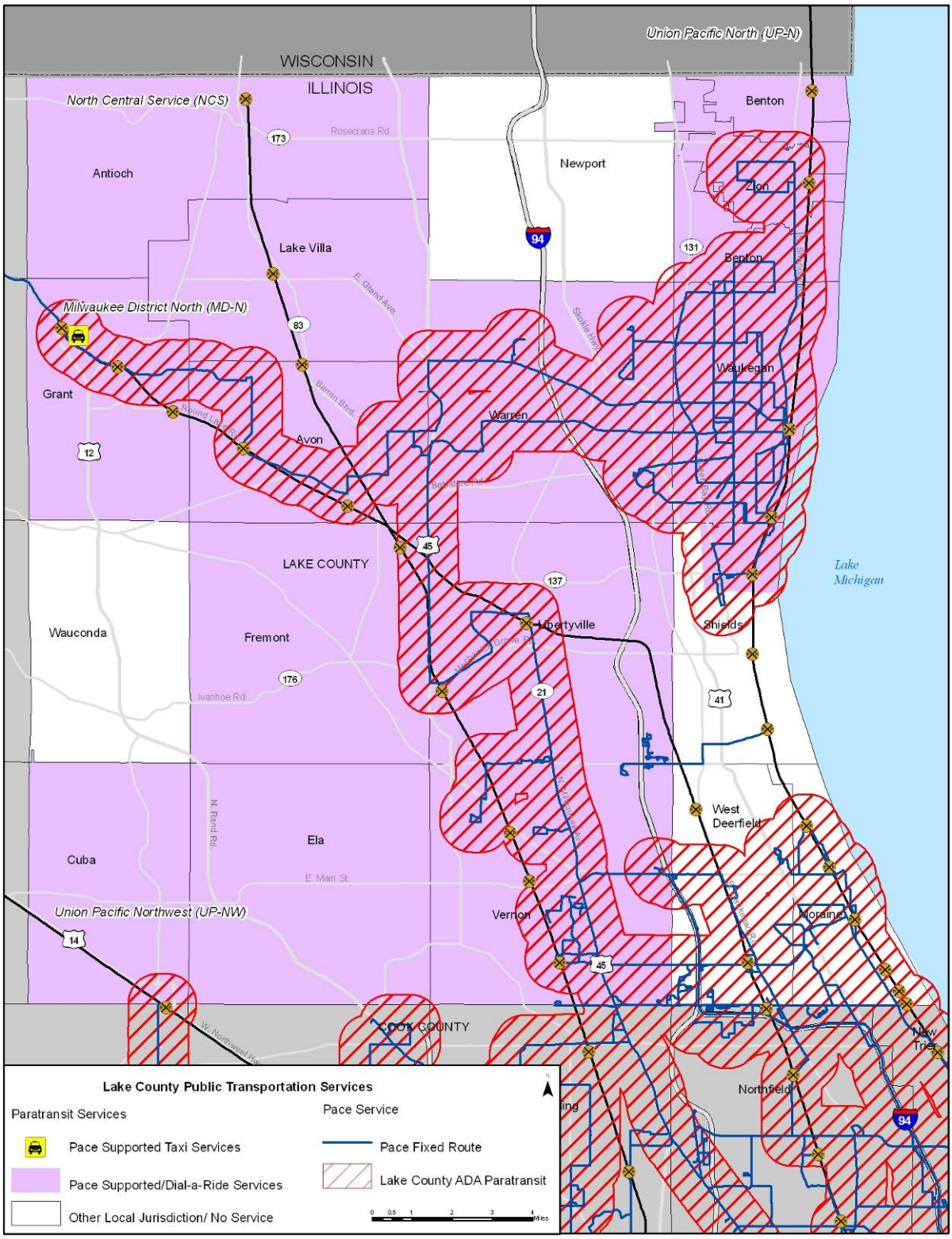
Lake County ADA Paratransit Services

Pace operates accessible fixed route service in Lake County (see Figure 1). As the fixed route transit provider, Pace is required to provide paratransit service in accordance with U.S. Department of Transportation (USDOT) Americans with Disabilities Act regulations (49 CFR Part 37). Individuals with disabilities who are unable to use fixed route service for some or all of their trips are eligible for this service. The ADA eligibility process is managed by the Regional Transportation Authority (RTA). Pace—through its contractors—is responsible for serving all eligible trip requests for ADA paratransit service.

Specific service criteria described in 49 CFR Part 37 require that ADA complementary paratransit service be provided throughout the fixed route service area (generally within ¾ mile of local fixed route service). Among other things, the regulations also require that ADA paratransit service be available to eligible riders during the same days and hours of service as the corresponding fixed route services at a fare that is no more than twice the undiscounted fixed route fare.

Two contractors operate Pace ADA paratransit service in Lake County. One is located in the “north and central” areas of the county and the other in the “southeast” area of the county (see Figure 1). In general, Pace fixed routes operate within the eastern third of the county, primarily in Waukegan, Moraine, and Vernon townships, and with service running west through Warren and Avon townships to the Fox Lake Metra station. With the exception of the Fox Lake route to the Metra station, there is no Pace fixed route or ADA paratransit service within Lake County west of US-45 (see Figure 1).

Figure 1: Fixed-Route and Pace-Sponsored Services



Pace-Supported Dial-a-Ride Services

In addition to the required ADA paratransit service, Pace coordinates with a number of local communities in Lake County to support 11 local Dial-a-Ride Services—including one taxi-based program—that are operated through or funded by Pace (as well as other sources) (see Figure 1). Similar Dial-a-Ride services are also offered in Cook, DuPage, Kane, McHenry, and Will Counties.

As shown in Attachment A, three agencies provide transportation available to the general public, while all other services are available only to older adults and/or people with disabilities. Most services are available Monday through Friday, from morning until late afternoon, although two services are limited to Tuesdays and Thursdays. Aside from the taxi subsidy program, which covers half the meter cost up to $8, one-way fares range from $0.80 to $2.

As shown in Figure 1, Pace supported Dial-a-Ride services are available throughout most of the County, except in Wauconda Township and the southeast corner encompassing Moraine, southern Shields, West Deerfield, and Vernon townships.

Other Local Jurisdictions and Taxi Subsidies

Attachment A identifies seven locations where other local jurisdictions—primarily townships and community-supported senior centers—provide transportation services. These services are incorporated in Figure 2. These local services are not part of the Pace Dial-a-Ride coordination structure and include a mix of demand response services, shopper shuttles, and taxi subsidy programs. Service is generally limited to older adults and/or people with disabilities, although Vernon Township also serves the general public and the Grant Township Bus provides rides for the general public on an "emergency" basis only. Services are available Monday through Friday in most instances, although two of the programs are only available two to three days a week. Hours are generally 8 a.m. until mid-afternoon. Reported fares range from "free" to $4.

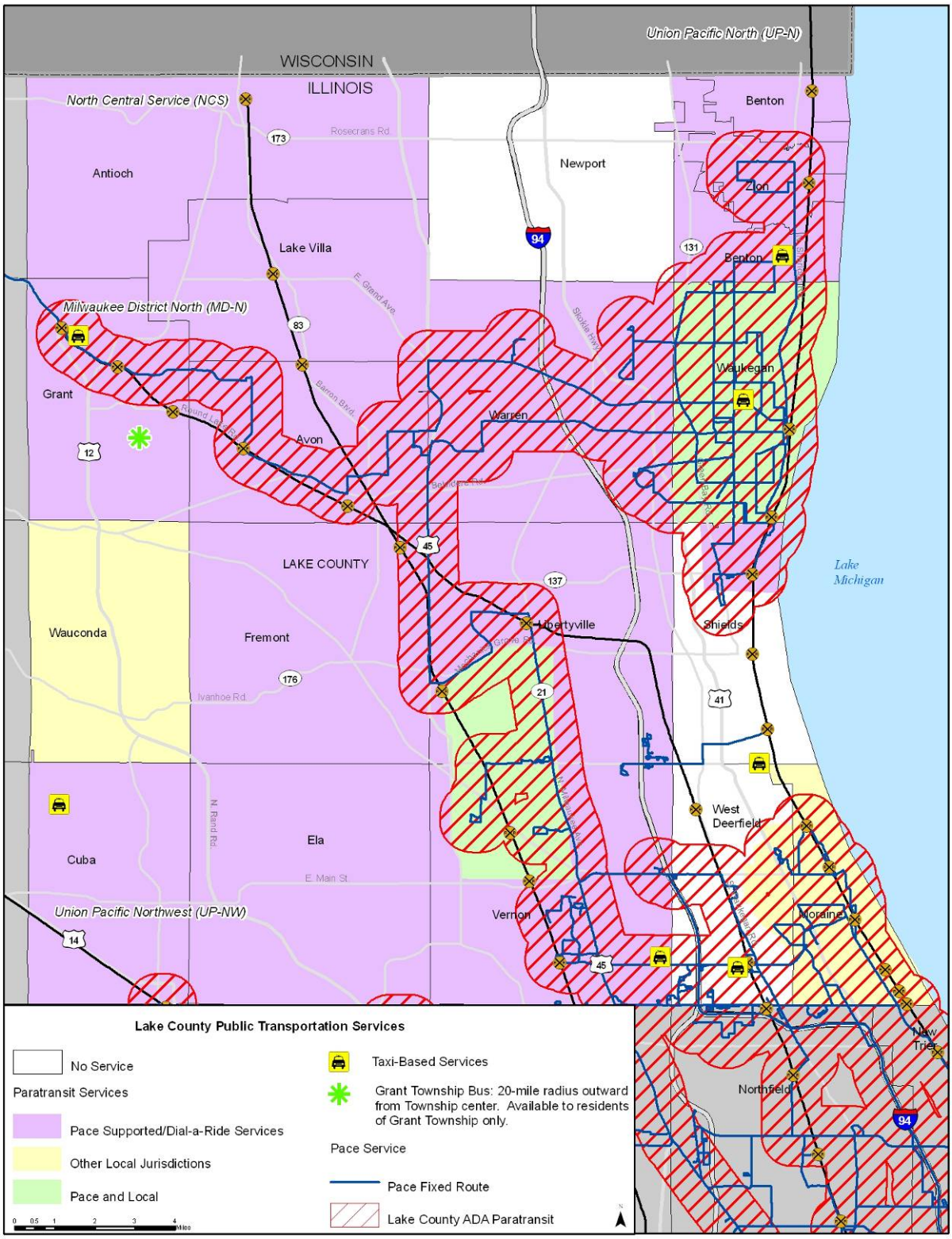
Other Human Service Transportation

A variety of human service transportation (HST) sponsored services and volunteer-based transportation services also operate in Lake County. Although HST services are provided throughout much of Lake County, service is limited to specific rider groups, based on program eligibility and related trip purpose restrictions. Availability of services varies greatly among the agencies and programs. This information, which was included in the 2008 report, was not specifically updated for this document.

Discussion

Although Lake County has a variety of demand response and specialized transportation services, the overall impact of these services appears to be limited by a number of factors including:

Figure 2: Fixed-Route and Paratransit Services



- ***Geographic areas served***. As described above, ADA paratransit service is limited to the ¾-mile corridor around Pace's fixed route service, focusing on Waukegan with some service available in the southeastern and north-central portions of the county. While there are a variety of Dial-a-Ride services, they do not cover the entire county and there is no Dial-a-Ride service provided in southern Shields or West Deerfield townships. Services provided by local jurisdictions and through the various taxi-based programs are focused locally and do not typically overlap service areas or cross jurisdictional boundaries. HST sponsored services are widespread throughout the county, except in southwestern Lake County, but are usually restricted to specific program requirements.

- ***Eligibility***. Most of the demand response services available in Lake County focus on older adults aged 60 or 65 and older, and people with disabilities. ADA-eligible individuals may use the Pace ADA paratransit service in the areas where it is operated. Only three Dial-a-Ride programs serve the general public and Grant Township provides very limited general public service on an "emergency" basis. In other areas, municipal or municipally sponsored service is limited to older adults or persons with disabilities who reside within those jurisdictions. HST-eligible individuals are typically customers of a particular human service agency or program (usually seniors), persons with disabilities, or students.

- ***Trip purpose restrictions.*** Most municipal and volunteer services provided to older adults and people with disabilities allow a variety of trips, including medical appointments, grocery shopping, church, community events, etc. Only one municipal service indicated that trips were restricted (in that case, to medical trips); Moraine Township does not restrict trips, but gives medical trips priority over others. As indicated above, HST sponsored trips are generally restricted to the human service agency clients and are focused on specific agency programs, including senior services, shelter workshops, medical support services, or vocational training. For example, some medical facilities provide medical transportation only, although Advocate Good Shepherd Hospital also provides trips to fitness centers and physical therapy.

- ***Days and hours of service.*** Pace's ADA paratransit service is available during the same days and hours as fixed-route service. In north and central Lake County, service is available seven days a week, from early morning until late evening. In southeastern Lake County. Services are generally provided Monday through Saturday, from early morning until evening. Similarly, taxi vouchers can be used during the days and hours of service of each participating taxi cab company in the townships in which taxi subsidy programs operate.

  In general, Dial-a-Ride and HST service is available on weekdays, from about 8 a.m. until 3:30 p.m., although a few services operate on a more limited schedule and Home of the Sparrow will provide service 24 hours a day, seven days per week for its participants.

- ***Operating statistics and resources.*** Operating statistics were drawn from the 2008 inventory and not updated for this portion of the study. These figures were used to categorize a range of trips provided. Pace's ADA paratransit service, the City of Highland Park, and the Countryside Association for People with Disabilities are the largest providers and are all estimated to have provided more than 50,000 trips annually. Northeastern Lake County/ Warren Township, Northwest Lake County, and Glenkirk are estimated to have provided between 15,000 and 50,000 trips each. Approximately 10 townships or senior centers and eight agencies or volunteer operations appear to have provided up to 5,000 trips, and one volunteer group and three municipalities probably provided less than 500 trips. The total number of paratransit trips that are provided annually in Lake County is at least 280,250 and may be as high as 515,250.

  In areas where Pace services are provided by a contractor, transportation is funded through a combination of Pace and local funds, though the percentage split can vary greatly. Service provided by senior centers or recreation departments and taxi voucher programs are usually funded through a combination of municipality funds, donations or user fees, local taxes, or similar sources. HST services are generally financed through a variety of sources such a federal, state, and local grants; individual and corporate donations; special events; user donations; and the United Way.

Section 3 Steering Committee Meeting Results

Meetings were held with the LCCTSC in July, September, and November 2009. Highlights of each meeting are described below.

July 2009 Meeting

At the kick-off meeting in July, the project scope and schedule was presented, emphasizing the need to proceed in an organized fashion. The first step was to identify existing services, followed by workshops and interviews with the Steering Committee and stakeholders to identify gaps in services. That information would then be used to establish priorities for short- and long-term solutions to meet the needs of Lake County residents. Following the development of service improvement priorities, a workshop will be held with the Steering Committee and Lake County Division of Transportation to identify options for improving transportation services within Lake County and the surrounding region. After these options are identified, a suggested institutional framework to ensure implementation of the adopted recommendations will be developed.

September 2009 Meeting

During the second meeting in September 2009, the Steering Committee was updated on the study progress to date and provided with an overview of "Transportation Coordination 101," which included an overview of coordination options that might be of

interest in Lake County. The presentation addressed several topics including identification of real vs. perceived barriers to coordination, noting that many perceived barriers such as insurance may, in fact, be easily resolved without interfering with the coordination effort. The presentation stressed the importance of determining early in the process who the service will be designed to serve and to match service characteristics and funding opportunities to the target beneficiaries (e.g., older adults, people with disabilities, low-income individuals, young people, and/or the general public). The need to identify a champion or champions who have the passion to take the lead the local coordination effort was emphasized.

Steering Committee members were asked to participate in an interactive exercise to help establish a baseline "pulse" of what the group's current priorities were for transportation coordination in Lake County. A list of common coordination activities was provided for the committee members to rank them based on their own knowledge and interests. The point of the exercise was to begin the dialogue about coordination options and to begin to focus on areas of local coordination interest.

Overall, the topics that generated the most interest:

- Transportation advocacy/coalition building
- Information & referral
- Joint planning: decision-making
- Sharing technical expertise

Those topics that generated the least amount of interest:

- Travel training for fixed route services
- Joint purchases of equipment or fuel, for example
- Providing technical assistance among agencies
- Sharing vehicles across agencies

Topics that were suggested as areas of possible interest but require further investigation:

- Shared vehicle maintenance
- Full consolidation of demand response services

The results of this exercise provided insight into both current coordination interests as well as helping to identify topics that may need further explanation and/or exploration with respect to potential benefits for local service providers. For example, shared vehicle maintenance was identified as a potential area of interest, but most seemed unsure about whether this is an important aspect of coordination. Elsewhere, some human service-based transportation operators have found shared vehicle maintenance contracts can result in both lower costs and improved service quality. The potential benefits of this type of coordination activity might be of more interest to agencies that operate services and not be an obvious area of interest for those agencies that purchase service or do not directly operate transportation service themselves.

November 2009 Workshop

The November workshop was designed to gain further insight into the current issues surrounding paratransit services operating in Lake County and solicit ideas to help shape the future of paratransit coordination. Specifically, the purpose of the workshop was to prioritize desired services and service improvements. The primary workshop topics included:

- **Focus on issues for today** – current services and unmet needs
- **Focus on issues for the future** – markets for paratransit (who should be eligible) and prioritizing potential improvements

Prior to addressing these issues, known service changes since the completion 2008 Pace study was discussed. Pace representatives noted that Lake County is scheduled to be the next area in the region to undergo a service restructuring study, which could result in a realignment of routes and/or other service changes. This information will help to inform Pace about underserved area in the county. In addition, Pace and Lake County have worked to implement several new services including:

- **Expanded service on Pace Route 570 Fox Lake –** Gurnee Mills via College of Lake County
- **Round Lake Area Call-n-Ride –** general public demand response service
- **Lake County Northwest Demonstration Project –** Northwest Lake Dial-a-Ride expansion

Current Service Issues

During the workshop the Steering Committee identified a number of current transportation service issues including:

- A lack of information about available services
    - ❖ Suggestion: Create a central place to call
- Service boundaries and barriers—although local service may be available, people are unable to get from one area of the county to another due to service boundaries
- Service days and hours vary by program
- Although seniors seem to be relatively well served, there are service gaps (or "holes") for other individuals (e.g., general public, low-income individuals, and others)
- Work trips are not well served and appear to be a lower priority than medical trips
- There is an overall lack of fixed route service, which puts additional pressure on paratransit services
    - ❖ lack of paratransit in communities not served by Pace bus service
- Some parts of county have no service or extremely limited service (particularly southeast)
- The process of arranging for a ride is difficult
- Issues of timeliness of service (on time performance)

- Some communities do not appear to place a priority on public transportation services

Future Service Issues

Two future service issues were specifically addressed by each working group:

- **WHO –** who should be eligible for services?
- **WHAT –** what types of trips should be served in the future?

Each group developed its own set of potential transportation service priorities and then voted for their top priorities from the lists. Table 1 shows the results of each of the work group's efforts to prioritize "WHO" should be eligible for future service enhancements, indicating the number of votes by priority level (1st, 2nd, 3rd priority).

Table 1 – Who Should be Eligible for Service in the Future?

Group 1	#1 Priority	#2 Priority	#3 Priority	Total
People with disabilities	**6**	2	-	**8**
Seniors	2	**4**	2	**8**
Low income individuals	0	1	1	2
People who cannot drive (for whatever reason)	0	1	2	3
Temporary / medical trips	0	0	**3**	3
Group #2	**#1 Priority**	**#2 Priority**	**#3 Priority**	**Total**
People who cannot drive (for whatever reason)	**3**	1	1	**5**
People with special needs (e.g., developmental disabilities)	2	**2**	1	**5**
People with disabilities	2	1	1	**4**
Low income individuals	1	1	**2**	**4**
Seniors	1	**2**	-	3
Group #3	**#1 Priority**	**#2 Priority**	**#3 Priority**	**Total**
Seniors	2	1	**3**	**6**
Medical visits	**4**	-	-	**4**
People with disabilities	1	**4**	-	**5**
People who cannot drive / have no car (for whatever reason)	-	1	2	3
Low income individuals	-	-	**3**	3
Non-English speakers	1	-	1	2
Young adults with disabilities (e.g., for work trips)	-	1	-	1

The top priority for Group 1 was to provide service for people with disabilities (with six #1 priority votes). Serving seniors was the second priority. There was also some interest in providing trips for temporary medical treatments, such as for cancer care or physical therapy, as well as serving low-income individuals.

Group #2 had somewhat different priorities, with more specificity about passenger types to serve. The top priority for that group was to provide service to people who cannot drive (for whatever reason), followed by serving people with special needs (e.g., service for people with developmental disabilities), people with disabilities, low income individuals, and seniors.

Although the top priority was serving medical trips, like Group #2, serving seniors was a high priority for Group #3, followed by serving medical trips. Serving people with disabilities was also important to Group #3, as was serving people who cannot drive for any reason and serving people with low incomes. Also of interest was serving non-English speaking individuals, followed by serving young people with disabilities, particularly for work trips.

Taken together, these results suggest that Steering Committee members continue to be concerned about senior transportation services and services for people who cannot drive or have no car for any reason. Services for people with disabilities were cited as well, along with service for low-income individuals.

Overall, providing service for the general public did not emerge as a top priority for any of the groups.

Table 2 shows the results of the exercise to identify top priorities for what types of trips should be served in the future.

Although serving medical trips was voted the top priority for Group #1, providing trips for work and trips for daily activities (e.g., grocery shopping) were also high priorities, followed by providing social trips. Trips for recreational activities, weekend service, and longer service hours were identified early in the process but none of these trip types received a vote in the final analysis.

Group #2 had different priorities for trips including providing subscription trips (standing orders) as a top priority, followed by providing trips with no trip priority restrictions. Another specific concern was the need to provide rides throughout the county without intra-county boundaries restricting service. The group was also interested in having more evening hours, trips for medical/health care, and work trips. Adding trips with workforce partners and providing social trips were of some interest. Although on the original list, providing more school-related trips was not a priority of the overall group.

Finally, Group #3 selected extended service hours as its top priority, followed by providing different types of service suited to different areas of the county. The group was also interested in seeing more general bus service, more service with clients with set schedules such as for dialysis treatments (i.e., subscription trips), more weekend service, and equipment that is the right size (i.e., smaller vehicles) for the type of service offered. There were also a few votes for “destination driven” services (i.e., focusing on services where they are needed most), and a need to provide more education about services was noted. Although on the original list, providing more feeder service to trains did not receive any votes in the final group exercise.

Table 2 – What Types of Trips Should be Served in the Future?

Group #1	#1 Priority	#2 Priority	#3 Priority	Total
Medical	**5**	0	0	**5**
Work	3	**4**	1	**8**
Daily living (e.g., grocery shopping)	0	**4**	**4**	**8**
Social	0	0	3	3
Group #2	**#1 Priority**	**#2 Priority**	**#3 Priority**	**Total**
Subscription trips	**2**	**2**	**2**	**6**
No trip priority restrictions	1	**2**	**2**	**5**
No boundaries (within the county)	**2**	1	1	**4**
Evening	**2**	-	1	**3**
Medical / Health Care	1	1	-	2
Work	1	-	1	2
Workforce partners	-	1	-	1
Social	-	-	1	1
Group #3	**#1 Priority**	**#2 Priority**	**#3 Priority**	**Total**
Extended service hours	**3**	**2**	1	**6**
Different types of service for different parts of County	1	**2**	1	**4**
General bus service	2	-	1	3
Clients with set schedules (e.g. dialysis)	1	1	1	3
Weekends	1	-	2	3
Equipment/vehicles that are the right size for service need	-	-	**3**	**3**
Destination driven services	-	1	1	2
Educate about services	-	1	-	1

Selecting "the" Top Priorities for WHO and WHAT Trip Types to Serve

Finally, in an effort to narrow the perceived need for who and what types of trips to serve, a master list of the top priority-generating items was developed and after some additional discussion, the entire group was asked to vote for one item from each list, answering the question: "If you could select a single item that HAS to happen today and a single item that HAS to happen in the future – what would they be?" The purpose of this question was to address service improvements needed in the near term and in the future.

The overall top issues identified for "TODAY" generally fell into the categories of expanding service area and improving information and education about available resources, including:

- Coordination of transfers between services within Lake County
- More paratransit beyond Pace ADA paratransit service area

- More subscription service
- More education about services—start at the local level and include human service agencies
- One number to call for information
- Collaboration between townships for service and marketing

The overall top issues identified for the "FUTURE" generally fell into the same categories of expanding service area within the county, including:

- Fill gaps ("holes") in service—expansion or new service
- Borderless travel within Lake County
- "Travel agent" concept—call one number to book a trip with central scheduling and dispatching
- Expand levels of service—i.e., more trip times (hours and capacity)
- Allow short reservation timeframe (e.g., allow two-hour advance reservations)

In sum, the general themes for service enhancements in the short-term focus on intra-county service and providing better education about existing services. Similar to comments voiced during the September Steering Committee meeting, the future goals center on expanded availability of service and additional intra-county service. There also was a stated desire for more trip capacity and the ability to make more spontaneous trips.

Section 4 Stakeholder Interview Results

As part of this effort, key person interviews (one-on-one or small group meetings) were conducted with 16 Steering Committee members, elected Lake County and township officials, and representatives of providers, human service agencies and/or advocacy groups, plus a group meeting with the Lake County Center for Independent Living (LCCIL). These interviews were essential for reaching out to those involved in some aspect of transportation to insure that a general sense of the "dos and don'ts" related to paratransit coordination were identified and understood. These interviews/meetings also provided an opportunity to engage these stakeholders, solicit their involvement in the process, and provide information on coordination.

Information gathered from the stakeholder interviews was quite comprehensive, covering many issues related to transportation services and needs in Lake County along with ideas regarding how the coordination of services may or may not be applicable or acceptable. There was a broad range of knowledge about transportation services, from those familiar with specific details of services available throughout the County to those whose familiarity was limited to their specific area of the county. An understanding of what coordination means was more limited.

There were many common themes coming from those interviewed. Some of the key issues from the stakeholder discussions included:

- The overall level of transit service (fixed route and paratransit) in Lake County does not provide a consistent “safety net” of services. Gaps in service are smaller for seniors, but there still are gaps. Low income residents seem to be a poorly served group, primarily because of the limited fixed route service in the county.
- The lack of a reliable centralized source of information about existing services further serves to make the limited services seem more fragmented.
- There are many concerns about existing service operations, scheduling and dispatching efficiency.
- Days and hours of service are limited in many places in the County.
- Education about existing services is important, but the information piece needs to come first.
- There are many who are open to creating some formalized coordination of services—finding out the right mix is what this project needs to do.
- Finding a way to “fill holes,” whether it is through efficiencies from coordination or by needing to increase funding, will be necessary.
- Because the development and population densities vary greatly throughout the County, providing a cohesive and effective, yet efficient, level of service will be challenging.
- Different groups of stakeholders–consumers, providers, and officials–held widely differing opinions about how well current paratransit services meet transportation needs. In general, providers feel they are meeting many needs and consumers are more aware of gaps in service.
- Several of the providers and officials feel they are providing an adequate level of service that meets the basic needs of their residents, although most would like to expand in some way (e.g., service days/hours, additional vehicles, additional markets, etc).
- There is some level of coordination that already takes place such as sharing information, highway departments providing vehicle maintenance to townships and others, and purchasing of fuel. This coordination is typically with a neighboring community or township.
- Service area boundary issues create additional challenges and gaps in service. Some providers are more flexible than others in serving people just outside of their boundaries.
- Loss of control, whether of serving their own population, funding, dispatching, or customer service, is a concern of many.

- Coordination will take leadership and a willingness of providers and consumers to be willing to take a step outside of their comfort zone.

A detailed list of issues identified by the consumer, provider, and elected official interviews is included as Attachment B.

Section 5 Identification of Gaps and Overlaps

This section summarizes the identification of gaps and overlaps that can be used to establish priorities for the two scenarios:

- Improving services today assuming no new resources are available, and
- Identify and prioritize improvements should new resources become available.

Existing Coordination

Instances of existing coordination were identified through previous studies and through meetings with the Steering Committee and interviews with key stakeholders. In some cases, formal coordination agreements are in place, whereby townships have joined together to provide or contract for inter-jurisdictional Dial-a-Ride service. In other cases, coordination arrangements are informal, consisting of information sharing or pooling of resources to obtain cost savings on fuel purchases. Examples of existing coordination efforts include:

- Pace contracts for Dial-a-Ride service provided in many communities
- Many townships work together to provide or contract for regional demand response service. These areas include central Lake County (Libertyville, Libertyville Township, and Mundelein townships); northern Lake County (Benton, Zion, and Newport townships); northeastern Lake County (Warren, Waukegan, and northern Shields townships); northwestern Lake County (Antioch, Avon, Grant, and Lake Villa townships); and southwestern Lake County (Cuba and Wauconda townships)
- Southwest Lake demand response service contracts with the Ela Township Highway Department to provide service
- Informal information sharing occurs among communities and providers
- Township highway departments provide vehicle maintenance for providers
- Group fuel purchasing

Barriers to Coordination

Barriers, both perceived and real, can affect coordination outcomes. For example:

- A perceived loss of control over population, funding, dispatching, or customer service when services become coordinated or consolidated
- Concern about how coordination would affect available funding sources; grant requirements and monitoring and tracking of finances are required by most funding sources.
- A potential lack of willingness by providers and consumers to step outside their comfort zone.
- Current workloads can make it difficult for agencies to pursue doing things differently
- Concerns about how coordination can or will account for the varying levels of service available around the County
- Differing eligibility requirements among programs and/or jurisdictions
- Township boundaries

Fortunately, most communities that decide to pursue coordination efforts are usually able to overcome these potential obstacles.

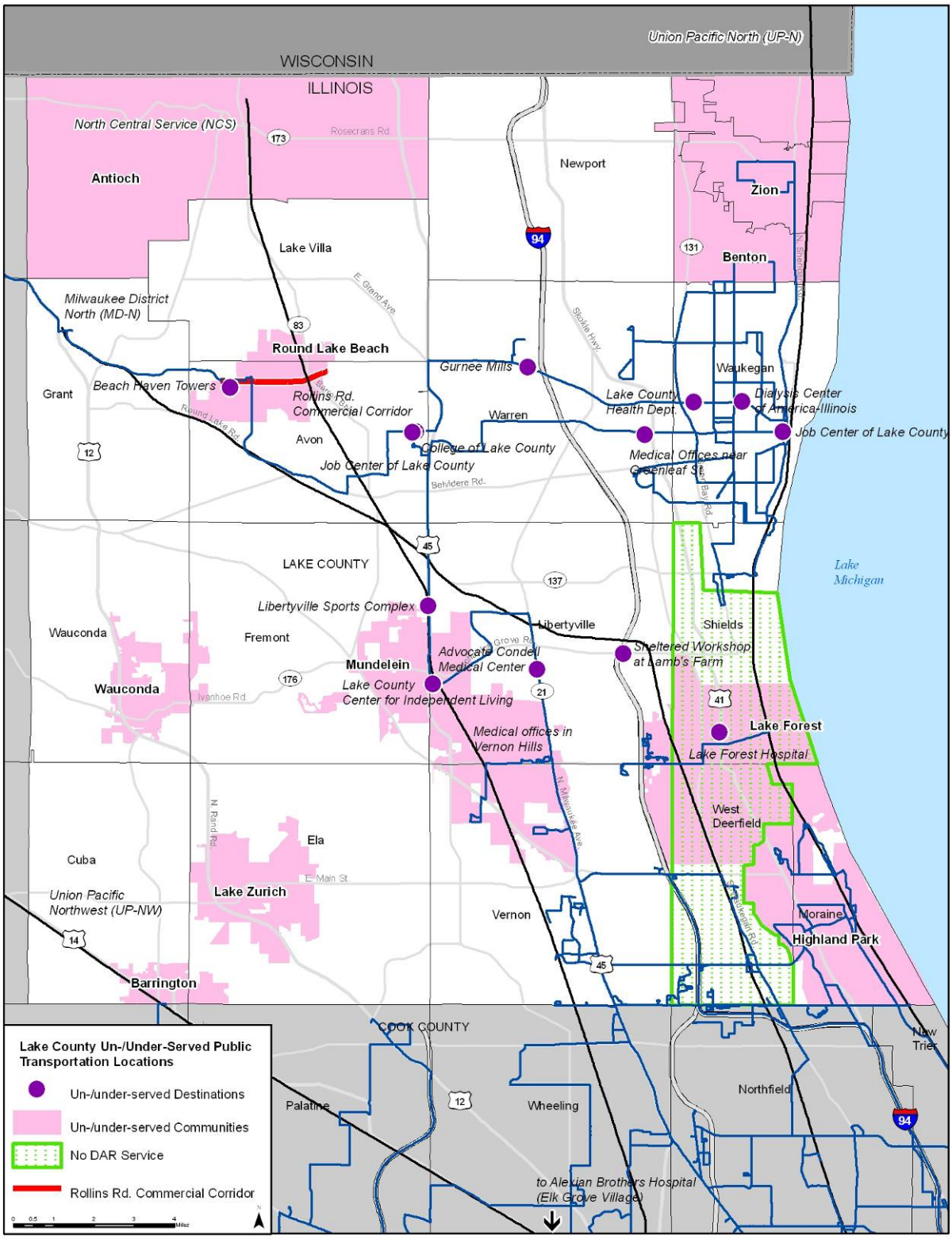
Local Service Needs and Gaps

Unmet transportation needs, gaps in service, and potential barriers to coordination were also identified through the Steering Committee, workshop, and stakeholder interviews. In some cases, the needs, gaps, and barriers identified differed among those interviewed, depending on whether they were consumers, providers, or elected officials. Specific locations where gaps in service were identified by a number of stakeholders and are shown on the map included as Figure 3.

As shown in Figure 3, areas or destinations specifically identified by stakeholders as under-served or un-served include:

- Alexian Brothers Hospital in Elk Grove Village
- Antioch
- Barrington
- Benton
- College of Lake County
- Condell Medical Center, Libertyville
- Dialysis Center of America-Illinois at 1616 Grand Ave.
- Gurnee Mills
- Independent living centers
- Job training centers

Figure 3: Stakeholder Identification of Unmet Need



- Lake County Health Department
- Lake Forest Hospital
- Lake Forest / Highland Park
- Lake Zurich
- Libertyville Sports Complex
- Medical offices in Gurnee near Greenleaf Street
- Medical offices in Vernon Hills
- Mundelein
- Rollins Road commercial corridor
- Round Lake Area – low income senior housing complex (Beach Haven Towers)
- Round Lake Beach – higher population density
- Sheltered Workshop at Lamb's Farm
- Wauconda
- Zion

Next Steps

The next step in the study is to identify possible coordination options for Lake County that will address current and future needs, taking into account current resources, as well as the service enhancement priorities developed by the LCCTSC and mentioned during key stakeholder interviews. Based on a preliminary review of the transportation inventory and local priorities, options that may have potential include:

- Centralized information about available transportation services in Lake County – printed, available online, and/or with one phone call
- Mobility Management services such as trip planning and travel training
- Further consolidation of Dial-A-Ride service areas
- Countywide trip reservations, scheduling, and dispatching
- Additional and/or consolidated taxi subsidy programs
- Extended hours of paratransit service, perhaps implemented in stages; first to make available service more consistent and later to increase travel options

Once these and other coordination options have been evaluated and a set of appropriate and feasible alternatives identified, coordination will take place with the Steering Committee to develop an "Institutional Framework," a structure that can be used to implement and guide paratransit coordination strategies in Lake County today and into the future.

Attachment A - Updated Inventory of Paratransit Services in Lake County

			Passengers Served							
Service Name	**Provider**	**Primary Sponsor**	**General Public**	**People with Disabilities**	**Older Adults**	**Type of Service**	**Service Area**	**Annual One-Way Trips**	**Service Hours**	**One-Way Fare**
Lake County ADA Paratransit										
North and Central Lake County	Pace/First Transit	Pace		X		Demand response	3/4 mile of Pace routes	50,000+	M-F 6a-11p; Sat 8a-11p; Sun 10a-8p; other times if FR operating	$3
Southeast Lake County	Pace/First Transit-Glenview	Pace		X		Demand response	3/4 mile of Pace routes	50,000+	M-F 6a-10p; Sat 7a-7:30p	$3
Pace Supported Dial-a-Ride/Taxi Services										
Barrington	First Transit/McHenry	Barrington		X	X	Demand response	Village of Barrington, Barrington Township, Cuba Township	NR	M-F 9a-4p	$1
North Lake Expansion (Benton and Zion townships)	Pace/ First Transit-Grayslake	Benton and Zion townships	X			Demand response	Benton and Zion townships; Gurnee Mills, nearby hospitals, downtown Waukegan	500-1,000	T & Th 8:30a-4p	$1.60 (general public); $0.80 (seniors, persons with disabilities, students)
Central Lake County (Libertyville, Libertyville Township, Mundelein)	Pace/First Transit-Grayslake	Libertyville, Libertyville Township, Mundelein		X	X	Demand response	Villages of Libertyville and Mundelein; portions of Libertyville Township	5,000-15,000	M-F, 9a-5p	$1
Ela Township	Ela Township Highway Department	Ela Township		X	X	Demand response	Ela Township and up to five miles outside township boundaries to select medical facilities	5,000-15,000	M-F 7a- 5p	$1; $2 for subscription trips
Fox Lake, Grant Township	Fox Lake Cab Co.	Fox Lake, Grant Township		X	X	Taxi subsidy	Fox Lake, Grant Township	1,000-5,000	20-mins advance	subsidy 1/2 meter up to $8
Fremont Township	Pace/First Transit-Grayslake	Fremont Township		X	X	Demand response	Fremont Township	1,000-5,000	T & Th 10a-3:30p	$1
Northeast Lake/ Warren Township	Pace/ First Transit-Grayslake	Warren, Waukegan, and northern Shields townships		X	X	Demand response	Warren, Waukegan, and northern Shields	15,000-50,000	M-F 6:30a-6:30p	$1
Northwest Lake	Pace/ First Transit-Grayslake	Antioch, Avon, Grant, and Lake Villa townships		X	X	Demand response	Antioch, Avon, Grant, and Lake Villa townships	15,000-50,000	M-F 8:30a-4:30p	$1

			Passengers Served							
Service Name	**Provider**	**Primary Sponsor**	**General Public**	**People with Disabilities**	**Older Adults**	**Type of Service**	**Service Area**	**Annual One-Way Trips**	**Service Hours**	**One-Way Fare**
Round Lake Area Call-n-Ride	Pace	Pace	X			Demand response	Round Lake bounded by Monaville Road, Cedar Lake Road, Railroad Avenue, Belvidere Road, US-45, Washington Street, and IL-83	New	M-F 6a-6:15p	$1.75
Southwest Lake	Ela Township Highway Department	Cuba and Wauconda townships		X		Demand response	Cuba and Wauconda townships	1,000-5,000	M-F 8a-5p	NR
Vernon Township	Vernon Township	Vernon Township	X	X	X	Demand response	Vernon Township and up to one mile outside township border	1,000-5,000	M-F 8:30a-3:30p	GP fare: $2; Sr., D,: $1
Demonstration Project										
Lake County Northwest Demonstration	Pace/ First Transit-Grayslake	RTA (New Freedom) w/ Lake Co and Pace	X (call after noon for rides)	X	X	Demand response	Same as NW Lake, plus Prairie Crossing Metra station	New	M-F 7:30a-5:30p – DR; 5:30a-7:30a and 5:30p-6:45p - CLC and Metra only	$1 senior and people with disabilities; $2 general public
Other Local Jurisdictions										
Grant Township Bus		Grant Township				Demand response (*general public for emergency only)	Grant Township and within 20-mile radius of town center: Wisconsin border, Lake Michigan, Route 22, Route 14	NR	M, W, F 9a-3p	$2
Tri-Township Transit		Antioch, Grant, Lake Villa townships		X	X	Demand response shopper shuttle	Homes within Antioch, Grant, and Lake Villa townships to various destinations	NR	T/Th approx. 9a-2p	$1
Senior Connector Free Bus	City of Highland Park	City of Highland Park			X	Fixed route		50,000+	M-F 8a-3:30p	Free
Moraine Township Door-to-Door Paratransit Van	Moraine Township	Moraine Township		X	X	Demand response within 15-mile radius of Highland Park	Moraine Township and up to 15 miles outside township border	1,000-5,000	M-F 8a-4p	$4
Vernon Hills Senior Bus		Village of Vernon Hills			X	Demand response and shopper shuttles	Village of Vernon Hills	1,000-5,000	M-F 8:30a-3:30p	NR
Wauconda Township Senior Bus	Wauconda Township	Wauconda Township		X	X	Demand response/ subsidy for persons with disabilities on Pace bus	Wauconda Township; villages of Wauconda and Island Lake	1,000-5,000	M-F 8a-4p	NR
Waukegan Township/Park Place Senior Center	Waukegan Township	Waukegan Township		X	X	Demand response, taxi voucher, shopper shuttle	north to Edgewood Drive, west to Greenleaf in Gurnee, east to Lake Michigan, south to VA Medical Center	1,000-5,000	M-F 8:30a-4p	NR

			Passengers Served							
Service Name	**Provider**	**Primary Sponsor**	**General Public**	**People with Disabilities**	**Older Adults**	**Type of Service**	**Service Area**	**Annual One-Way Trips**	**Service Hours**	**One-Way Fare**
Taxi Subsidies (also, Fox Lake Cab Co. above)										
Cuba Township	Taxi companies	Cuba Township, Pace			X		Cuba Township	0-250		1/2 of taxi fare
Benton Township	Taxi companies			X	X					$0
Lake Forest/ Lake Bluff Senior Center	Lake Bluff Senior Center, taxi companies	City of Lake Forest (Senior Center)		X	X	Demand response/ taxi subsidy	Lake Forest, Lake Bluff, Knollwood	5,000-15,000	M-F 8a-4:30p	$3
Riverwoods	Taxi companies			X	X	Taxi voucher		NR		NR
Vernon Township	Taxi companies	Vernon Township		X	X	Taxi voucher	Unlimited	NR		1/2 taxi fare (may purchase up to $75/month in coupons, good for up to $150 worth of taxi meter)
West Deerfield Township	Taxi companies	West Deerfield Township		X	X	Taxi voucher	West Deerfield Township to Highland Park Medical Center	0-250		NR
Other Human Service Transportation Services ***(data used from prior Pace study, not updated)***										
Advocate Good Shepherd Hospital	Rescue 8	Advocate Good Shepherd Hospital					Lake Zurich, Barrington, Wauconda, Island Lake, outside Hawthorne Woods (portions of McHenry and Cook)	1,000-5,000	M-F 8a-4p	
Antioch Senior Center	Antioch Senior Center, Pace buses, Antioch cab	Village of Antioch		X	X	Demand response (door-to-door)	Village of Antioch	0-250	M-F 8:30a- 4:30p	$0
Deerfield Park District	Patty Turner (Deerfield) Senior Center	United Way, Deerfield Park District		X	X	Demand response	Route 22, Lake Cook Rd. extension (I-94), Green Bay Rd., Milwaukee Rd., including the H P Fitness Center	500-1,000	M-F 9a- 4p	$3 - $6
Lamb's Farm	Lamb's Farm	Lamb's Farm					Libertyville			
Northpointe Resources, Inc.	Northpointe Resources, Inc.	Northpointe Resources, Inc.					Zion	5,000-15,000		
Catholic Charities Senior Services	Contract and taxi companies	Catholic Charities Senior Services		X	X		Lake County	1,000-5,000	M-F 9a-5p	
Centegra Health Systems	Centegra Health Systems	Centegra Health Systems		X	X		Northwest Lake County to Centegra facilities	5,000-15,000	M-F 7:30a-4p	
The Center for Enriched Living	First Student (contractor)			X			Riverwoods			
Council for Jewish Elderly	Council for Jewish Elderly	Council for Jewish Elderly			X		Lake and Cook counties	1,000-5,000	M-F 9:30a-4:30p	

			Passengers Served							
Service Name	**Provider**	**Primary Sponsor**	**General Public**	**People with Disabilities**	**Older Adults**	**Type of Service**	**Service Area**	**Annual One-Way Trips**	**Service Hours**	**One-Way Fare**
Countryside Assoc. for People with Disabilities	Countryside Assoc. for People with Disabilities	Countryside Assoc. for People with Disabilities		X			Lake and northern Cook counties	50,000+	M-F 6:30a-4p	
ElderCARE at Christ Church	Volunteers	ElderCARE at Christ Church			X	Volunteer provided	Lake County north of Route 60	1,000-5,000		
Escorted Transportation Services Northwest	Volunteers				X	Volunteer provided	15 square miles in Lake and Cook counties, 5 major medical facilities	1,000-5,000	M-F 8a-4p	
Faith in Action	Faith in Action volunteers	Faith in Action			X	Volunteer provided	portions of Lake and Kane counties, all of McHenry County	250-500	M-F, 9a-4p, wknd on request	
Glenkirk				X			Northbrook	15,000-50,000	Weekdays	
Home of the Sparrow	Pace, taxi companies, staff vehicles	Home of the Sparrow				taxi voucher, transit fare reimbursement, staff	McHenry, Lake, Cook, DuPage, and Will counties	1,000-5,000	24 hours a day/7 days a week	
The Independence Center							City of Waukegan	1,000-5,000	M-F; Sat (limited)	
Lake County Workforce Investment Board	Pace and taxi companies	Lake County Workforce Investment Board					Lake County			
Lake County Health Department							Lake County			
Mundelein Senior Center		Local		X	X		Village of Mundelein	1,000-5,000	M-F 9a-5p	
Pioneer Center	Pace/ First Transit, Pioneer Center	Pioneer Center		X		Subscription trips, vanpool, staff vehicles	McHenry, Cook, Kane, Kendall, Lake, and DuPage counties		M-F 6:30a-5:30p	
Southeast Lake County Faith in Action Volunteers	Volunteers	Faith in Action		X	X	Volunteer provided	Highland Park; Riverwoods, Libertyville, Lake Bluff, Lake Forest, and Buffalo Grove; West Deerfield, Moraine, Vernon, Shields, and Libertyville townships	1,000-5,000		
Special Recreation Services of Northern Lake County	Special Recreation Services of Northern Lake County	Special Rec. Services of N. Lake County		X	X		Zion, Waukegan, Lindenhurst, and Round Lake Park District		varies	
The Light Center				X						
Warren Special Recreation Association	Warren Special Recreation Association	Warren Special Recreation Association		X			Warren Township	1,000-5,000		

Source: *Lake County Coordinated Paratransit Initiative Final Report (2008), updated based on Internet information and telephone information except as otherwise noted.*

Attachment B
Lake County Paratransit Coordination
Preliminary Stakeholder Interviews/Observations

Interviewed Stakeholders

Mari Barnes, Supervisor – Moraine Township

Kelli Brooks, Executive Director – Lake County Center for Independent Living

Deb Cook, Transportation Coordinator – Wauconda Township

Cheri Dietzig – Zion Township Supervisor

Marla Harris – Catholic Charities – Department Director of Senior Service

Wayne Kulick, Executive Director – Countryside Association for People with Disabilities

Lake County Center for Independent Living (LCCIL) – consumer group

Julie Morrison, Supervisor – West Deerfield Township

Steve Mountsier – LCCTSC board member and Lake County Board member

Sylvia Mountsier – LCCTSC board member and paratransit user

Cheri Pierson-White – Waukegan Township Park Place-Senior Services

Bill Peterson – Supervisor – Vernon Township

Pam Saubert, Transportation Coordinator – Ela Township

Mary Ellen Saunders – Eldercare at Christ Church.

Ralph Schultz – Grant Township Transportation Coordinator

Suzanne Simpson – Supervisor – Warren Township

Sam Yingling – Avon Township Supervisor

Table B-1: Service Delivery

Issue: Service Delivery	Consumers	Providers	Elected Officials
Need for better coordination with existing Pace services	✓	✓	✓
Intra-county trips are not addressed well with existing services. Some trips require traveling downtown Chicago and back out. Service boundaries limit the ability to make these types of trips.	✓	✓	✓
Existing Pace services do not address needs of the County - services in Lake County haven't changed over time, while development and travel patterns have	✓	✓	✓
More fixed route service is needed in some parts of the county which would also expand ADA service. Demand responsive service can cover all mobility gaps	✓	✓	✓
Various organizations provide services, but are targeted to specific groups or specific areas, so many can't use them	✓	✓	
Operations/scheduling/dispatching issues exist, especially in the large, Pace operated services	✓	✓	
Pace policy for curb-to-curb service doesn't work as well in more rural places due to pedestrian-related issues	✓	✓	
Many barriers to using Pace ADA service		✓	✓
Pace needs to work more effectively and cooperatively with communities and townships			✓
Call-in times and advance reservations are limited	✓	✓	
Concerns about riders waiting too long at destinations for their pick up.	✓	✓	
Need for better coordination between DAR services			✓
Pace "flag" stops don't work for people with vision impairments	✓		
ADA paratransit has scheduling issues, which result in long wait times and more time riding on vehicles	✓		
Smaller programs have some frustrations about not being able to serve everyone, but conversely feel they develop more personal connections with their clients		✓	

Table B-2: Level of Service Provided

Issue: Level of Service Provided	Consumers	Providers	Elected Officials
Need for expanded hours of Pace service.	✓	✓	✓
Many "bubbles" of population do not have transportation options, especially the low income	✓	✓	✓
Many of the existing services are focused on seniors	✓	✓	✓
Existing services are hard to use for work trips due to limited availability (hours, days), lack of standing orders, and on-time dependability	✓	✓	
Lack of a "fall-back" option	✓		✓
Span of service for Pace services is too limited	✓		✓
Seniors have the best level of service but there are still geographic and temporal holes in those services		✓	✓
Existing services are fragmented	✓	✓	
The aging of the population results in more requests for service, which is getting harder to accommodate		✓	✓
There is a varying level of flexibility among operators of service regarding traveling outside of boundaries and eligibility		✓	✓
DAR services don't operate everyday – need for more days of service		✓	✓
Overall, just not enough service on weekdays and no weekend service	✓	✓	✓
On paper it looks like there is a lot of service, but in reality (due to rules and constraints of each provider) there isn't that much service			✓
Level of service provided for residents seems to meet the basic demand			✓
Can't always count on DAR being available when you need it	✓		
One vehicles has too much territory to cover and hard to stay on schedule	✓		
DAR concept works well, but service (hours and vehicles) are limited	✓		

Table B-3: Information/Marketing/Education

Issue: Information/Marketing/ Education	Consumers	Providers	Elected Officials
The lack of information is frustrating for many. Not enough information and no single location to get the information.	✓	✓	✓
Current method of information dissemination is referrals and word of mouth	✓	✓	✓
Need for better education potential riders on how to use transit (i.e., kids getting to jobs at Great America, seniors using transit for the first time)	✓	✓	✓
Those needing transit get pushed from service to service because providers don't really know what's available	✓	✓	✓
Lack of an information clearinghouse	✓	✓	✓
Information and dispatching needs better coordination	✓		✓
Some information is provided in newsletters and directories and a few have websites		✓	✓
Need to use internet better		✓	✓
New of modified services need to be given an adequate amount of time and marketing to get established	✓	✓	
Need to show people how to use transit and help to "ease" them into using transit. Especially younger seniors and people with vision impairments	✓	✓	
No one good source of information. Have to be persistent about calling around	✓		
Paper directories don't work for the visually impaired	✓		
DAR bus driver usually has the most information	✓		
Need for a general contact for all services	✓		

Table B-4: Service Coordination

Issue: Service Coordination	Consumers	Providers	Elected Officials
Opportunity to partner with social service agencies (job training, health, shelters, faith-based organizations)	✓	✓	✓
Concerned about giving up program control and funding	✓	✓	✓
Some concern about how coordination would affect funding sources (reporting is very important to allow coordination to succeed)	✓	✓	✓
Leadership is needed for coordination to get established	✓	✓	✓
While many agencies know things should be different, they are too strapped by their own work loads and commitments to pursue doing things differently		✓	✓
Some level of coordination already exists between townships or between townships and social service agencies. Vehicle maintenance is a common type of coordination		✓	✓
Coordination between townships can be improved		✓	✓
Completely open to working with others			✓
DAR services should be coordinated			✓
Services that exist now could be provided more effectively if coordinated			✓
Lake County is very spread out, which can make coordination of services difficult			✓
Challenge would be keeping all the information current		✓	
Need to be honest about what's really available and not just shuffle people around between different services		✓	
Coordination can address issues related to township boundaries, trip reservations, and trip length	✓	✓	
Need to connect different services better (e.g., fixed route and DAR)	✓		

Issue: Service Coordination	Consumers	Providers	Elected Officials
Dispatching is a main concern regarding coordination. Concerned with losing control over own clients and possibility of some "falling through the cracks"	✓	✓	
A barrier to coordination is the need to feel comfortable that the grant requirements and monitoring & tracking that most funding sources require are adequately accomplished – a sense of control is lost		✓	
Concerned about how coordination can or will account for the varying level of service provided around the county			✓
Would like to see what the existing system could do if there was more ability to know about and how to use existing services. Then determine what additional services are needed.			✓
Likes DuPage model of paratransit coordination. Not sure the County is willing to be in charge of coordination			✓
Any money for coordinated services should go to a coordinating entity – not directly to the townships, even if they are the ones ultimately delivering the services			✓
Understanding that there will be some providers of service that may gain more than others from coordination			✓

Table B-5: Markets not Served or Underserved

Issue: Markets not Served or Underserved	Consumers	Providers	Elected Officials
Low income and those on public aid have very limited transportation choices	✓	✓	✓
College students	✓	✓	✓
Work trips	✓	✓	✓
Intra-county trips	✓	✓	✓
Services to job training and outreach centers		✓	✓
Demand for specialized medical trips, regardless of age (i.e., chemo, dialysis) is increasing. This population may also need more than "curb" service for return trip		✓	✓
Visually impaired – this population tends to be more hidden due not only to transportation issues, but also the lack of pedestrian facilities on either trip end	✓	✓	
Service for adults with developmental disabilities getting to work		✓	
Service for those with mental illness, regardless of age or income		✓	
Need for more handicap-accessible service		✓	
Geographic and temporal holes in existing services			✓

Key Un/Under-Served Destinations:

- Barrington
- College of Lake County
- Condell Medical Center, Libertyville
- Gurnee Mills
- Independent living centers
- Job training centers
- Lake Forest Hospital
- Lake Forest / Highland Park
- Lake Zurich
- Medical offices in Gurnee near Greenleaf St.
- Medical offices in Vernon Hills Mundelein
- Rollins Road commercial corridor
- Round Lake Area – low income senior housing complex
- Round Lake Beach – higher population density
- Wauconda
- Alexian Brothers Hospital in Elk Grove Village

Table B-6: Other

Issue: Other	Consumers	Providers	Elected Officials
Both positive and negative feelings about Pace	✓	✓	✓
Areas that are served by paratransit need to be ”stable” and not have the boundaries change. People make residential decisions based on service availability.	✓	✓	
Many organizations use volunteers and are based on donations, so services are limited		✓	
Some agencies fund stopgap services until they run out of money. (e.g., Catholic Charities seldom offer services after October)		✓	
Avon Twp will be expanding services with an ICE grant			✓
Concern about the inability of Pace to make changes			✓
Lake County is very spread out and it will take a variety of services to address the needs			✓
Having more difficulty in finding drivers		✓	
Need for improved pedestrian connections at origins and destinations	✓		
Innovative concept: Zion Twp is using old high school as new collaborative office space for social service agencies to operate together, rather than trying to provide transportation to numerous office locations			✓