

Alamo Area Council of Governments Regionally Coordinated Transportation Plan

Final Report

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Prepared for:

Alamo Area Council of Governments

Prepared by:

KFH Group, Inc.
Austin, Texas



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Section 1: Introduction

The Alamo Area Council of Governments (AACOG) requested a service oriented update to the 2017 Alamo Area Public Transit – Human Service Coordinated Transportation Plan. AACOG and the Regional Transportation Coordination Committee (RTCC) recognize that an update was needed that focuses on strategies that help eliminate gaps in services.

This coordinated plan is the latest phase of the coordination process. Unlike previous years, this effort emphasizes strategies and operational options and focuses less on the process. The committee agrees that excellent public transportation can ensure most human service transportation needs are met. The goal of this effort is to encourage the implementation of activities that foster improved public and human service transportation. Planning efforts are directed toward effectively and efficiently increasing service to meet the needs of all riders with an emphasis on:

- Elderly persons
- Persons with disabilities
- Low income residents
- Zero car households
- Youths
- Veterans
- Non-English speaking residents (Title VI)

Potential services can include traditional fixed route, fixed schedule, flex route and paratransit services, while also including coordination strategies, such as mobility management, designed to improve service for customers.

This plan has been developed over the course of the past eight months, with input from many interested stakeholders through an open planning process with multiple public meetings. AACOG and VIA both have an excellent relationship with the standing Successfully Aging and Living in San Antonio (SALSA) transportation committee, which is also representing rural areas.

- **Section 1** discusses background to the study, requirements and purpose of the process. Subsequent sections as required are as follows:
- **Section 2** – Transportation Resources in the Region – A review of existing services.
- **Section 3** – Comprehensive Assessment of Unmet Transportation Needs, Assessment of Overlaps & Gaps in the Delivery of Transportation Services & Gap Analysis – Reviews demographics, travel patterns and comments received from stakeholders and the public. It also emphasizes transit dependent populations (elderly, persons with disabilities, low income, and zero-car households), veterans, and Title VI populations including those with a language barrier. This also includes the gap analysis.

- **Section 4** – Planning for Comprehensive Services – Describing how human service and healthcare programs work with transit.
- **Section 5** – Integrated Planning Process – Details the review of other planning processes in the study area.
- **Section 6** – Vision, Mission, Goals and Objectives
- **Section 7** – Sustain Planning & Implement Plan – Ensuring service can continue into the future by introducing strategies to sustain service.
- **Section 8** – Strategies – This section puts all of the recommendations and strategies in one section.
- **Section 9** – Performance Measures to Evaluate Effectiveness – This includes measures for the plan as well as for the operation.

Purpose of the Coordinated Plan

The coordinated transportation planning requirements for the Section 5310 program administered by FTA and initiated in 2006, continue. The purpose of the Section 5310 program is to enhance mobility for seniors and persons with disabilities by providing funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services and Americans with Disabilities Act (ADA) complementary paratransit services.

This Coordinated Plan is designed to meet the coordinated transportation planning requirements. The plan incorporates the four required elements (listed here) as well as additional requirements from TxDOT:

- 1) An assessment of available services that identifies current transportation providers (public, private and nonprofit).
- 2) An assessment of transportation needs for individuals with disabilities and seniors. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.
- 3) Strategies, activities, and/or projects to address the identified gaps between current services and needs, and opportunities to achieve efficiencies in service delivery.
- 4) Priorities for implementation based on resources (from multiple program sources), time and feasibility for implementing specific strategies and/or activities identified.

The purpose of this planning process was twofold. The first was to continue moving forward with implementation of existing coordinated efforts. The RTCC approach to mobility and transportation choices calls for local planning and local decision making based on sound planning activities. The second purpose was to meet the requirements of the Federal Transit Administration (FTA) rules regarding development of a coordinated transportation plan for any locale to receive funds from the FTA, a very important resource for funding.

State Coordination Requirements

The Texas Department of Transportation (TxDOT) administers the Section 5310, 5311, 5311(f) and Rideshare Programs for the state of Texas. TxDOT's Public Transportation Division (PTN) manages these funding programs that are affected by the coordinated planning process.

Key Coordination Premise

Excellent public transportation is the best way to address and coordinate the majority of transit dependent and human service client transportation needs.

Experience and research across the country in both urban and rural areas tells us that scheduled public transit is the best way to provide coordinated transit service as most transit dependent and human service clients can ride fixed-route/scheduled service or the Americans with Disabilities Act (ADA) paratransit. The best way to support the needs of human service agency clients, veterans, the transit dependent and Title VI populations as well as other priority groups of potential riders, is through excellent public transportation rather than expensive one-on-one specialized service (with exceptions).

True coordination: when public transit systems are able to meet the majority of needs through the existing fixed-route/scheduled public transit network, then human service agency resources can be freed up to focus on the specialized needs of their most difficult to serve clients.

Section 2:

Inventory of Transportation Resources

Introduction

This section of the plan documents existing transportation services and resources in the region. This review of existing services was used in combination with the completed demographic and land use analysis and the public and stakeholder input to identify the unmet needs and gaps in service, and to then develop potential strategies to improve mobility in the region.

The inventory of transportation resources is organized as follows:

- Public Transportation Services
- Specialized and Human Service Transportation Providers
- Private Transportation Services

The process to identify the various transportation resources available in the region included:

- Using information from the previous coordinated transportation plan for the region.
- Incorporating information and data available through the Texas Transit Performance Dashboard that is sponsored by the Texas Department of Transportation Public Transportation Division (TxDOT PTN) developed by the Transit Mobility Program at the Texas A&M Transportation Institute for TxDOT.
- Reviewing information from recent and current transit and other planning projects in the region.

Public Transportation Providers

The following public transportation systems currently provide services in the AACOG region:

- Alamo Area Council of Governments (AACOG) / Alamo Regional Transit (ART)
- Southwest Area Regional Transit District (SWART)
- VIA Metropolitan Transit (VIA)
- New Braunfels Public Transit (operated by ART)

Alamo Area Council of Governments – Alamo Regional Transit

AACOG is a political subdivision of the State of Texas, established under Chapter 391 of the Local Government Code as a voluntary association of local governments and organizations that serves its members through planning, information, and coordination activities. One of AACOG's programs is Alamo Regional Transit (ART). ART is a Section 5311-funded Rural Transit District. AACOG governs ART with a 35-member board of directors and created the Alamo Regional Transportation Steering Committee to make strategic decisions concerning regional transportation issues.

ART provides demand-response transportation services in the greater Alamo Region consisting of twelve rural counties that include Comal, Guadalupe, Atascosa, Bandera, Frio, Gillespie, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson Counties. ART also makes limited trips between the rural areas and destinations in Bexar County and San Antonio. ART's 11,173 square-mile service area (Figure 2-1) surrounds the San Antonio urbanized area (UZA) that VIA serves. ART's service area is home to an estimated population of 591,258 people.

ART's demand-response service is available Monday through Friday from 7:00 a.m. to 6:00 p.m. and must be prescheduled by noon the day before service. Service is operated on a curb-to-curb basis. Although the service is open to the general public, when demand for service exceeds available capacity, priority is given to older adults, low-income families, people with disabilities, and veterans. Trip purposes served include those related to adult day care, nutrition, medical, shopping, work, and school.

One-way fares for ART demand-response trips are based on pick-up and drop-off points and the number of county lines crossed: \$2.00 within one town, \$6.00 out of town within the same county, \$8.00 crossing one county over, and \$12.00 to two or more counties over. ART also provides human service transportation throughout its service area under contracts with Medicaid brokers.

Connect Seguin

ART, in partnership with the city of Seguin, also operates the Connect Seguin, a flex route that circulates within the City of Seguin, Guadalupe County. Connect Seguin operates in hourly headways Monday through Friday from 7:00 a.m. to 5:00 p.m. The general public fare is \$1.00, with reduced fares (\$0.50) charged to students and older adults aged 60 or over. Police, fire, and military personnel ride free in uniform. The Alamo Area Council of Governments FTA funds and the City of Seguin fund this service. Connect Seguin route map is illustrated in Figure 2-2.

Figure 2-1: AACOG Service Area

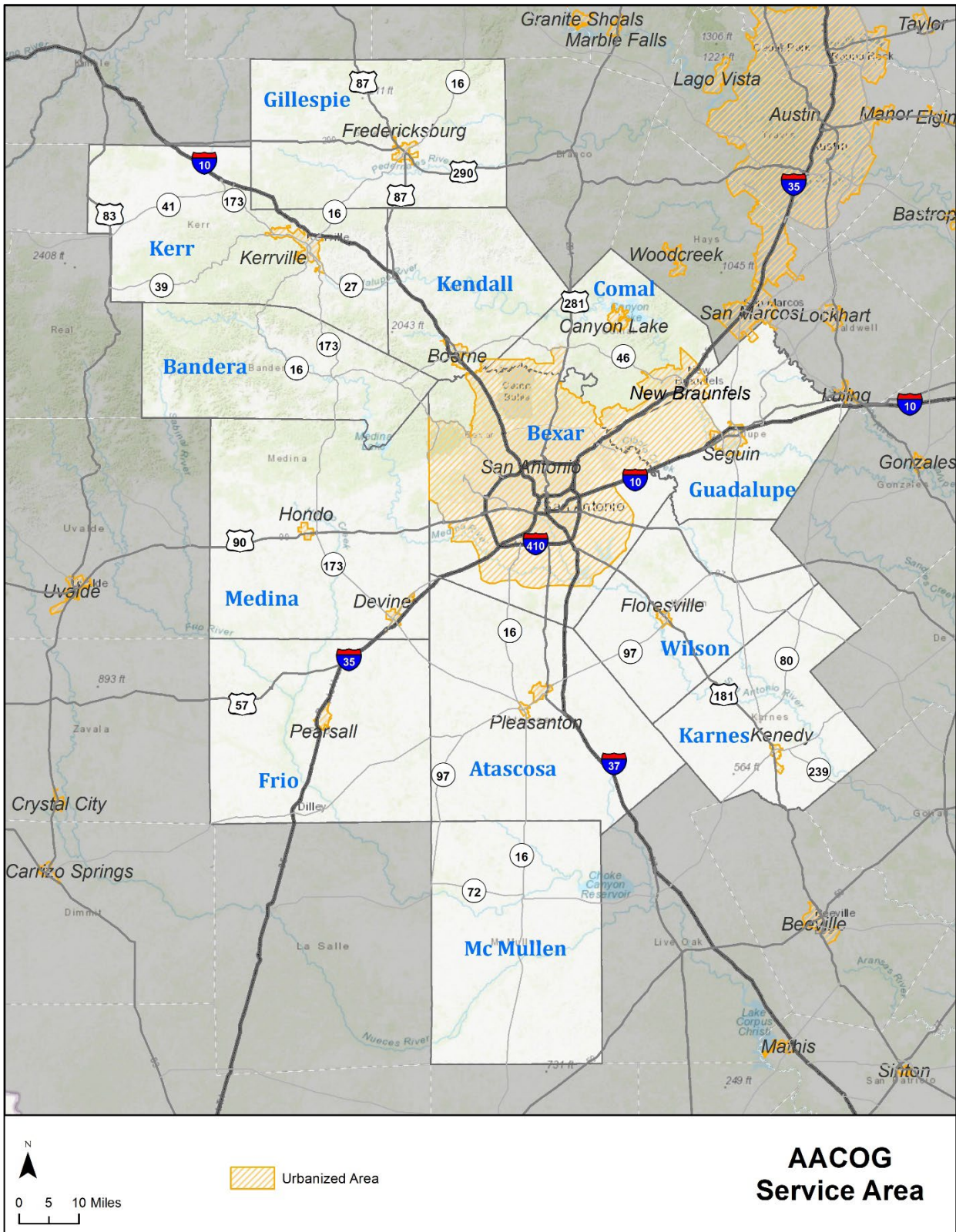
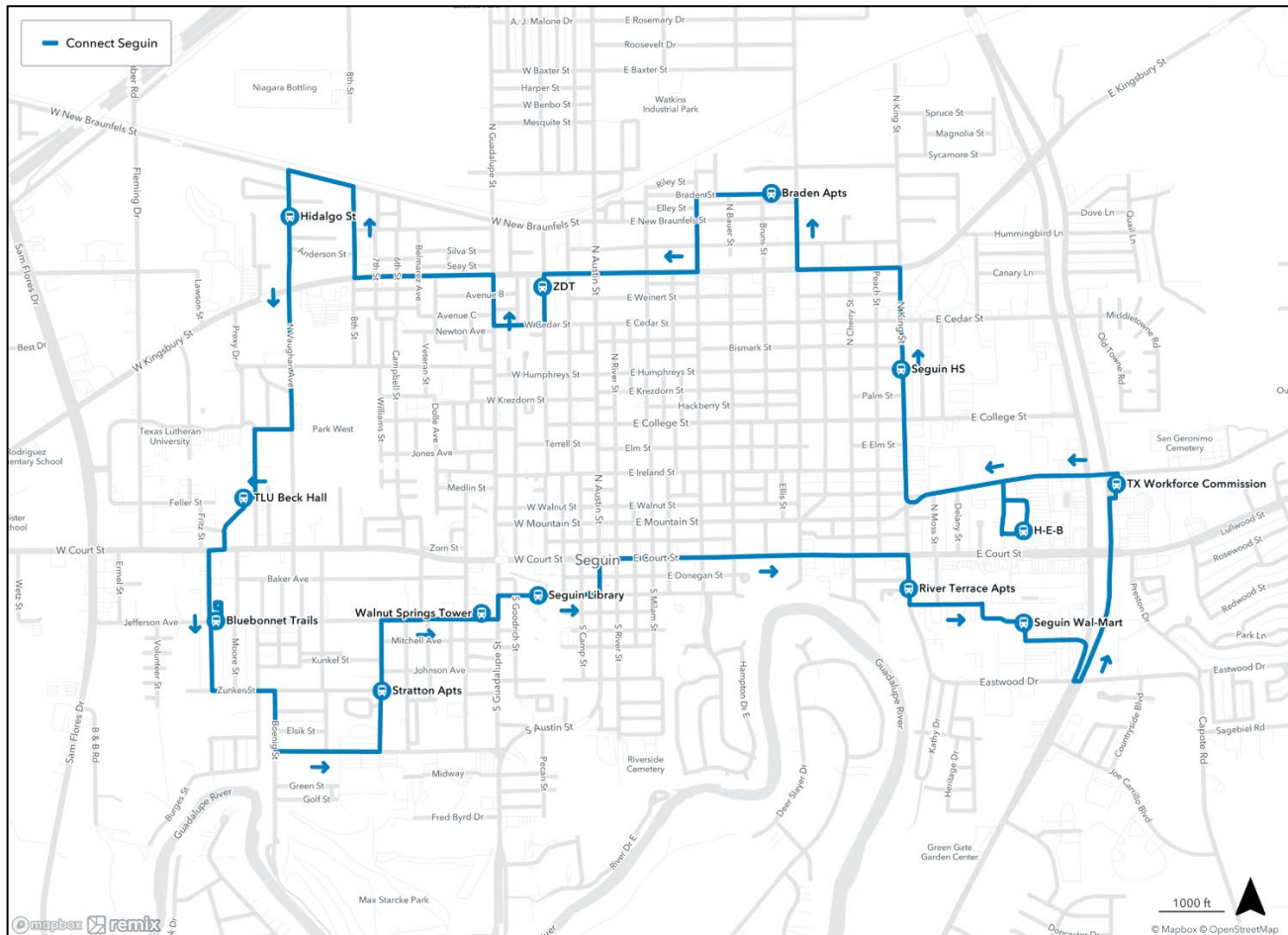
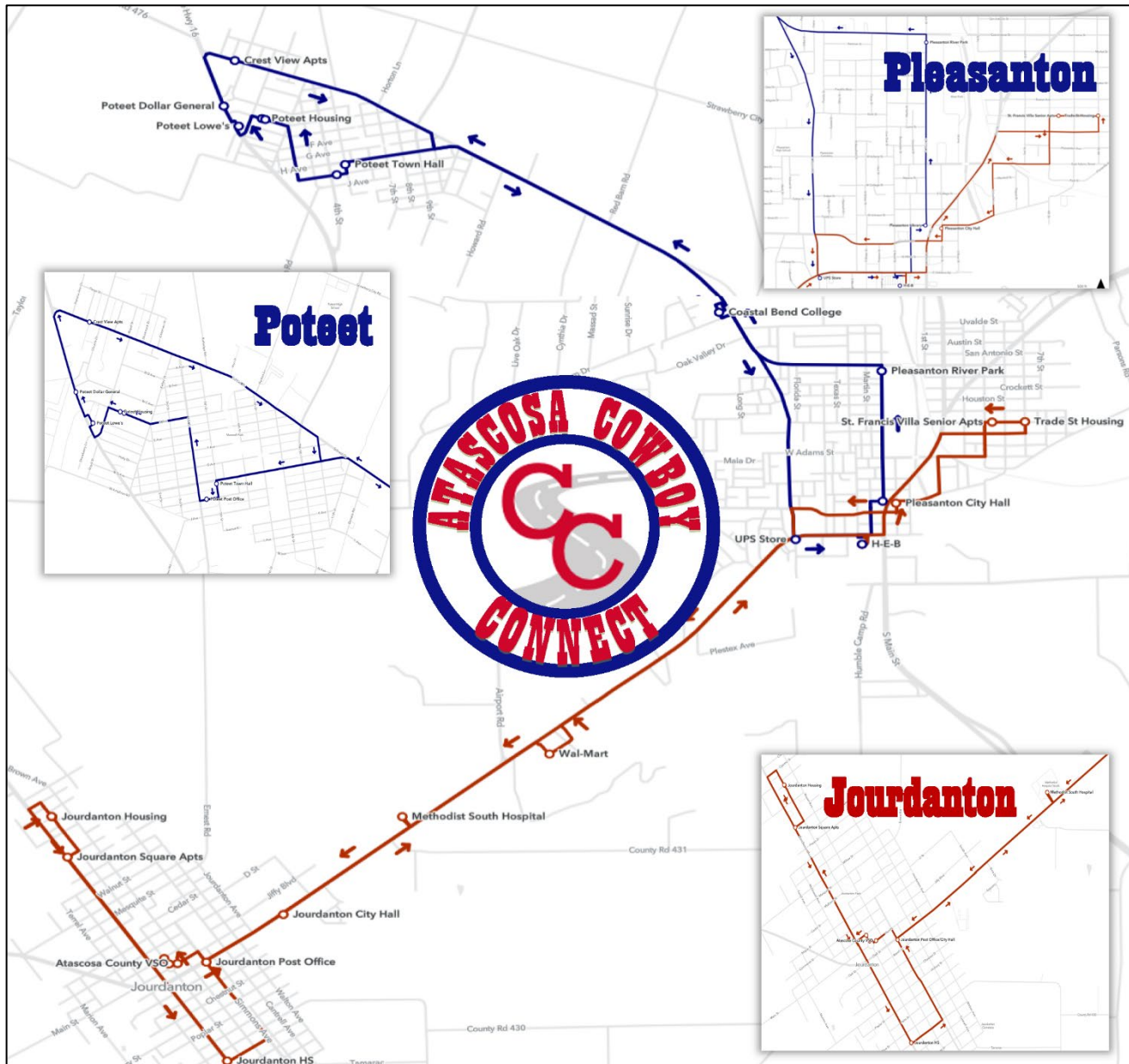


Figure 2-2: Seguin Connect Route Map

Source: AACOG website, last accessed October 2021

Atascosa Cowboy Connect

ART recently began operating a second bus service in Atascosa County called Atascosa Cowboy Connect in partnership with Atascosa County, and the cities of Poteet, Jourdanton, and Pleasanton. There are two routes, one from Jourdanton to Pleasanton and the other from Poteet to Pleasanton that operate in hourly headways. Both the routes operate Monday through Friday from 7:00 a.m. to 6:00 p.m. The route can be deviated up to half a mile. Transfers can be made at the H.E.B. in Pleasanton. The general public fare is \$1.00 and reduced fares (\$0.50) for older adults and students. Figure 2-3 illustrates the route map of Atascosa Cowboy Connect.

Figure 2-3: Atascosa Cowboy Connect Route Map

Source: AACOG website, last accessed October 2021

Other Services

ART provides transportation to children between the ages of 5 and 18 years that conventional school bus service does not accommodate, such as after-school care or those who live within 2 miles of their school.

ART also provides group trip services for the general public during its normal service hours. The group trips can serve various purposes such as older adult outings, child daycare outings, event trips, and shopping trips to San Antonio. Charter/Shuttle services are also provided with an hourly rate of \$100. This service can be booked during and/or outside the normal operating period. The most common trip purposes are parking lot shuttles, event site shuttles, group trips outside of the ART's service area, weekend group trips, and weekend events.

Operating Statistics

Table 2-1 presents trend data for general operating statistics of ART service for the past four fiscal years.

Table 2-1: General Operating Statistics for ART - FY 2016 - FY 2019

Demand Response Service	FY 2016	FY 2017	FY 2018	FY 2019
Unlinked One-Way Passenger Trips	89,878	101,394	117,378	130,793
Revenue Miles	704,797	847,457	1,070,586	1,233,867
Revenue Hours	45,669	52,911	63,149	74,777
Total Operating Expenses	\$3,515,676	\$4,164,526	\$4,234,303	\$4,441,610
Operating Expense per Revenue Hour	\$76.98	\$78.71	\$67.05	\$59.40
Trips per Revenue Hour	2.0	1.9	1.9	1.7

Source: National Transit Database (NTD), Annual Agency Profile

ART Transit Center

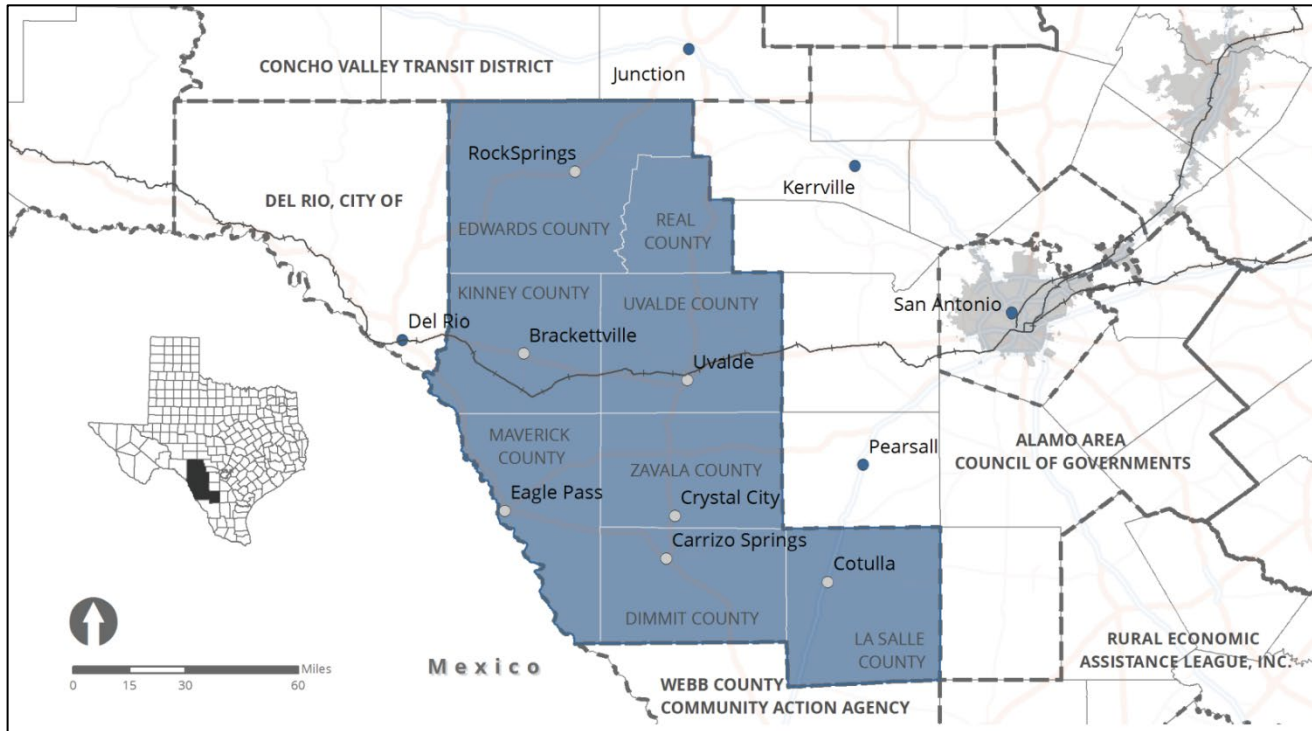
The Kerrville Bus Station serves as the transit center for Alamo Regional Transit. It is located at 206 Schreiner Street in Kerrville, TX. A brochure about the ART bus services is available inside the Kerrville Bus Station. It also serves as the Greyhound bus station in Kerrville and provides private intercity bus connections to San Antonio, El Paso, and Houston in Texas as well as to major destinations in other states including but not limited to Los Angeles, Phoenix and Miami. More details about Greyhound intercity routes are provided in the section 'Private Transportation Providers.'

Southwest Area Regional Transit District (SWART)

Southwest Area Regional Transit District (SWART) is a Section 5311-funded rural transit district authorized under Texas Transportation Code Chapter 458. SWART serves the Middle Rio Grande Region, including Dimmit, Edwards, Kinney, La Salle, Maverick, Real, Uvalde, and Zavala Counties. Its governing body is the eight-member board of directors made up of each county's county judge or representative.

SWART operates demand-response service throughout its 11,121 square-mile service area (Figure 2-4) and also connects local cities with destinations out of the SWART service area including Kerrville, Pearsall, and San Antonio. SWART operates Monday through Friday, with days and times varying by destination. Service to the Alamo region is summarized in Table 2-2. It is here where coordination with ART and VIA can occur.

Figure 2-4: SWART Service Area



Source: TTI and TxDOT, Last accessed October 2021

<https://www.regionalserviceplanning.org/coordination/presentations/02-11-2016/tdp-southwest-area-rtd.pdf>

Table 2-2: SWART Service to the Alamo Region

Service from	To Kerrville	To Pearsall	To San Antonio
Dimmit County	---		one round trip each T W
Edwards County	one round trip each T Th		one round trip 1st & 3rd W of the month
Kinney County	---		Two round trips T; one round trip each M W Th F
La Salle County	---	Two round trips each M W F (general & dialysis purposes)	Two round trips T; one round trip each M W Th F
Maverick County	---		Two round trips T; one round trip each M W Th F
Real County	one round trip each T Th		one round trip 1st & 3rd W of the Month
Uvalde County			Two round trips T; one round trip each M W Th F
Zavala County	---		Two round trips T; one round trip each M W Th F

SWART services are open to the general public and there are no limits on trip purposes served. Fares are distance-based. A round trip to San Antonio and Kerrville costs \$30 to the general public while a roundtrip to Pearsall is \$20. Discount Fare Cards are also available at a 33.33% discount for 30 one-way trips. Additional out-of-area stops are charged \$2 each. Same-day services are charged double.

In addition, SWART is a subcontractor of American Medical Response, providing non-emergency medical transportation for eligible riders in the region.

SWART currently has a fleet of 52 vehicles including low floor minivans, minibuses, and larger passenger buses. Table 2-3 presents trend data for general operating statistics of SWART service for the past four fiscal years.

Table 2-3: General Operating Statistics for SWART - FY 2016 - FY 2019

Demand Response Service	FY 2016	FY 2017	FY 2018	FY 2019
Unlinked One-Way Passenger Trips	158,840	159,773	120,168	117,693
Revenue Miles	815,957	926,024	929,369	394,462
Revenue Hours	45,249	51,611	46,153	23,551
Total Operating Expenses	\$2,318,429	\$2,445,587	\$2,620,033	\$1,975,801
Operating Expense per Revenue Hour	\$51.24	\$47.38	\$56.77	\$83.89
Trips per Revenue Hour	3.5	3.1	2.6	5.0

Source: National Transit Database (NTD), Annual Agency Profile

VIA Metropolitan Transit (VIA)

VIA Metropolitan Transit is the metropolitan transit authority that serves the San Antonio urbanized area. VIA is governed by an appointed 11-member Board of Trustees. Board members are appointed by San Antonio City Council (five), Bexar County Commissioners Court (three), and the Suburban Mayors (two). VIA's service area is 1,208 square miles, which is 98 percent of Bexar County (Figure 2-5).

VIA is the designated recipient of FTA Section 5307 funds for the metro area. It is also funded by a one-half cent sales tax levied in San Antonio, 12 other incorporated municipalities, and unincorporated Bexar County. In addition, as a transit authority, VIA receives a one-half cent sales tax. Other revenue sources include farebox revenues, bus advertising, and grant money from the Federal Transit Administration.

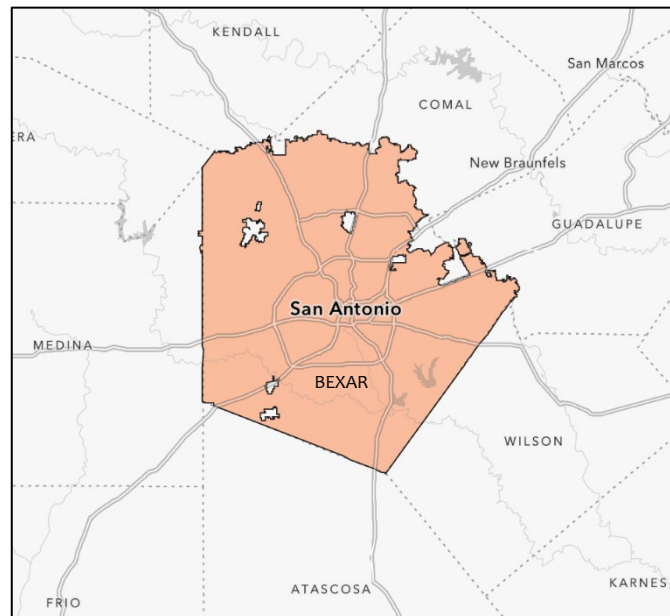
VIA has a fleet of 525 buses that consist of a mix of diesel buses, compressed natural gas (CNG) buses, diesel-electric hybrid buses, electric buses, and propane replica trolleys. The larger buses are all low floor buses with a retractable ramp for wheelchair access.

VIA's extensive network of public transit services includes fixed-route local, express, and Primo bus routes, VIA Link (on-demand ride-sharing program), VIATrans ADA paratransit, Special Events service, and VIA Vanpool Services.

Fares for VIA bus services are: \$1.30 for regular bus routes (\$0.65 for those eligible for reduced fares), \$2.60 / \$1.30 reduced for express buses, and transfers between routes are free of charge. Those eligible for reduced fares include children 5-13, older adults aged 62 or older, Medicare recipients, people with certain disabilities, active-duty military, and students.

VIATrans is a demand-response service open only to people with disabilities who can't ride a fixed route. VIATrans operates in the same areas, during the same days and hours as the fixed route bus services. Fares on VIATrans are \$2.00 per adult trip and \$0.90 per child.

Figure 2-5: VIA Service Area

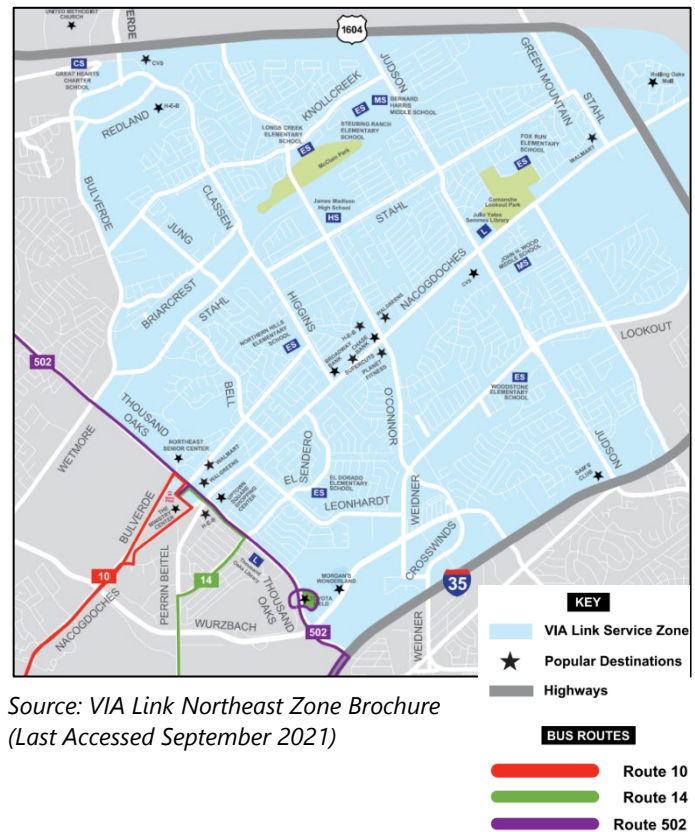


VIA Link is an on-demand ride sharing service similar to Uber and Lyft. It operates in areas where traditional bus service is not feasible. This service has recently launched in the Northeast zone as shown in Figure 2-6. Since that time, multiple new zones have been set up at the outer edges of the service area. A ride can be booked on the VIA Link app or by calling the VIA Link agent at (210) 655-5465. Fares on VIA Link are \$1.30 for the general public and \$0.65 for those eligible for reduced fares.

VIA Vanpool Service serves employment trips in the Greater San Antonio area. The cost to commuters using this service is a monthly vanpool rent, based on vehicle size and round-trip miles, divided among all of the passengers on each van (ranging from \$50-\$150/month).

Table 2-4 presents trend data for general operating statistics of VIA service over the past four fiscal years.

Figure 2-6: VIA LINK Northeast Zone



Source: VIA Link Northeast Zone Brochure
(Last Accessed September 2021)

Table 2-4: Systemwide Operating Statistics for VIA for FY 2016 - FY 2019

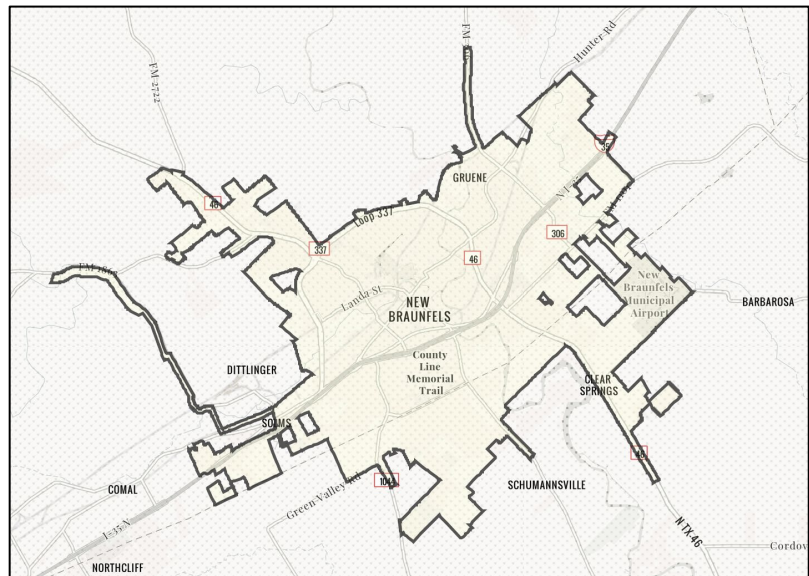
VIA All Services	FY 2016	FY 2017	FY 2018	FY 2019
Unlinked One-Way Passenger Trips	39,363,491	37,233,695	39,910,803	42,510,772
Revenue Miles	36,393,645	36,704,567	37,412,791	38,685,650
Revenue Hours	2,261,173	2,287,363	2,351,316	2,435,693
Total Operating Expenses	\$209,033,018	\$205,601,052	\$206,472,128	\$222,217,513
Operating Expense per Revenue Hour	\$92.44	\$89.89	\$87.81	\$91.23
Trips per Revenue Hour	17.4	16.3	17.0	17.5

Source: National Transit Database (NTD), Annual Agency Profile

New Braunfels Public Transit

In Comal County, ART provides demand response service in the entire city of New Braunfels and surrounding communities (Figure 2-7) through contracts with VIA (the urban transit provider in the San Antonio urbanized area) and the City of New Braunfels. New Braunfels is a census designated urban area and cannot be served using the FTA section 5311 funding reserved for rural areas which ART typically provides throughout the region. As a result, VIA and the City of New Braunfels allocated \$454,606 and \$395,854 respectively (for a total of \$850,460) to contract with ART to provide demand response service in New Braunfels in 2018.

Figure 2-7: ART Service in Comal County



A total of five transit vehicles are kept in the storage lot at the Comal County Senior Center. Looking at the origin and destination data provided by ART, peak vehicle requirements for Comal County is generally five vehicles for a short period of time. For service solely in New Braunfels (excluding trips paid by other entities such as the school district) three to four vehicles are used during the majority of the day with one brief period where five vehicles were in service.¹ ART provides service to the parents under a separate contract using the same vehicles at the same time. The trips paid by parents of school children and the City are not separated in reports to the City.

Ridership in New Braunfels has grown steadily according to the data provided by ART. Table 3-1 depicts monthly and daily average ART ridership in New Braunfels for FY 2014 – FY 2019. No reliable data was available for 2017 and that year was omitted. For the other years, most of the data had to be estimated from spreadsheets provided by ART. Using the 2016 ART New Braunfels Quarterly report which breaks down the New Braunfels Trips by type, we broke out educational trips (which are paid for separately by the parents). This estimation was extrapolated into monthly and subtracted from the monthly and daily averages. As shown, the monthly and daily averages are highest in 2018 and 2019 with an average of 75 one way trips a day for the two years. The lowest average daily trips were during the 2015 and 2016 time frame where ART averaged about 46 trips per day in New Braunfels.²

¹ Data Source: May ART Trip Data. Alamo Regional Transit, 2019

² Please note that this data was estimated based on information supplied by ART.

Table 2-5: Average Monthly and Daily ART Ridership in New Braunfels³

Year	Monthly Average	Daily Average
FY 2014	1,379	63
FY 2015	1,042	47
FY 2016	1,007	46
FY 2018	1,636	74
FY 2019	1,675	76

Non-Emergency Medical Transportation (NEMT)

Non-emergency medical transportation (NEMT) Medicaid funding is by far the largest source of non-FTA funding for rural transit. It is potentially a valuable resource to rural transit districts. In addition to the infusion of funds and the ability to coordinate services, Medicaid funds can be used as critical local match for FTA funds in rural areas only, making it even more valuable for rural transit districts and reducing the burden on rural counties.

Recently, Texas Department of Health and Human Services (DHHS) changed the non-emergency medical transportation (through the Medicaid Title XIX program), model from a one broker approach to multiple competing managed care organizations (MCO) and their individual transportation brokers. There are a number of (MCO) based non-emergency medical transportation (NEMT) services operating in all or parts of the service area in an uncoordinated manner.

Transportation providers have to attempt to sign up with each of the MCO's brokers, who are simply looking for the lowest price. NEMT does not adhere to transit safety and training standards, making it difficult for a professional transit system to compete with a minimally experienced and trained person in their own personal car with minimal standards for vehicles. Medicaid transportation is provided for trips originating in the 13-county area Monday through Saturday 8:00 a.m. to 6:00 p.m. with after-hour service available for return trips. ART is currently serving three of the brokers in the region and taking advantage of the NEMT program.

NEMT includes the different brokers for Medicaid NEMT service. These brokers contract with public and private agencies, as well as taxi cabs to provide medical transportation. There are five brokers currently serving the Alamo Area that include Access2Care, Modivcare, MTM, One Call, and SafeRide. They are listed in the Table 2-6 broken out by the service area.

³ Data Source: ART Fiscal Year Data Files for annual total ridership numbers. FY 2016 and FY 2017 New Braunfels Quarterly Report and March, April and May 2019 Data Verification files for educational trip extrapolation and estimates. Alamo Regional Transit

Table 2-6: NEMT Brokers by Service Area

Service Area	Access2Care	Modivcare	MTM	One Call	SafeRide
Bexar, Bandera, Medina, Kendall, Comal, Guadalupe, Wilson, and Atascosa Counties	✓		✓		✓
Frio and Kerr Counties	✓				✓
Gillespie County	✓	✓			✓
Karnes County		✓		✓	✓
McMullen County	✓	✓		✓	✓

Source: Managed Care Service Area Map, last accessed October 2021

<https://www.hhs.texas.gov/sites/default/files/documents/services/health/medicaid-chip/programs/managed-care-service-areas-map.pdf>

Texas Health and Human Services, Health Plan Contact Information, last accessed October 2021

<https://www.hhs.texas.gov/services/health/medicaid-chip/programs-services/medical-transportation-program/health-plan-contact-information>

Residential Facilities

Residential facilities include apartments for older adults and people with disabilities, retirement homes, assisted living, nursing homes, group homes, and shelters or protective custody. The organizations in this category typically have very different transportation needs from those serving clients who live in individual homes scattered around the service area (rather than grouped in a shared facility). The non-FTA-funded residential facilities which have been identified in the Alamo region as providing transportation services to residents include:

- San Antonio Area:
 1. Bexton Place (Bexar Retirement Housing Foundation), San Antonio
 2. D&S Community Services (now Sevita), San Antonio
 3. Day Hab & Residential Services
 4. Independence Hill Assisted Living, San Antonio
 5. Lestate Living, San Antonio
 6. Mexican American Unity Council, Inc. (MAUC) Senior Services
 7. Newell Retirement Plaza Apartments – a program of George Gervin Youth Center, San Antonio
 8. Palacio Del Sol (MAUC), San Antonio
 9. Primrose at Mission Hills, San Antonio
 10. Primrose at Monticello Park (now The Ravello), San Antonio
 11. San Antonio Housing Authority (SAHA)
 12. Advanced Healthcare Solutions, (Live Oak and San Antonio)
 13. Texas Department of Family & Protective Services
 14. Windsor Nursing & Rehabilitation Center of Seguin / Regency Health Services

- Outside San Antonio:
 1. Atascosa Family Crisis Center Inc., Pleasanton
 2. Brookdale Guadalupe River Plaza, Kerrville
 3. Gruene Senior Living of New Braunfels
 4. Heritage Place / Boerne & Fredericksburg
 5. Le Parc Safe Haven, Castroville
 6. New Haven Assisted Living & Memory Care, (Floresville, Kerrville, Schertz)
 7. New Hope Assisted Living, Boerne
 8. Remarkable Healthcare, Seguin
 9. Rio Terra Assisted Living, New Braunfels
 10. Vista Village Senior Living, New Braunfels

In-Home Care Services

In home care service providers often provide transportation services among other services such as health care, personal assistance with bathing and personal hygiene, housecleaning, and chore services. Such providers typically serve older adults and people with disabilities who need assistance to live independently at home and charge an hourly rate. In home care providers which were identified in the Alamo area as providing transportation services to clients include:

1. A Comfort Care Home Health Care Services, serves Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, Wilson counties
2. AA Care Services, serves Bexar and Comal Counties
3. ADL Caring Companions, serves Bexar, Comal, Gillespie, Guadalupe, Kendall, Kerr counties
4. Alternative Health Care / Kerrville, serves Bandera, Kerr, Gillespie, Kendall, Medina, Bexar counties
5. Amanda Senior Care of North San Antonio
6. Ascensia Home Health
7. BrightStar Care North Central San Antonio
8. BrightStar Care of Metro San Antonio
9. Caring Senior Service of San Antonio, serves Bexar County
10. Caring Senior Service of Kerrville, serves Bandera, Gillespie, Kendall, Kerr Counties
11. Caring Senior Service of New Braunfels, serves Comal, Guadalupe, Wilson Counties
12. Carol Ann's Homes
13. Comfort Keepers, Bexar County, Kerrville, Pleasanton, Cibolo, Schertz, Boerne
14. disABILITY San Antonio
15. Golden Age Senior Placement
16. Heart to Heart Homecare, serves Comal, Guadalupe, Kendall, Bexar Counties
17. Helping Hands of San Antonio Home Care, Bexar County
18. Home 2 Home 4 Seniors
19. Home Care Assistance San Antonio, TX, serves Bexar, Comal
20. Home Instead Senior Care- New Braunfels & Seguin
21. Home Instead Senior Care- Atascosa, Bandera, Bexar, Frio, Karnes, Medina

- 22.** Home Instead Senior Care- Gillespie, Kendall, Kerr
- 23.** Homemakers Unlimited, serves Bexar, Medina, Atascosa
- 24.** Homewatch CareGivers, serves San Antonio
- 25.** In Home Senior Care, serves Bexar, Comal, Kerr counties
- 26.** Madison Estates Senior Living
- 27.** Nurses Unlimited, serves Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, Wilson
- 28.** PREFERRED CARE AT HOME OF NORTH SAN ANTONIO
- 29.** Ramp Care Services, serves Bexar County
- 30.** Senior Blessings LLC, serves Bexar, Comal, Guadalupe, Atascosa, Medina, Wilson
- 31.** Seniors Helping Seniors, serves Bexar County

Other Human Service Transportation Providers

The following additional human service transportation providers were identified in the Alamo region:

- 1.** Alamo Area Resource Center - Assists in the needs of individuals who are homeless, disabled or facing life-challenging illnesses, including, but not limited to HIV/AIDS in Bexar county and the surrounding area. Provides small bus service for patients/clients
- 2.** Alamo Call a Ride 4 Vets – A service for veterans to access health care and a wide variety of other needs. Available throughout the AACOG service area.
- 3.** Catholic Charities, Archdiocese of San Antonio / RSVP (Retired & Senior Volunteer Program), throughout service area.
- 4.** Close to Home Adult Day Care, New Braunfels.
- 5.** Comal County Senior Citizens' Foundation / My Friend's Haus / Adult Daycare + Skilled Nursing. Transportation in support of the program
- 6.** Hill Country Community Needs Council – volunteer “Help a Senior” and Medical Transportation programs in Gillespie County
- 7.** Hill Country MHDD Centers Mental health and developmental disabilities programs including transportation in many of the counties of the service area.
- 8.** Jefferson Outreach – serving seniors in San Antonio, offers transportation for a variety of needs
- 9.** Karnes County Adult Day Care – Transportation in support of their program,
- 10.** KERR KONNECT – a volunteer transportation program for seniors in and around Kerrville
- 11.** Madonna Neighborhood Centers / Senior Citizen Program – Transportation in support of their program.
- 12.** NESA - Northeast Senior Assistance – Provides volunteer transportation to seniors in San Antonio
- 13.** Rainbow Senior Center/Kendall – Transportation in support of the senior center
- 14.** Rides 4 Texas Heroes – This program, throughout the AACOG service area is managed through ART.
- 15.** Ride Connect – A volunteer transportation program in San Antonio for seniors and persons with disabilities.

16. City of San Antonio Department of Human Services Senior Center Transportation - Operates various older adult centers throughout San Antonio that provide transportation within 3 miles of the older adult centers.
17. Senior Blessings LLC – provides transportation and support while traveling for a fee of \$65 for 3 hours.
18. SLEW Cancer Wellness Center (Support Lending for Emotional Wellbeing) – in support of their program
19. Texas Department of Assistive & Rehabilitative Services (DARS) – Service for their clients
20. Veteran Administration – Service exclusively for veterans.

It should be noted that many of these organizations provide medical transportation, as well as other trip purposes, for their clients.

Other Human Service Transportation Resources

Some human services agencies do not provide direct passenger transportation but assist clients in getting the mobility services they need. These organizations include:

1. Blessing of Hands Ministries, San Antonio
2. The Center for Health Care Services, San Antonio
3. Christian Assistance Ministry (CAM), San Antonio
4. Family Promise of Greater New Braunfels
5. Good Samaritan Community Services, San Antonio
6. Mt Zion First Baptist Church, San Antonio
7. Safe Haven of San Antonio
8. Silver Sage Community Center, San Antonio

Section 5310 Program Subrecipients

The FTA Section 5310 Grant Program (49 USC, Section 5310) provides public transportation for the enhanced mobility of older adults and individuals with disabilities throughout Texas. TxDOT administers the Section 5310 program for the small urbanized (50,000-199,999 population) and rural areas of the state. This program provides assistance to help local private nonprofit organizations, public transportation agencies, and governmental authorities address mobility issues for the target population when other public transportation is unavailable, insufficient, or inappropriate.

Section 5310 program funds are allocated after state administrative expenses are deducted. There is a formula that distributes funds among the 25 TxDOT Districts by area classification (small urbanized and rural), which are then allocated through a local competitive process to eligible projects.

A list of Section 5310-funded specialized transportation providers that operate in the Alamo Area is prepared based on the following sources:

- 5310 Awarded Subrecipients – FY 2019-2020: <https://www.viainfo.net/grant-5310/>
- 2020, 2019, 2018 and 2017 Texas Transit Statistics Reports: <https://www.txdot.gov/inside-txdot/forms-publications/publications/public-transportation/transit-archive.html>

5310-funded specialized transportation providers in the Alamo Area are as follows:

1. Eden Heights Apartments (New Braunfels)
2. Eden Hill Communities (New Braunfels)
3. Grasp Inc.
4. Greater Randolph Area Services Program
5. Inman Christian Center (San Antonio)
6. Kirby Senior Center
7. Ride Connect Texas
8. Mission Road Developmental Center
9. Morningside Ministries (San Antonio)
10. Presa Community Service Center
11. San Antonio Housing Authority
12. San Antonio AIDS Foundation
13. San Antonio Lighthouse
14. St Gregory the Great Parish
15. VIA Metropolitan Transit Special Services
16. St. Vincent De Paul Catholic Church
17. Air Force Village Foundation, Inc.
18. Blessed Sacrament Church Senior Center

Intercity Bus Services

Intercity bus services are provided by several carriers in the Alamo region that primarily serve San Antonio. These include Greyhound Lines, Tornado, Omnibus Express, Turimex International, Valley Transit Company, Southwestern Coaches, Kerrville Bus Company, Megabus, and Vonlane. These services are discussed in detail below. A summary table of each service with routes and schedules is provided in Table 2-7.

Table 2-7: Summary of Intercity Bus Routes in the Alamo Region

Provider	Table / Route Name	Schedule	Route	RTs / week (eff. 2/21)	Texas Places Served (Feb 2021)	Known changes in TX (as of Feb 2021)
Greyhound	466	7261	Amarillo – Lubbock – San Angelo – San Antonio	7	Amarillo, Plainview, Lubbock, Lamesa, Big Spring, Sterling City, San Angelo, Eden, Brady, Mason, Fredericksburg, Kerrville, Comfort, Boerne, San Antonio	Removed stop: Boerne
	481	1419/7265	San Antonio – Fort Stockton – El Paso	7	San Antonio, Kerrville , Junction, Fort Stockton, Van Horn, El Paso	None
	484	9389/9589 9403/0831 9407/7259 9057/0895 9027/9041 0897/9047 9377 (South) 9414/0898 9428/9026 9320/9336 9356/9568 0894/9386 0836 (North)	Dallas – Austin – San Antonio – Laredo – Monterrey (MX) (13 southbound, 11 northbound)	28	Dallas, Waxahachie, Waco, Austin, San Marcos, San Antonio , Laredo North, Laredo	2 schedules with stops from San Antonio to Monterrey, MX. Removed stop: Laredo North.
	486	9407/9341 7265/9095 9389/9428 9080/9328 9042/7336	Houston – San Antonio – Laredo	14	Houston SE, Houston, Katy, Schulenburg Weimar, San Antonio , Laredo	Removed stops: Houston SE, Laredo (for Southbound)

Provider	Table / Route Name	Schedule	Route	RTs / week (eff. 2/21)	Texas Places Served (Feb 2021)	Known changes in TX (as of Feb 2021)
	490 (Valley Transit Company)	9589/0831 0895/0897 9568/0894 0836/0898	San Antonio – Brownsville	7	San Antonio, Karnes/Kennedy, Beeville, Pleasanton, George West, Corpus Christi West, Corpus Christi, Robstown, Kingsville, Riviera, Raymondville, Alice, Falfurrias, Edinburg, McAllen, Harlingen, Brownsville	Removed stops: Raymondville, San Diego, Freer, Laredo, Premont, Edinburg
	491	0867/0869	San Antonio – Del Rio/Eagle Pass	14	San Antonio, Castroville, Hondo, D'Hanis, Sabinal, Uvalde, Eagle Pass, Del Rio	Table 491 off of system timetable, but tickets are online
Megabus*	n/a	n/a	Dallas – San Antonio	12	San Antonio, Austin, Dallas	None
	n/a	n/a	Houston – San Antonio	4	San Antonio, Houston	None
	n/a	n/a	Dallas – Little Rock – Nashville – Atlanta	8	Dallas	None
Vonlane*	n/a	n/a	Houston – San Antonio or Fort Worth	n/a	Houston, San Antonio	Suspended
Kerrville Bus Company*	n/a	n/a	Information not available	n/a	Dallas, Grand Prairie, Fort Worth, Waco, Austin, Bastrop, La Grange, Smithville, Columbus, Flatonia, Converse, San Antonio, Seguin, Eagle Pass, Katy, Houston, Prairie View, College Station	Suspended all schedules

Provider	Table / Route Name	Schedule	Route	RTs / week (eff. 2/21)	Texas Places Served (Feb 2021)	Known changes in TX (as of Feb 2021)
Tornado / El Expreso*	n/a	n/a	Piedras Negras – San Antonio	7	San Antonio	None
	n/a	n/a	Monterrey – San Antonio - Dallas	21	San Antonio, Dallas	None
	n/a	n/a	Nuevo Laredo – Dallas	36	Laredo, San Antonio, Austin	None
	n/a	n/a	Laredo - Dallas	65	Laredo, San Antonio, Austin	None
	n/a	n/a	Laredo – San Antonio	72	Laredo, San Antonio	None
	n/a	n/a	San Antonio – Dallas	57	San Antonio, Dallas	None
	n/a	n/a	Matamoros – San Antonio	7	San Antonio	None
	n/a	n/a	Matamoros - Dallas	14	San Antonio, Austin	None
	n/a	n/a	Piedras Negras - Dallas	7	Eagle Pass, San Antonio, Austin, Dallas	None
	n/a	n/a	Houston – San Antonio	21	Houston, San Antonio	None
Omnibus Express*	n/a	n/a	Monterrey, MX – Laredo – San Antonio	21	Laredo, San Antonio	None
	n/a	n/a	Monterrey, MX – Dallas	21	Laredo, San Antonio, San Marcos, Austin, Dallas,	None
	n/a	n/a	Matamoros, MX – San Antonio – Dallas	n/a	Brownsville, Harlingen, Robstown, San Antonio, San Marcos, Austin, Waco, Dallas	Suspended

Provider	Table / Route Name	Schedule	Route	RTs / week (eff. 2/21)	Texas Places Served (Feb 2021)	Known changes in TX (as of Feb 2021)
Turimex Int. (Grupo Senda)*	n/a	n/a	Eagle Pass – San Antonio – Dallas	n/a	Eagle Pass, San Antonio , San Marcos, Austin, Waco, Fort Worth, Dallas	Suspended
	n/a	n/a	Laredo – San Antonio – Dallas	n/a	Laredo, San Antonio , San Marcos, Austin, Waco, Fort Worth, Dallas	Suspended
	n/a	n/a	Laredo – Houston	n/a	Laredo, San Antonio , Houston, South Houston	Suspended
	n/a	n/a	McAllen – Brownsville – San Antonio – Dallas	n/a	Brownsville, San Antonio , Dallas	Suspended

*Exact routes or schedules do not apply or could not be determined for this carrier.

Greyhound Lines Incorporated

Greyhound Lines currently operates 19 routes (tables) in Texas. As the largest carrier in Texas, with its headquarters based in Dallas, Greyhound operates to most corners of the state connecting its network in Texas with routes and cities in four adjacent states. Greyhound service includes six tables that operate in the Alamo region.

Table 466, Amarillo – Lubbock - San Angelo - San Antonio

This table has about one roundtrip per day. The northbound schedule leaves San Antonio in the afternoon and arrives in Amarillo twelve hours later at 1:35 a.m. The southbound schedule leaves in the early morning and arrives in San Antonio in the evening. The table shows twelve stops in Texas before reaching the final destination.

Table 481, San Antonio – Fort Stockton – El Paso

This table has about one roundtrip per day, leaving San Antonio in the afternoon and arriving in El Paso at about 1 a.m. The eastbound trip from El Paso leaves in the afternoon and arrives in San Antonio at 12:30 a.m. There are four other stops in Texas between San Antonio and El Paso, including Fort Stockton and Kerrville. This route is also partially served by Table 486 (Houston – Laredo) and served by multiple Latino market carriers.

Table 484, Dallas – Austin – San Antonio – Laredo – Monterrey

This table has about four roundtrips per day, with one schedule in each direction and limited stops served. Pre-COVID, this was one of the busiest Greyhound tables by far, with eleven roundtrips per day. There was a total of thirteen southbound schedules and eleven northbound schedules. This is one of three Greyhound tables with stops in Mexico, serving Nuevo Laredo and Monterrey.

Table 486, Houston – San Antonio – Laredo

This table has about two roundtrips per day, with one schedule offering direct “express service,” with the other serving Katy and Schulenburg Weimar. Pre-COVID, there were five roundtrips per day with one schedule leaving from southeast Houston, and three arriving there. There are three-four stops in Texas served.

Table 490, San Antonio – Brownsville

This table has about one roundtrip and serves the Rio Grande Valley from Brownsville to San Antonio. The route serves eight other stops along State Highway 77 including Corpus Christi as well as along State Highway 281, which run parallel to each other.

Table 491, San Antonio – Del Rio / Eagle Pass

As of November 2020, service from Del Rio/Eagle Pass does not appear in the official Greyhound system timetable, however, tickets can still be purchased on the Greyhound website. There are about two roundtrips daily from Eagle Pass with a transfer at Del Rio before arriving in San Antonio. Pre-COVID, there were also two roundtrips with six local stops including Uvalde and Hondo.

Tornado/El Expreso

Founded in Dallas, Tornado Bus has been operating since 1993, providing service across Mexico and the United States via El Paso, Laredo/Nuevo Laredo, McAllen/Reynosa, Matamoros/Brownsville. From the border communities, passengers can connect to the Texas Triangle and head north to Midwest states, or head east. Tornado Bus serves more than fifty locations in thirteen states including Louisiana, Arkansas, Missouri, Oklahoma, Illinois, Iowa, Wisconsin, Florida, and Minnesota. Tornado owns the El Expreso brand (launched in Houston in 1989), which shares the same website and app, and is featured on some of its buses (sometimes displaying both brands) and terminals. Tornado Bus and El Expreso partner with multiple Mexican carriers like Grupo Estrella Blanca, Autobuses de Oriente and others to provide service within Mexico.

Tornado Bus provides frequent service (more than 70 roundtrips/week) from Laredo towards San Antonio and Dallas. The corridor with the highest frequency of trips is between Laredo and Dallas (including stops at San Antonio and Austin) with 49 roundtrips per week (7 per day), with two fewer roundtrips per day between Nuevo Laredo and Dallas (with stops at Laredo, San Antonio, and Austin). This trip frequency surpasses Greyhound's Table 484 between Monterrey/Laredo and Dallas which as of January 2021 has four roundtrips per day. As of February 2021, there are ten Tornado bus routes which connect San Antonio with various destinations in Texas and Mexico, these include:

- Piedras Negras – San Antonio, 7 roundtrips/week
- Monterrey – San Antonio – Dallas, 21 roundtrips/week
- Nuevo Laredo, MX – Dallas, 36 roundtrips/week, stops at Laredo, San Antonio, Austin
- Laredo – Dallas, 65 roundtrips/week, stops at San Antonio, Austin
- Laredo – San Antonio, 72 roundtrips/week
- San Antonio – Dallas, 57 roundtrips/week
- Matamoros, MX – San Antonio, 7 roundtrips/week
- Matamoros, MX – Dallas, 14 roundtrips/week, stops at San Antonio, Austin
- Piedras Negras, MX – Dallas, 7 roundtrips/week, stops at Eagle Pass, San Antonio, Austin
- Houston – San Antonio, 57 roundtrips/week, 21 roundtrips/week

Valley Transit Company

Valley Transit Company (VTC) is a subsidiary company of Greyhound and serves South Central Texas and Northern Mexico. While VTC has characteristics of a traditional intercity carrier connecting both

urban areas with rural cities while serving as a carrier under Greyhound, it also provides some cross-border connections from Reynosa and Matamoros, Mexico. Customers may purchase some tickets through Greyhound for Table 490 connecting San Antonio with Brownsville. Schedules served by VTC on the Greyhound website are identified with the acronym VLP (or Valley Pool). Its website says additional information about daily routes can be found by contacting a Valley Transit Travel Center and the official map displays intercity routes connecting San Antonio with Victoria, Corpus Christi, Alice, Mc Allen, Brownsville, and Reynosa (Mexico).

Kerrville Bus Company

Kerrville Bus Company is part of the Coach USA network, which has been providing motorcoach transportation in Texas for more than ninety years. Kerrville falls into the “traditional intercity” category like Greyhound, as it serves both highly urbanized areas as well as more rural areas, particularly between Houston and San Antonio. Seguin, Converse, and San Antonio are served by route between Houston and Eagle Pass that goes up to Lake Charles and Kinder in Louisiana. As of approximately January 2020, trip schedule requests to and from the major cities in the Texas Triangle (Dallas, Fort Worth, San Antonio, Austin, and Houston) are redirected to the Megabus website.

Megabus

Megabus is a low-cost coach service first launched in the UK in 2003. In North America, it is operated by the Stagecoach Group and is currently owned by Variant Equity Advisors. In Texas, it serves the Texas Triangle and extends its network east towards Little Rock (AR) and New Orleans (LA). Some routes to smaller cities are operated by and cross-listed on the Coach USA/Kerrville Bus Company website. Current routes that serve San Antonio connect it to Houston and Dallas.

Vonlane

Vonlane offers “first-class” motor coach services, with each bus containing only 22 seats versus the 56 seats of a same-size motorcoach. Onboard amenities and services include an onboard attendant, complimentary refreshments, and noise-canceling headsets. In Texas, Vonlane passengers are picked up and dropped off at major hotels in the Texas Triangle. This service connects San Antonio to Houston. Vonlane routes are similar to routes offered by Megabus/Kerrville Bus Company but do not provide service to smaller cities within the Texas Triangle nor to casinos.

Turimex International

Turimex Internacional is a brand under Grupo Senda, which is a leading provider of bus transportation services in Mexico (primarily in northeastern and central regions), serving over 57 million people per year. In addition to Texas, it serves twelve other U.S. states including Alabama, Arkansas, Georgia, Illinois,

Louisiana, Michigan, Mississippi, North Carolina, South Carolina, Tennessee, Oklahoma, and Missouri. Turimex buses offer service to/from the U.S. – Mexico border. Seguin is served through a route between San Antonio and Dallas; San Antonio is served through multiple routes that include Eagle Pass-San Antonio-Dallas; Laredo-San Antonio-Dallas; Laredo-Houston and McAllen-Brownsville-San Antonio-Dallas. As of January 2021, many of these routes have been suspended and some stops have closed due to the COVID-19 pandemic. For example, there are multiple stops around Dallas, Houston, and San Antonio, but some of these stops have temporarily closed. Tickets to/from the U.S. and Mexico may be purchased on the Grupo Senda website.

Omnibus Express

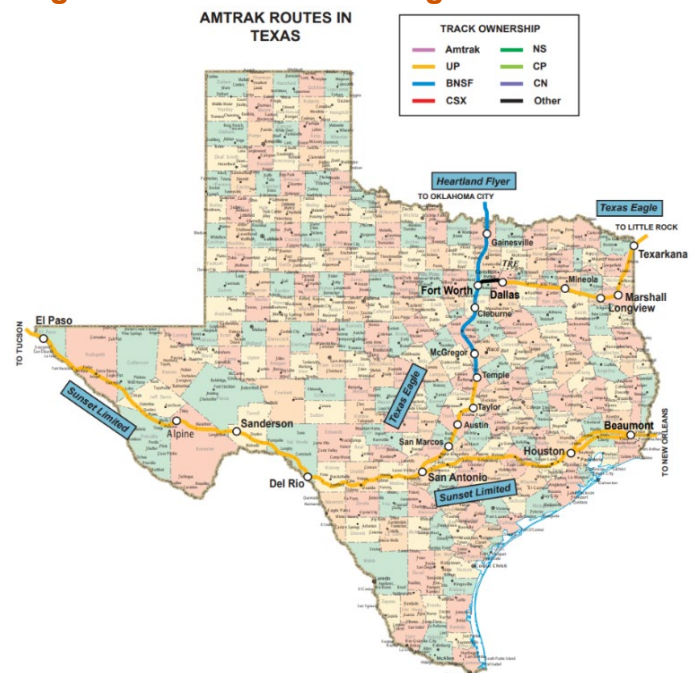
Omnibus Express has been operating since 2008 when it began under the name Autobuses Ejecivos. It connects millions of people each year through different services including intercity bus travel, charter buses, and school groups. Omnibus provides service in Mexico and eight states, including Texas, Louisiana, Mississippi, Alabama, Georgia, Florida, South Carolina, and North Carolina. Omnibus provides service to the Texas Triangle and extends east from Dallas and Houston stopping in states on the way to North Carolina and Florida. As of January 2021, some routes were suspended, however routes that provide service in San Antonio and are still active include Monterrey, MX-Laredo- San Antonio, and Monterrey, MX-Dallas.

Amtrak

The Amtrak passenger rail line operates two national network lines through Texas that serves San Antonio in the Alamo service area (Figure 2-8):

- Sunset Limited (New Orleans-San Antonio-Tucson-Phoenix-Los Angeles):** Sunset Limited runs three days a week in each direction and provides connections to additional Amtrak trains along the route. It has seven stops in Texas that include Beaumont, Houston, San Antonio, Del Rio, Sanderson, Alpine, and El Paso. The main train station in San Antonio is located at 350 Hoefgen Street and is located 1.6 miles from downtown.

Figure 2-8: Amtrak Passenger Rail Routes



Source: Amtrak Fact Sheet, Fiscal Year 2017, State of Texas
Last accessed: September 2021

- **The Texas Eagle (Chicago-Dallas-San Antonio-Los Angeles):** The Texas Eagle runs daily from Chicago serving places in Texas with stops at Texarkana, Marshall, Longview, Mineola, Dallas, Fort Worth, Cleburne, McGregor, Temple, Taylor, Austin, San Marcos, and ending in San Antonio. It has a tri-weekly Sunset Limited connecting service between San Antonio and Los Angeles.

Taxi Services

Taxi Service

The following taxicab companies were identified in the Alamo region.

Fredericksburg

- Bluebonnet Taxi & Shuttle, Fredericksburg
- Roadrunner Taxi Service, Fredericksburg
- Armadillo Taxi of Fredericksburg
- Top Dog Taxi, Fredericksburg

Kerrville

- Top Dog Taxi, Kerrville
- Easy Ride Taxi, Kerrville
- Our Taxi, Kerrville
- Hill Country, Kerrville
- Hill Country Shuttle Service, Kerrville
- Roadrunner Taxi Service, Kerrville
- Hill Country Limousine Service, Inc, Kerrville

New Braunfels

- Comal Cabs, New Braunfels
- New Braunfels Taxi, New Braunfels
- Seguin Taxi Service, San Antonio, New Braunfels
- Whitewater Taxi, Comal County, New Braunfels
- Platinum Transportation, New Braunfels
- City Cab, New Braunfels
- Hays Taxi Service, New Braunfels

Seguin

- Seguin Taxi Service
- Christian Cab

San Antonio

- Alamo City Taxi
- Arrow Cab (temporarily closed)
- Concord Cab
- County Line Cabs
- Crown Cab
- Flit Cab San Antonio
- Jet Line Cab
- Metropolitan Taxi Service
- National Cab
- Nathan's Taxi Service
- Owl Cab
- Payless Taxi
- S.A. Executive Taxi Cabs
- San Antonio Dispatch Taxi
- San Antonio Taxis Inc
- Star Cab
- Sun Taxi
- Superior Cab
- Taxi Maria
- United Taxi

Others

- A-1 South Texas Taxi, Floresville
- Star Cab - Alamo Area - wheelchair accessible services available upon request
- Universal Taxi, Greater Randolph area
- zTrip (earlier Yellow Cab - Greater San Antonio Transportation Company) – greater San Antonio area, wheelchair accessible vehicles are available with advanced reservation
- Hill Country Limousine Service, Inc.: Provides service to Bandera, Boerne, Center Point, Comfort, Fredericksburg, Harper, Hunt, Ingram, Junction, Mountain Home, and the entire Hill Country area.

Transportation Network Companies

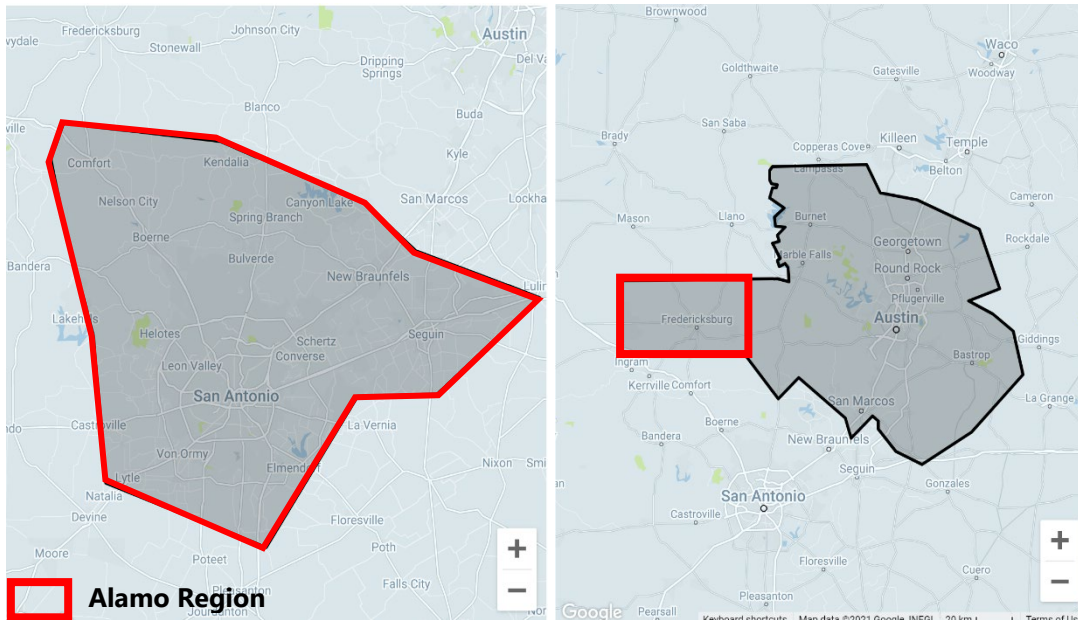
In the past few years, several transportation network companies (TNCs) have emerged that offer on-demand ride-hailing services used for various purposes such as first mile last mile service, student transportation, medical trips, intercity travel, carpooling, moving, and delivery services in the US. However, not all of them are as popular as Uber and Lyft and their services are limited to metropolitan cities such as San Antonio. This section covers four TNCs that are currently operating in the Alamo region namely Uber, Lyft, zTrip, and Wingz.

Uber and Lyft provide on-demand, ride-hailing transportation services in certain areas of the Alamo region. Service is available 24 hours a day, 7 days a week, though the supply of vehicles is limited and varies by time of day. Customers are required to set up an account with Uber or Lyft and link a debit/credit card to their account. No cash is exchanged between drivers and passengers, and two or more passengers can split payments.

To reserve a trip, customers are required to use a smartphone to request a vehicle, indicating their pickup location and destination. The TNCs guarantee a vehicle will arrive at a passenger's location within minutes. Passengers are sent the vehicle type, color, and license plate number of the vehicle coming to pick them up. Upon arrival at the requested origin, drivers wait two minutes for passengers.

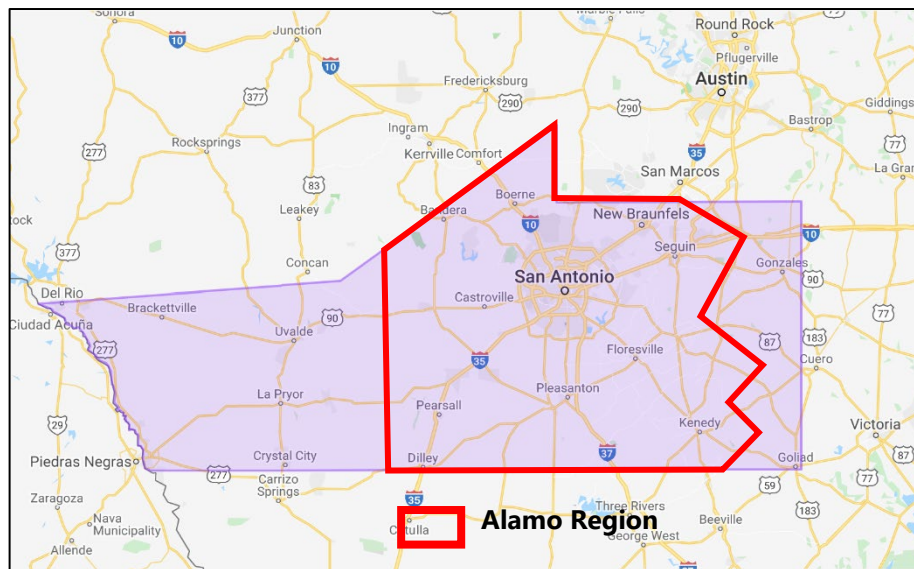
Recently, Uber has expanded its services into Fredericksburg and Kerrville in the Alamo region however both Uber and Lyft services outside San Antonio metropolitan area are limited. Uber and Lyft service zones in the Alamo region are provided in Figures 2-9 and 2-10 respectively.

Figure 2-9: Uber Service Area



Source: Uber webpage "Use Uber in cities around the world," last accessed October 2021 <https://www.uber.com/global/en/cities/>

Figure 2-10: Lyft Service Area



Source: Lyft webpage, last accessed October 2021 <https://www.lyft.com/driver/cities/san-antonio-tx>

zTrip, under WHC Worldwide LLC ownership, is the most recent ride-hailing app service available in San Antonio that was earlier known as Yellow Cab San Antonio (under the ownership of Greater Houston Transportation Company). It is an on-demand black car and taxi service that operates 24 hours a day, 7 days a week however the availability is dependent on vehicle supply and demand. Currently, the service is operated in San Antonio in addition to sixteen other cities in the US. Unlike Uber and Lyft, zTrip does not hire people to drive their own vehicles; it instead works with traditional taxi companies or with traditional black car or limo services. zTrip offers multiple ways to book and pay for a ride. There are four ways to book a ride: zTrip app, call in using a phone, hail on the street, and book online on the zTrip website. The zTrip app interface is similar to Uber and Lyft applications. There is no surge pricing and payment methods include cash, debit, and credit cards. zTrip also provides wheelchair-accessible vehicles with trained drivers as well as non-emergency medical transportation.

Wingz is a high-end transportation service that uses a smartphone app or its online website platform to connect drivers with people who need pre-arranged rides, often to and from the airport. Other trip purposes include doctor's appointments, work commute, events, business meetings, etc. It serves sixteen metro areas in the US in addition to San Antonio. The most popular routes in the Alamo region include rides between the San Antonio International Airport and downtown San Antonio, Seguin, and Universal City.

Private Medical Transportation

There are numerous providers that focus exclusively on medical transportation for individuals. Providers of local services include:

1. Amera Solutions (San Antonio)
2. American Cancer Society, San Antonio Metropolitan Unit- Road to Recovery
3. American Medical Response (AMR)
4. Cancer Therapy & Research Center (part of UT Health Science Center San Antonio)
5. Disabled Veterans Rides Program - Guadalupe County
6. EWA Non-Emergency Medical Transport and Courier Service LLC San Antonio
7. GRASP Transit- Greater Randolph Area Services Program
8. Green Bird Transport Non-Emergency Medical Transportation
9. Guadalupe Regional Medical Center / The Heritage Program for Seniors
10. Health Texas
11. Hill Country Community Needs Council - Fredericksburg / Medical Transportation (Gillespie)
12. Jefferson Outreach
13. KERR KONNECT
14. Kirby Senior Center Nutrition and Transportation
15. Komedix Healthcare
16. Legacy Place Medical Center (MCCI Medical Group)
17. LogistiCare Solutions
18. Medi-Ryde, LLC

- 19.** Methodist Healthcare / Health Bus
- 20.** Methodist Healthcare / Well Waldo's Wheels
- 21.** My Ride to Wellness (myR2W) - American Cancer Research Center & Foundation
- 22.** NESA - Northeast Senior Assistance
- 23.** Nobilis Vertute, LLC
- 24.** Non-Emergency Wheelchair Transportation (San Antonio and Bexar, Comal, Kendall, Medina, and Guadalupe Counties)
- 25.** Presa Community Center / Transportation
- 26.** Ride Aid Transportation
- 27.** Ride Connect Texas
- 28.** South Texas Rural Health Services, Inc. / Dilley Clinic Wellness Center
- 29.** Superior Mobile Health
- 30.** Texas Department of State Health Services (DSHS) / Medical Transportation Program (MTP) / Medicaid Patients
- 31.** Thrive Well Cancer Foundation
- 32.** WellMed / Comfort Care Transportation
- 33.** Wilson Community Health Center, Floresville

Additionally, several providers of long-distance medical by air were identified:

- Angel Airlines for Veterans - a nonprofit national organization based in Virginia that provides air medical transportation for veterans, to ensure that no veteran in need is denied medical care due to a lack of long-distance transportation. AA4Vets is a program of Mercy Medical Angels and serves all counties in the Alamo region.
- Airlift Hope of America – a nonprofit organization serving patients in need and their families. Airlift Hope of America serves Bexar County and veterans with disabilities with air transport to specialized medical facilities for evaluation, diagnosis, treatment, and rehabilitation.
- Angel Flight South Central - helps people in need of free air transportation for medical and humanitarian purposes, serving Texas, Oklahoma, Louisiana, Arkansas, and New Mexico.

Summary

The Alamo region transit resources are relatively straight forward, with an urban and rural transit system, vibrant urban nonprofit organizations providing general transportation services for specific groups (older persons, persons with disabilities) and human service and health care organizations providing service for their clients/patients.

Section 3:

Comprehensive Assessment of Unmet Transportation Needs

Introduction

This section analyzes demographic and land use data to assess the need for transit in the AACOG service area. It is the second step in the three-part process of determining needs and most importantly, unmet needs. The transit needs assessment included the review of all kinds of transit services in the study area including human service agencies; it documents the current level of service and where it operates. This review was completed in Section 2. The next steps in this section are documented as follows:

- 1. Review of Demographics, Land Uses, and Travel Patterns** – Identifies where potential transit users live and where people are going.
- 2. Identification of Unmet Needs (Gap Analysis)** – Compares the areas of need to the level of service provided, to assess how needs are met and where unmet needs may exist.

The review of demographics and land uses, historical, current and projected population trends, are captured in the following sections along with a description of transit dependent populations that are socio-economic demographic groups that typically show a propensity to use transit services. This review provides a Title VI demographic analysis that examines low income, minority and limited English proficiency populations. Major trip generators in the area are also reviewed, as well as community and regional travel patterns. Data sources include the 2010 Census and the American Community Survey (ACS) 2015-2019 five-year estimates.

The second part of this section is the review of unmet needs and the gap analysis. This is the culmination of the review of demographics and travel patterns compared to the services in place and results in the gap analysis, through which a quantitative and qualitative process is used to identify unmet needs and service gaps. The information serves as the foundation for the strategies presented in Section 8.

Demographics, Land Uses and Travel Patterns

This section details the past, present and future population changes by county. Looking at two counties (Bexar County and McMullen County) demonstrates the extraordinary diversity of the region as Bexar

County has a population of two million and McMullen County, just 42 miles from San Antonio, has a population of just six hundred.

Demographics and Population Profile

The following provides a general population profile for the AACOG region, identifies and evaluates underserved population subgroups, and reviews the demographic characteristics pertinent to a Title VI analysis.

Historical and Recent Population Trends

As of the 2019 Five Year ACS Census, total population in the AACOG Region was 2,671,161 (Table 3-1). This represents about a 19 percent increase in population from 2010 and overall growth of about 48 percent in the last two decades (Table 3-1). Bexar County is a metropolitan area with the largest population in the region, by far. Guadalupe County has the second highest population of 172,706 in 2020 while McMullen County has the lowest (600) - fourth lowest in the state; its population significantly declined by about thirty percent in the past two decades.

The historical population and recent population trends are depicted in Table 3-1. Population growth among the counties surrounding San Antonio has seen dramatic population increases of between 53 and 107 percent in 20 years. Most of the other counties have grown between 13 and 28 percent over the same 20 years, while the two southernmost counties have seen a decline in population.

Major population centers in each county are described as follows:

- **Atascosa County**, located south of San Antonio on the northern edge of South Texas is a predominantly suburban/rural county with an economy supported largely by agriculture, government services, and manufacturing. The county seat is Jourdanton (2020 population 4,094), and the largest town is Pleasanton (2020 population 10,648). The two towns are adjacent to each other and form one population center.
- **Bandera County** is located northwest of San Antonio in the Edwards Plateau region (Hill Country). The county seat and largest town is Bandera (2020 population 829) while Lakehills, a census-designated place, is the most populous place in the county with a 2020 population of 5,295. The economy is largely based on agriculture and tourism (an outdoor recreation, horseracing, and resort destination).

Table 3-1: Population Trends in the AACOG Region

County	2000	2010	2020	Percent Change 2000-2010	Percent Change 2010-2020	Percent Change 2000-2020
Atascosa County	38,628	44,911	48,981	16.27%	9.06%	26.80%
Bandera County	17,645	20,485	20,851	16.10%	1.79%	18.17%
Bexar County	1,392,931	1,714,773	2,009,324	23.11%	17.18%	44.25%
Comal County	78,021	108,472	161,501	39.03%	48.89%	107.00%
Frio County	16,252	17,217	18,385	5.94%	6.78%	13.12%
Gillespie County	20,814	24,837	26,725	19.33%	7.60%	28.40%
Guadalupe County	89,023	131,533	172,706	47.75%	31.30%	94.00%
Karnes County	15,446	14,824	14,710	-4.03%	-0.77%	-4.76%
Kendall County	23,743	33,410	44,279	40.72%	32.53%	86.49%
Kerr County	43,653	49,625	52,598	13.68%	5.99%	20.49%
McMullen County	851	707	600	-16.92%	-15.13%	-29.49%
Medina County	39,304	46,006	50,748	17.05%	10.31%	29.12%
Wilson County	32,408	42,918	49,753	32.43%	15.93%	53.52%
Total	1,808,719	2,249,718	2,671,161	24.38%	18.73%	47.68%
State of Texas	20,851,820	25,145,561	29,145,505	20.59%	15.91%	39.77%

Red – Indicates a loss in population

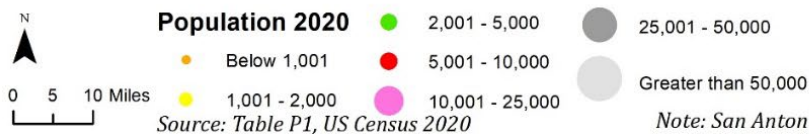
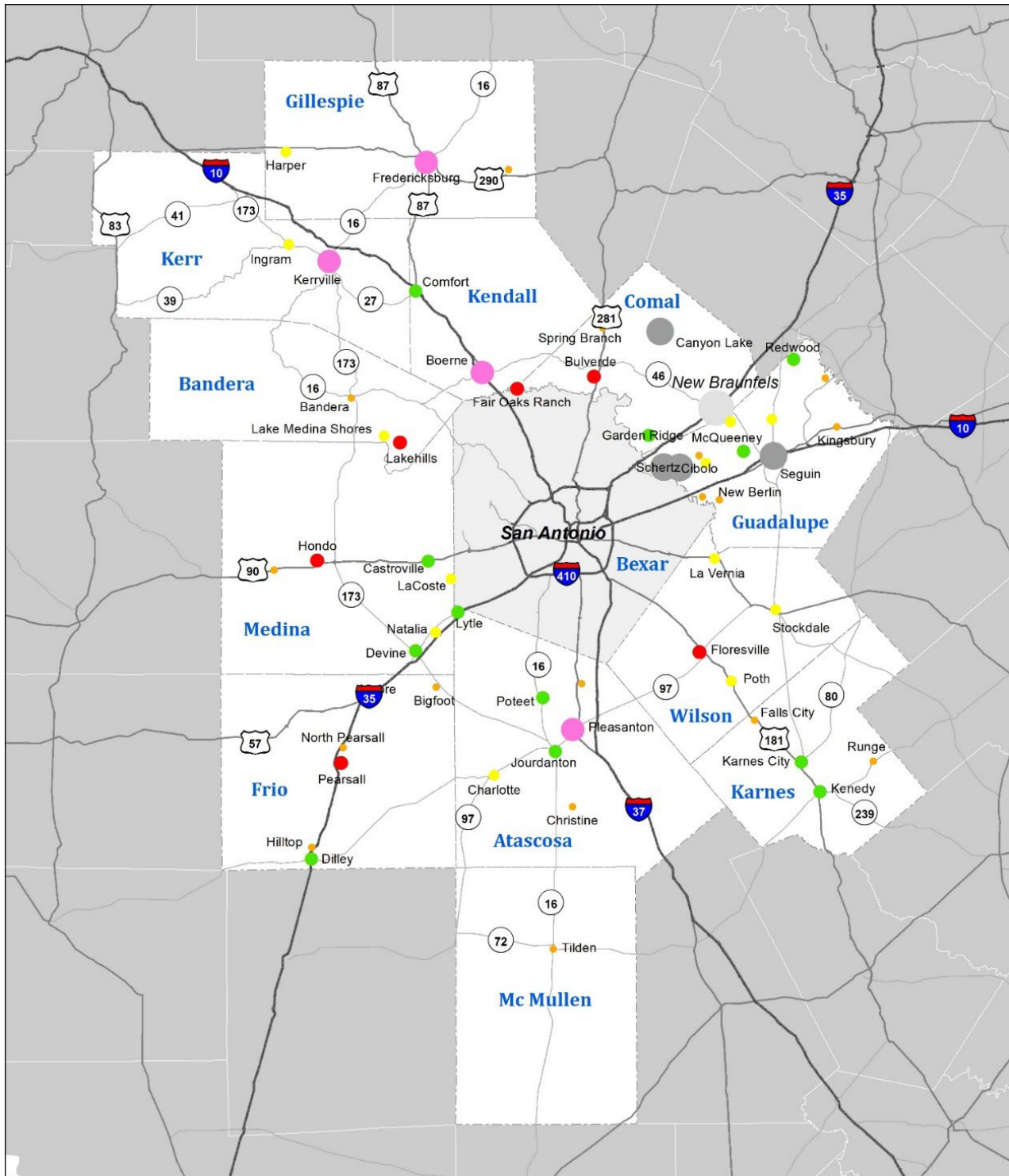
Source: Decennial Census Total Population, Years 2020 and 2010: Table P1; Year 2000: Table DP1

- **Bexar County** is located in south-central Texas and is divided by the Balcones Escarpment from west to northeast. The county seat and largest city is San Antonio (population 1,434,625), the second most populous city in Texas. Other large population centers include Alamo Heights, Balcones Heights, Castle Hills, Converse, Lytle, Olmos Park, Terrell Hills, Timberwood Park, Universal City, and Windcrest. The county's economy includes higher education, healthcare and medical research, business and financial services, oil and gas, federal offices and military bases, and most importantly tourism.
- **Comal County** is located on the divide between the Blackland Prairies and the Balcones Escarpment, with prairie and Hill Country terrain. Located northeast of San Antonio, Comal County is a rapidly growing suburban county with a 2020 population of 161,501, a 50 percent growth in the past decade. The county seat and largest city is New Braunfels (population 90,403). The region around Canyon Lake is popular with retirees. The county's economy is increasingly based in the tourism, retail, and service industries.
- **Frio County**, located southwest of San Antonio in the South Texas region, had a 2020 population of 18,385. The county seat of Pearsall (2020 population of 7,325) is located 70 miles east of the U.S./Mexican border at Eagle Pass and is also the largest city in the county. The county's economy is based on oil and agribusiness.

- **Gillespie County**, in the Hill Country, is located northwest of San Antonio and west of Austin. The county's 2020 population of 26,725 is largely centered in the county seat of Fredericksburg (pop. 10,875), with the rest of the county a largely rural, agricultural area, with tourism as an economic element.
- **Guadalupe County** is located east of San Antonio, on the northern edge of South Texas. In 2020, the county's rapidly growing population was 172,706 (a growth of over 31 percent in the past decade), with the largest town being the county seat of Seguin (population 29,433) with parts in New Braunfels. The county's economy includes professional and related services, manufacturing, wholesale and retail trade, mineral resources, agriculture, and tourism, although much of the population commutes to jobs in Bexar County.
- **Karnes County** is a rural county with a 2020 population of 14,710. Its population slightly declined by one percent in the last ten years. Located southeast of San Antonio in South Texas, the county's economy is primarily based on agriculture and mineral resources, with a recent economic boom due to striking oil at the Eagle Ford shale. The county seat is Karnes City (population 3,111) and Kennedy (population 3,473) and for transportation purposes they are one service area.
- **Kendall County**, a suburban/rural county located in the Hill Country region northwest of San Antonio, had a 2020 population of 44,279. The county seat of Boerne (population 17,850) is the most populous place in the county as well as a tourist and retiree destination. Agribusiness and construction are important to the county's economy. The county's population is growing rapidly; the population increased by a third in the past decade.
- **Kerr County**, located northwest of San Antonio in the Hill Country region, is a tourist destination and a manufacturing center, with health care and agriculture also important to the economy. The county's 2020 population was 52,598. Kerrville, the county seat (population 24,278), is home to a VA Medical Center as well as major cultural festivals. The Intercity Bus Station serves as the transit center for ART as well as for Greyhound intercity bus service.
- **McMullen County**, located south of San Antonio (just south of Atascosa County) in the South Texas Region, had a 2020 population of 600 persons – the fourth least populous county in Texas. The only community, as well as the county seat of McMullen County, is Tilden.
- **Medina County** is just west of Bexar County, located on the Edwards Plateau and in Hill Country (from east to west by the Balcones Escarpment). The county's 2020 population was 50,748. Hondo, the county seat, is also the largest town with 8,289 people. The county's economy is primarily based in agriculture.
- **Wilson County**, located southeast of San Antonio in South Texas, had a 2020 population of 49,753. The county seat and largest city is Floresville (population 7,203). The rapidly growing suburban county is largely supported by agribusiness, oil and gas field services, and manufacturing.

The population centers are illustrated in Figure 3-1.

Figure 3-1: AACOG Service Area Population Centers



AACOG Service Area Population Centers

Note: San Antonio metropolitan area is not included.

Population Density

Population density is often an effective indicator of the types of public transit services that are most feasible within a study area. While exceptions always exist, an area with a density of 2,000 persons per square mile will generally be able to sustain frequent, daily fixed route transit service. Conversely, an area with a population density below this threshold but above 1,000 persons per square mile may be better suited for flex route or microtransit services.

Figure 3-2 portrays AACOG Region's population density at the census block group level. This map presents a detailed version of the population centers shown in Figure 3-1. San Antonio is the most densely populated place in the region followed by portions of cities such as Selma, Schertz, Live Oak, and Converse located to the south of Interstate 35. New Braunfels, Seguin, Fredericksburg, Kerrville, Boerne, Comfort, and Pearsall also have a few block groups with a density greater than 2000 persons per square mile. In addition to these cities, census block groups with densities greater than 1000 persons per square mile are located in Ingram, Karnes City, and Kennedy.

Future Population Projections

Projections developed by the Texas Demographics Center shown in Table 3-2, estimate that the AACOG Region population will increase by over 72 percent over the next thirty years (to 4,601,203 in 2050), greater than the population growth rate of the state of Texas which is 62 percent. This high growth rate is majorly contributed by the rising number of urban areas in Comal, Guadalupe, and Kendall counties.

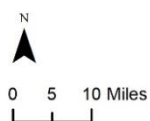
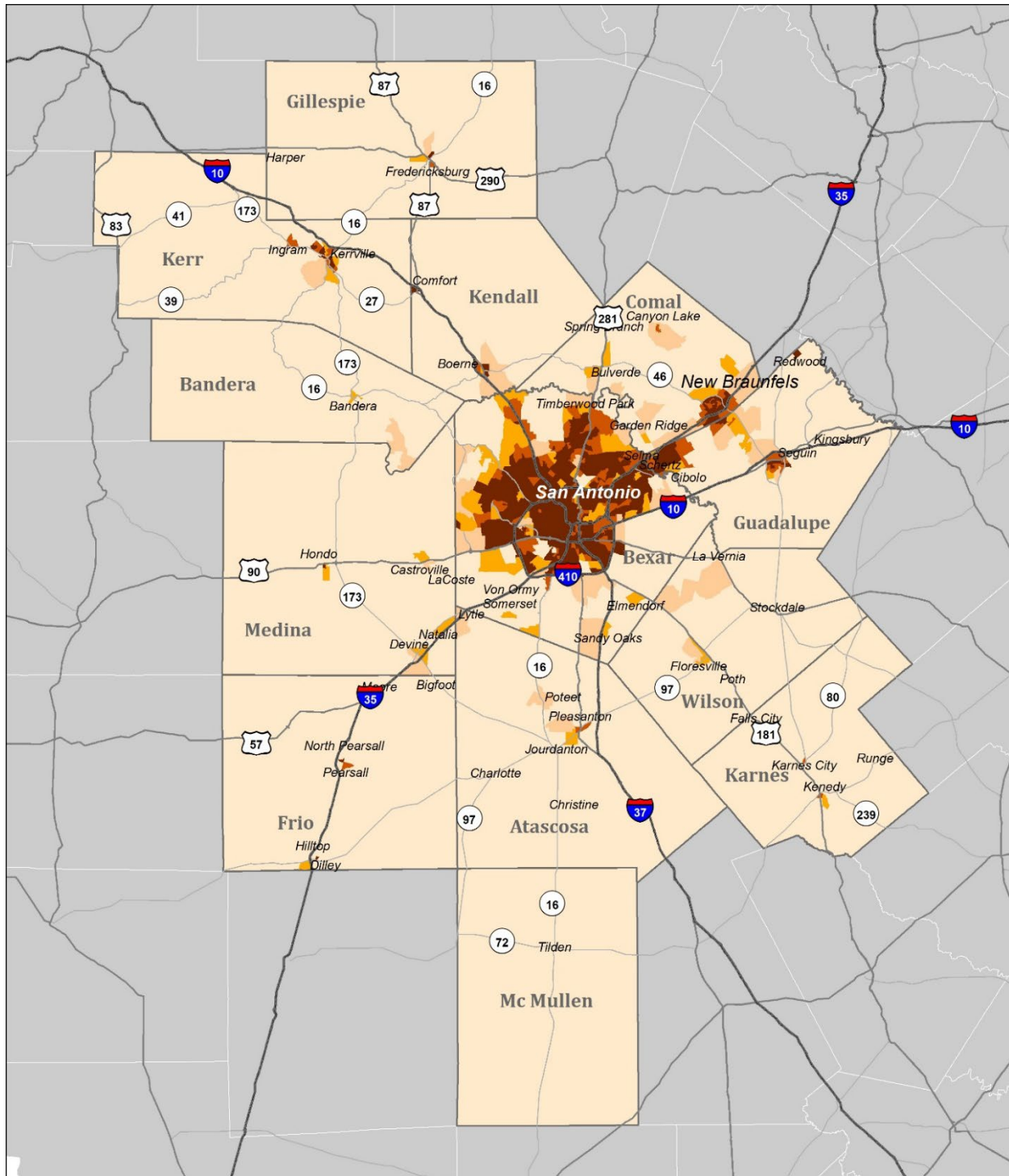
Table 3-2: Future Population Projections for AACOG Study Area

County	2020*	2030	2040	2050	Change 2020-2030	Change 2030-2040	Change 2040-2050	Change 2020-2050
Atascosa County	48,981	60,113	67,017	73,224	22.73%	11.49%	9.26%	49.49%
Bandera County	20,851	21,653	20,887	20,106	3.85%	-3.54%	-3.74%	-3.57%
Bexar County	2,009,324	2,502,617	2,914,615	3,353,060	24.55%	16.46%	15.04%	66.88%
Comal County	161,501	204,873	282,548	389,584	26.86%	37.91%	37.88%	141.23%
Frio County	18,385	23,163	26,098	28,849	25.99%	12.67%	10.54%	56.92%
Gillespie County	26,725	27,718	28,147	28,752	3.72%	1.55%	2.15%	7.58%
Guadalupe County	172,706	221,353	280,644	351,776	28.17%	26.79%	25.35%	103.68%
Karnes County	14,710	16,415	17,459	18,742	11.59%	6.36%	7.35%	27.41%
Kendall County	44,279	67,443	97,357	137,844	52.31%	44.35%	41.59%	211.31%
Kerr County	52,598	54,606	55,349	56,144	3.82%	1.36%	1.44%	6.74%
McMullen County	600	773	768	736	28.83%	-0.65%	-4.17%	22.67%
Medina County	50,748	55,703	59,420	61,766	9.76%	6.67%	3.95%	21.71%
Wilson County	49,753	62,283	72,020	80,620	25.18%	15.63%	11.94%	62.04%
Total AACOG	2,671,161	3,318,713	3,922,329	4,601,203	24.24%	18.19%	17.31%	72.25%
State of Texas	29,145,505	34,894,452	40,686,496	47,342,105	19.72%	16.60%	16.36%	62.43%

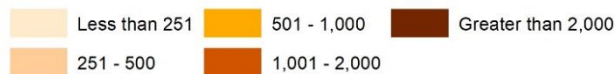
Source: Texas Demographic Center Projections

*2020 Decennial Census Table P1

Figure 3-2: AACOG Region Population Density



Population Density



**AACOG
Population Density**

Transit Dependent Populations

Public transportation needs are defined in part by identifying the relative size and location of those segments within the general population that are most likely to use transit services. These transit dependent populations include individuals who may not have access to a personal vehicle or are unable to drive themselves due to age or income status. Determining the location of these populations assists in the evaluation of current transit services and the extent to which the services meet community needs.

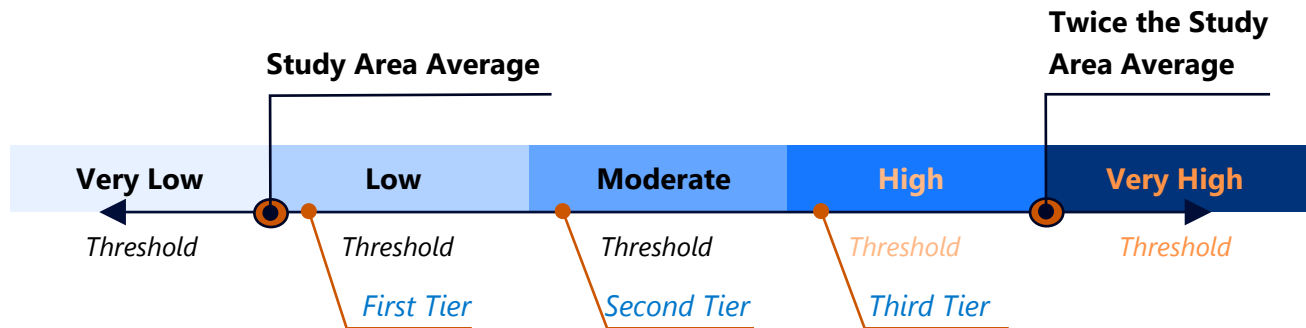
The Transit Dependence Index (TDI) is an aggregate measure displaying relative concentrations of transit dependent populations. The TDI aggregates census data of people and households per block group that represents specific socioeconomic characteristics from the 2019 American Community Survey's Five-Year Estimates. Five factors make up the TDI calculation:

1. Autoless households
2. Older adult population (ages 65 and above)
3. Youth population (ages 10 to 17)
4. Below poverty population
5. Individuals with disabilities

For each factor, individual census block groups were classified according to the prevalence of vulnerable populations relative to the study area average. The factors were then put into the TDI equation to determine the relative transit dependence of each block group. Table 3-3 and Figure 3-3 explain what each TDI score means:

Table 3-3: TDI Score Definitions

TDI Score (Needs)	Meaning
Very Low	Less than and equal to the service area's average
Low	Above the average and up to 1.33 times the average
Moderate	Above 1.33 times the average and up to 1.67 times the average
High	Above 1.67 times the average and up to two times the average
Very High	Above two times the average

Figure 3-3: Transit Dependent Populations Classification System

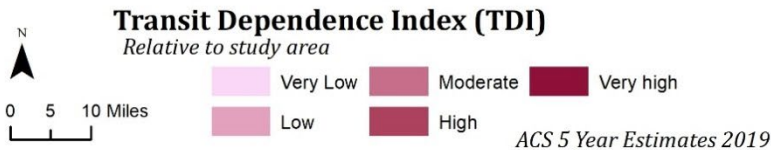
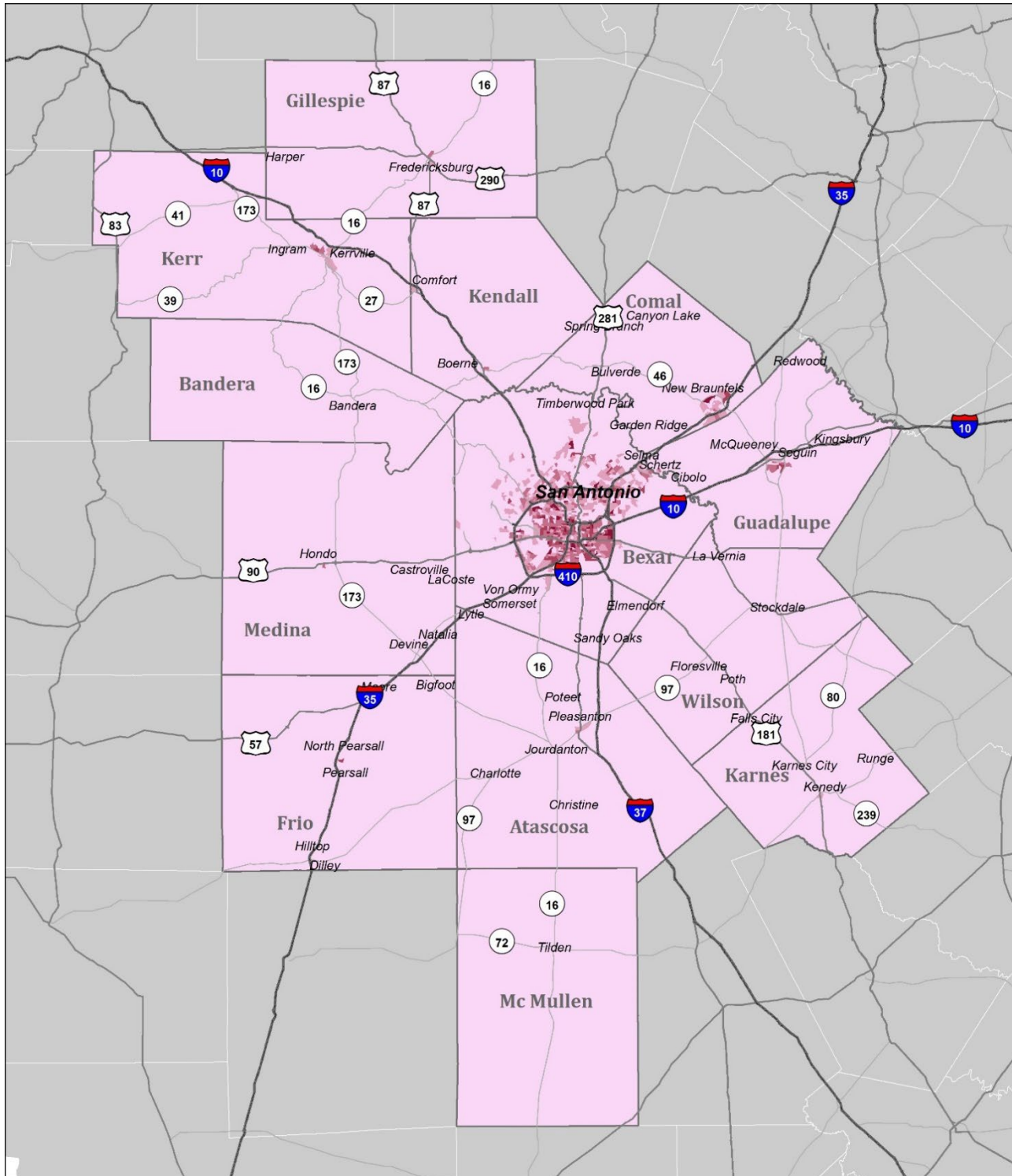
As illustrated in Figure 3-3, the relative classification system utilizes averages in ranking populations. For example, areas with less than the average transit dependent population fall into the “very low” classification, where areas that are more than twice the average will be classified as “very high.” The classifications “low, moderate, and high” all fall between the average and twice the average; these classifications are divided into thirds.

Figure 3-4 displays the TDI rankings for the AACOG region. Areas with a “High Need” are located throughout Bexar County as well as parts of New Braunfels, Seguin, Kerrville, and Pearsall. Block groups in Fredericksburg, Boerne, and Hondo demonstrate “Moderate Need.”

The Transit Dependence Index Percent (TDIP) provides a complementary analysis to the TDI measure. It is nearly identical to the TDI measure except for the exclusion of population density. The TDIP for each block group in the study area is calculated based on autoless households, elderly populations, youth populations, individuals with disabilities, and below poverty populations. It is the percentage of population that is transit dependent in each census block group. The advantage of TDIP is that it helps in identifying transit needs in areas with smaller populations. For example, certain areas of the study area may have fewer people overall but the percentage of people in that area that belong to one or more of the transit dependency cohorts might be very high.

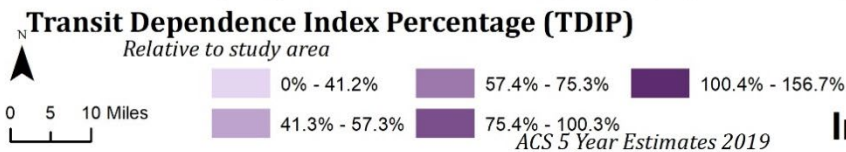
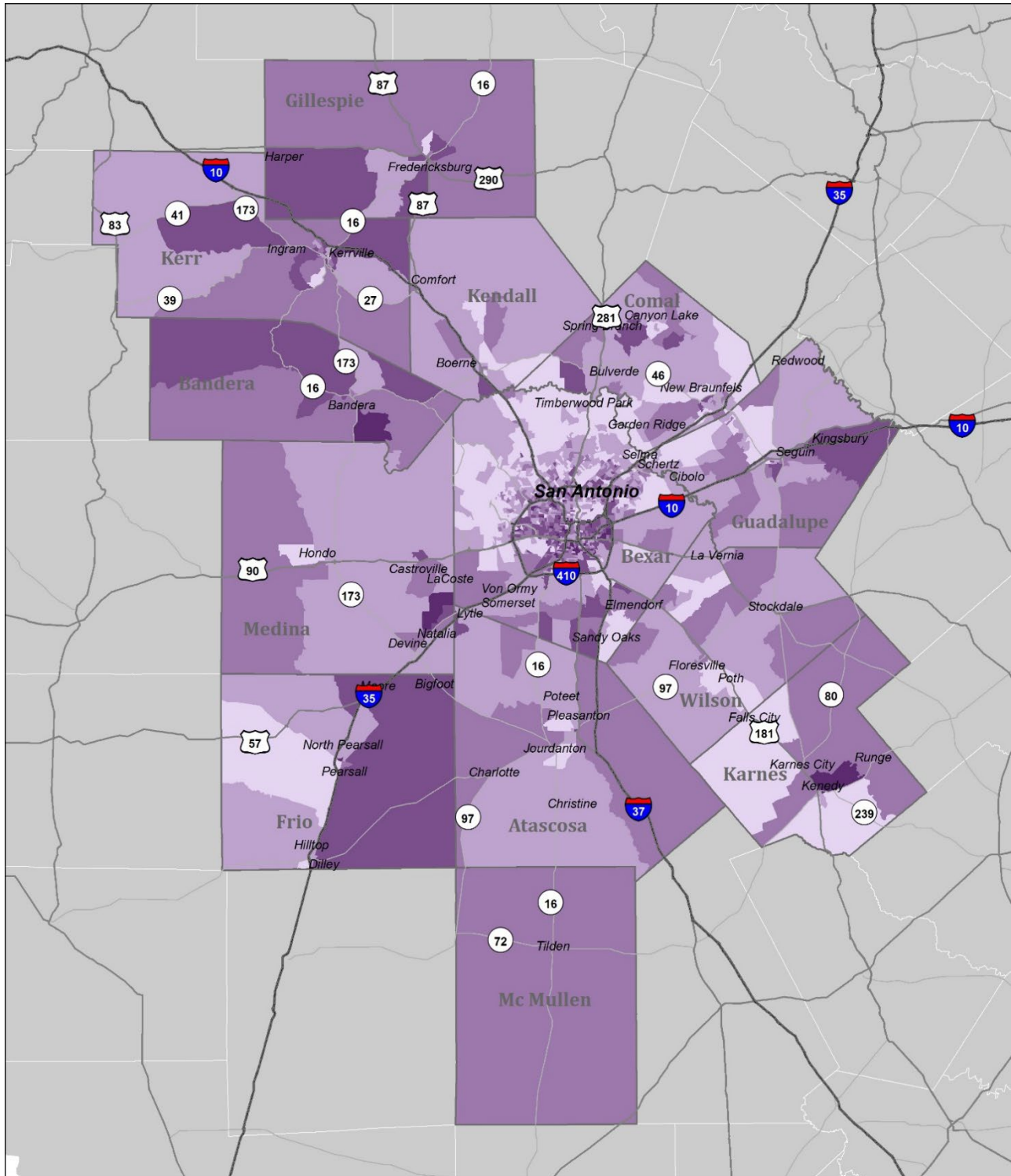
Figure 3-5 shows transit need based on the percentage. According to TDIP, there are a few large census block groups that have the highest percentage of transit dependent population (greater than 90%) located in Kennedy in Karnes County, Natalia in Medina County, and Lake Medina Shores in Bandera County. The portion of San Antonio within the Interstate 410 loop also consists of a few block groups with a very high percentage of transit dependent population. Overall, a large chunk of Bandera, Frio, Kerr, Gillespie, and Karnes counties have more than sixty percent of the total population, dependent on transit.

Figure 3-4: Transit Dependence Index



AACOG
Transit Dependence
Index (TDI)

Figure 3-5: Transit Dependence Index Percentage



AACOG
Transit Dependence
Index Percentage (TDIP)

Autoless Households

Households without at least one personal vehicle are more likely to depend on the mobility offered by public transit than those households with access to a car. Although autoless households are reflected in both the TDI and TDIP measures, displaying this segment of the population separately is important since most land uses in the study area are at distances too far for non-motorized travel. Figure 3-6 displays the relative number of autoless households. The areas of “Very High” needs are located in the northern portion of Fredericksburg along US route 87, to the west of Kerrville, the central portion of San Antonio bounded by Interstate 410, Seguin, and to the eastern and western portions of Kennedy City.

Older Adult Population

A second socioeconomic group analyzed by the TDI and TDIP indices is the older adult population. Individuals 65 years and older may scale back their use of personal vehicles as they age, leading to greater reliance on public transportation compared to those in other age brackets. Figure 3-7 displays the relative concentration of older adults in the study area. Overall, excluding the urban areas, the AACOG region has a “Moderate to “Very High” concentration of older adult population. Northwest AACOG region that includes Gillespie, Kendall, and Bandera counties predominantly have a higher concentration of older adult population as compared to other counties. Kerr, Medina, and Atascosa also have large sections of census block groups with a very high concentration of older adult population; this population resides in the rural parts of the county, outside the major towns and cities.

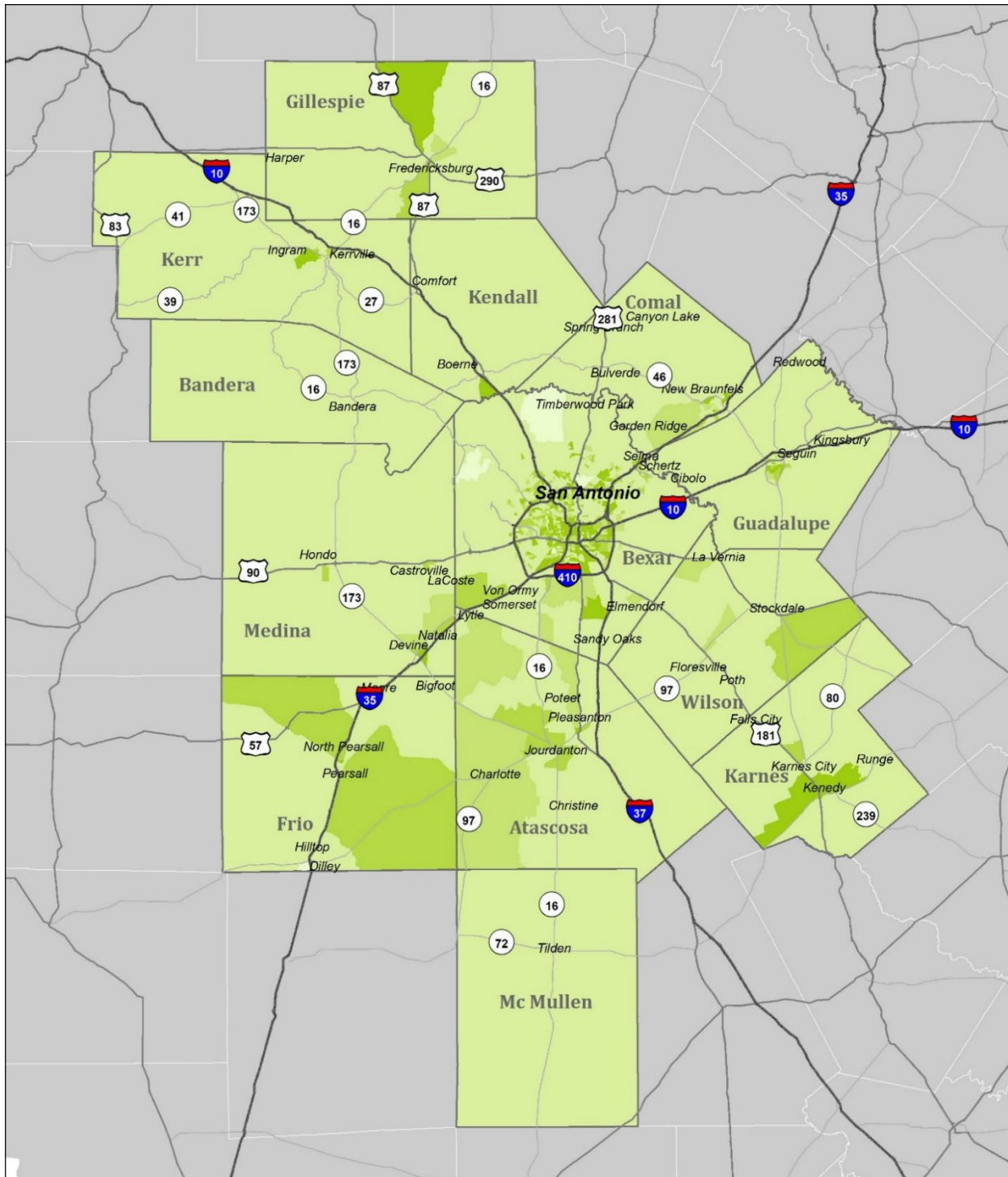
Youth Population

Youths and teenagers, ages 10 to 17 years, who cannot drive or are just beginning to drive but do not have an automobile available, appreciate the continued mobility from public transportation. Areas with a “Very High” classification of youth include the southeast part of Frio County and parts of major towns and cities such as Eastern Fredericksburg, Fair Oaks Ranch, Bulverde, McQueeney, areas to the east of La Vernia, the eastern part of Pearsall and Dilley, Castroville, areas to the north of Divine, few block groups in the southern part of Bexar County, and central portion of Atascosa County including but not limited to Pleasanton and Jourdan. Most of the areas in the AACOG region have a low youth population. Figure 3-8 illustrates the concentration of the youth population in the study area.

Individuals with Disabilities

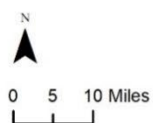
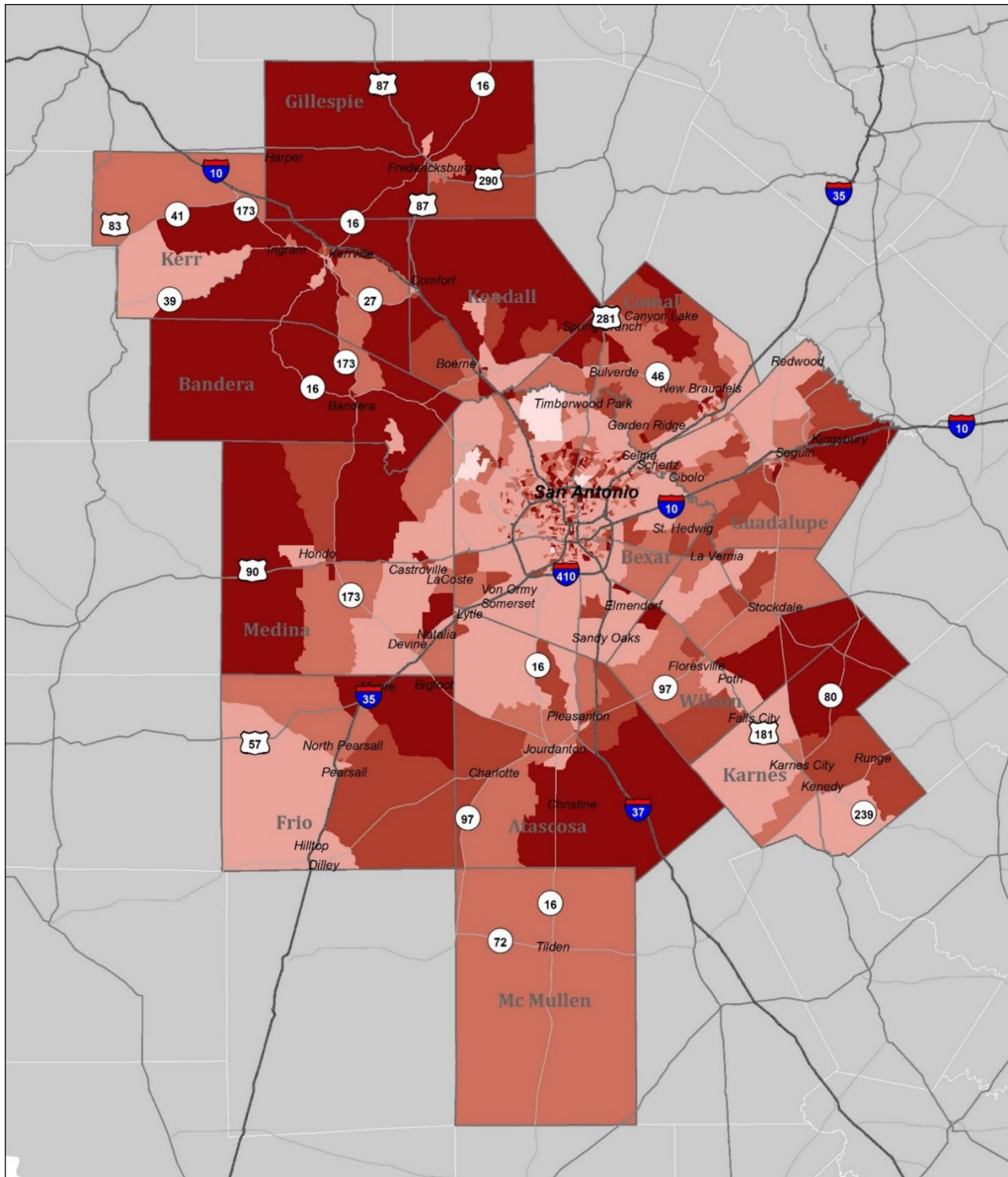
Individuals with disabilities may be unable to operate a personal vehicle and consequently more likely to rely on public transportation. As shown in Figure 3-9, block groups in the central and southeast portions of Kerr County including some parts of Kerrville; northern portion of Bandera County including the town of Lake Medina Shores; areas to the north of Natalia in Medina County; southeastern portion of Frio County; Karnes City and areas to the east of Kennedy City in Karnes County; the eastern portion of Wilson County; few block groups in the central portion of San Antonio; and east of Seguin in Guadalupe County consist of “Very High” concentration of individuals with disabilities. The rest of the region has a low to moderate concentrations of individuals with disabilities.

Figure 3-6: Concentration of Autoless Households in the AACOG Service Area



AACOG
Autoless Population

Figure 3-7: Concentration of Older Adults in the AACOG Service Area



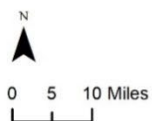
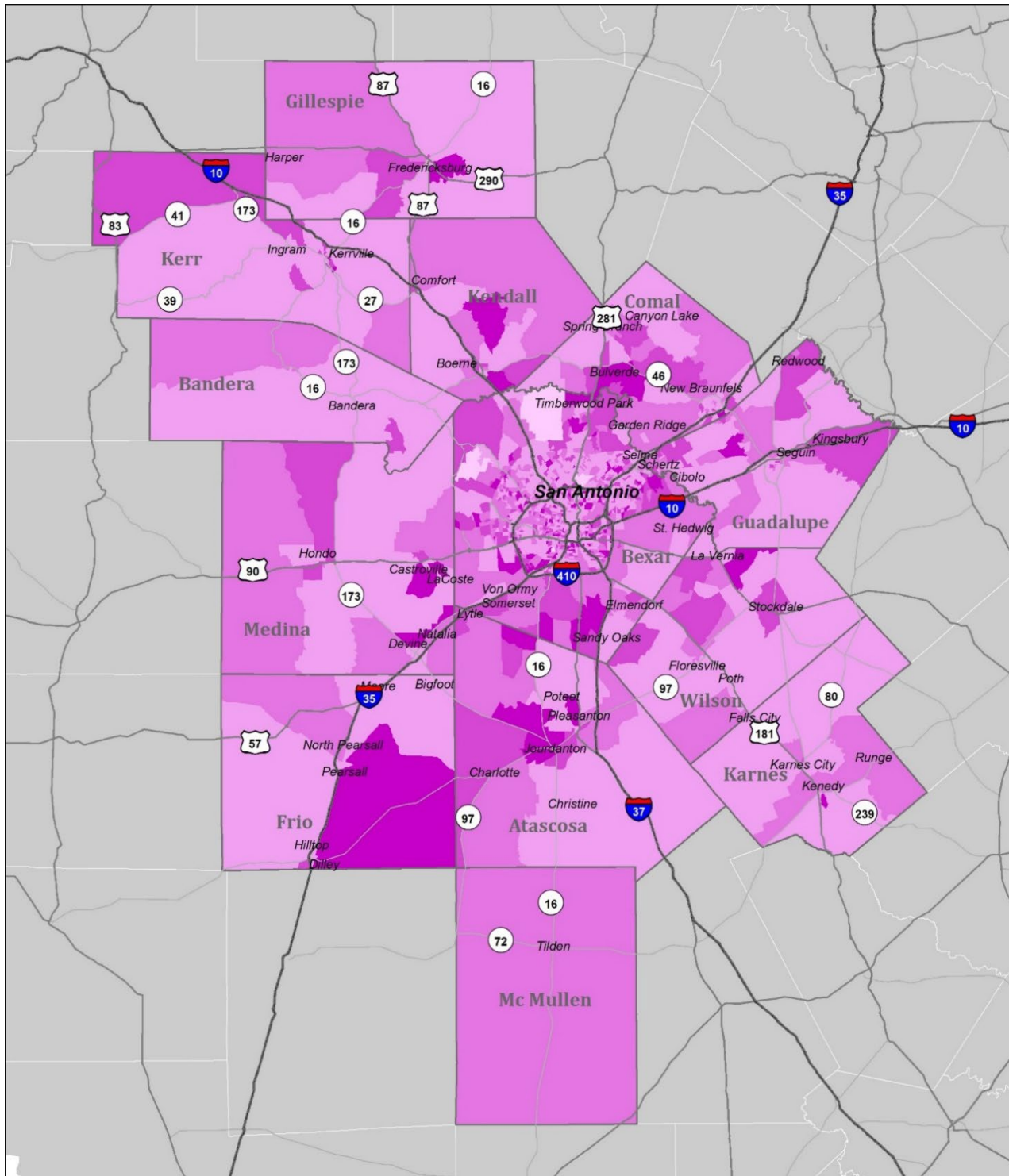
Senior Population
Relative to study area



ACS 5 Year Estimates 2019

AACOG
Senior Population

Figure 3-8: Concentration of Youths in the AACOG Service Area



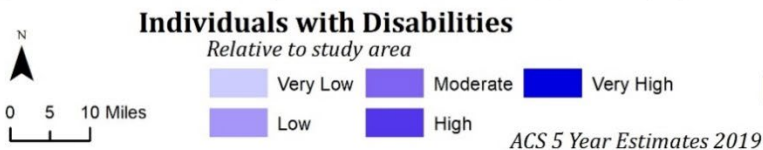
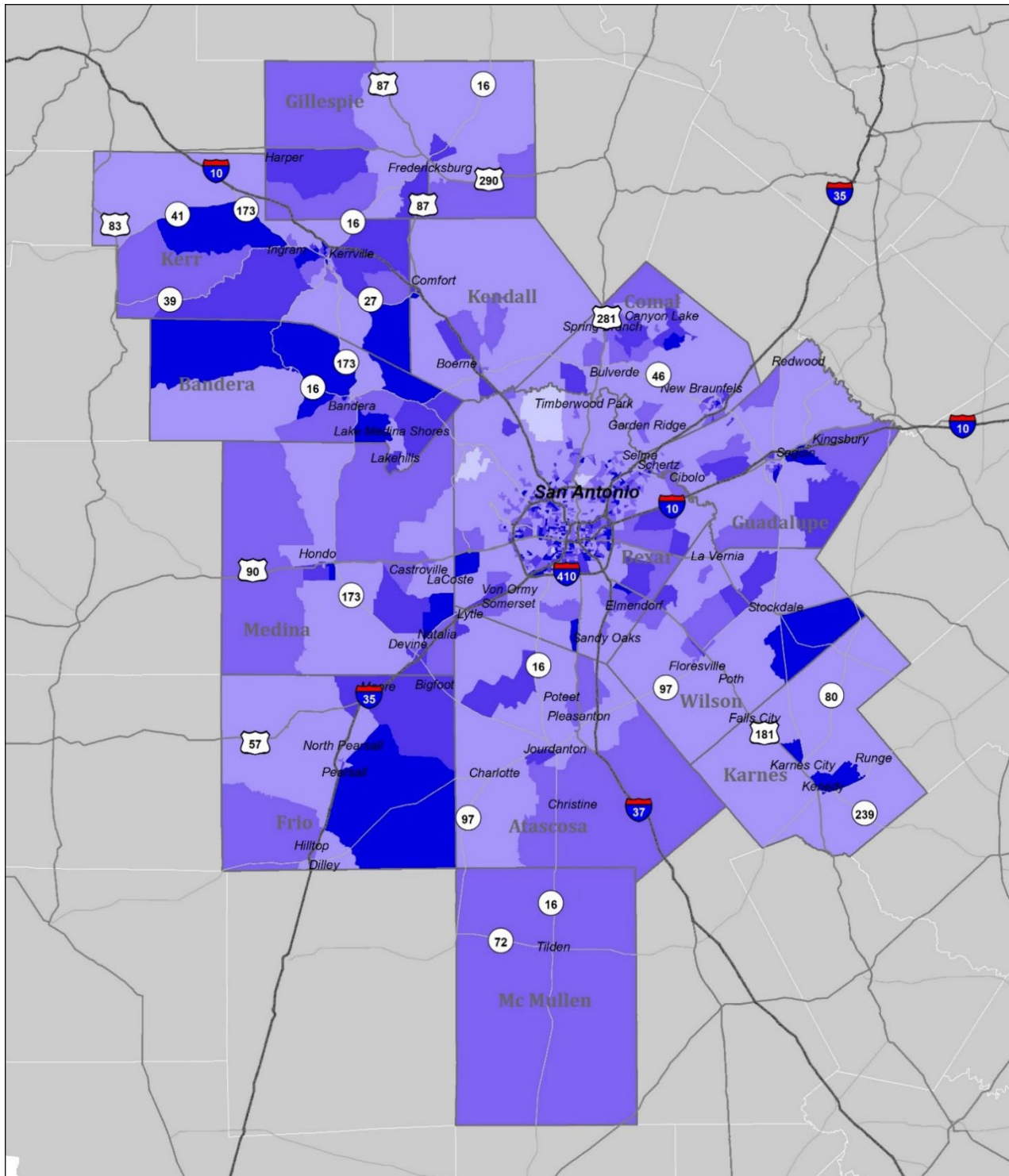
Youth Population
Relative to study area



ACS 5 Year Estimates 2019

AACOG
Youth Population

Figure 3-9: Concentration of Individuals with Disabilities in the AACOG Service Area



AACOG
Individuals with Disabilities

Title VI Demographic Analysis

As part of the Civil Rights Act of 1964, Title VI prohibits discrimination based on race, color, or national origin in programs and activities receiving federal subsidies. This includes agencies providing federally funded public transportation. The following section examines the minority and below poverty populations within the AACOG region. It then summarizes the prevalence of residents with limited-English proficiency (LEP).

Minority Population

It is important to ensure that areas with an above average percentage of racial and/or ethnic minorities are not disproportionately impacted by any proposed alterations to existing public transportation services. Figure 3-10 depicts the percentage of minority persons above or below the study area average of 66.5 percent per block group in the study area.

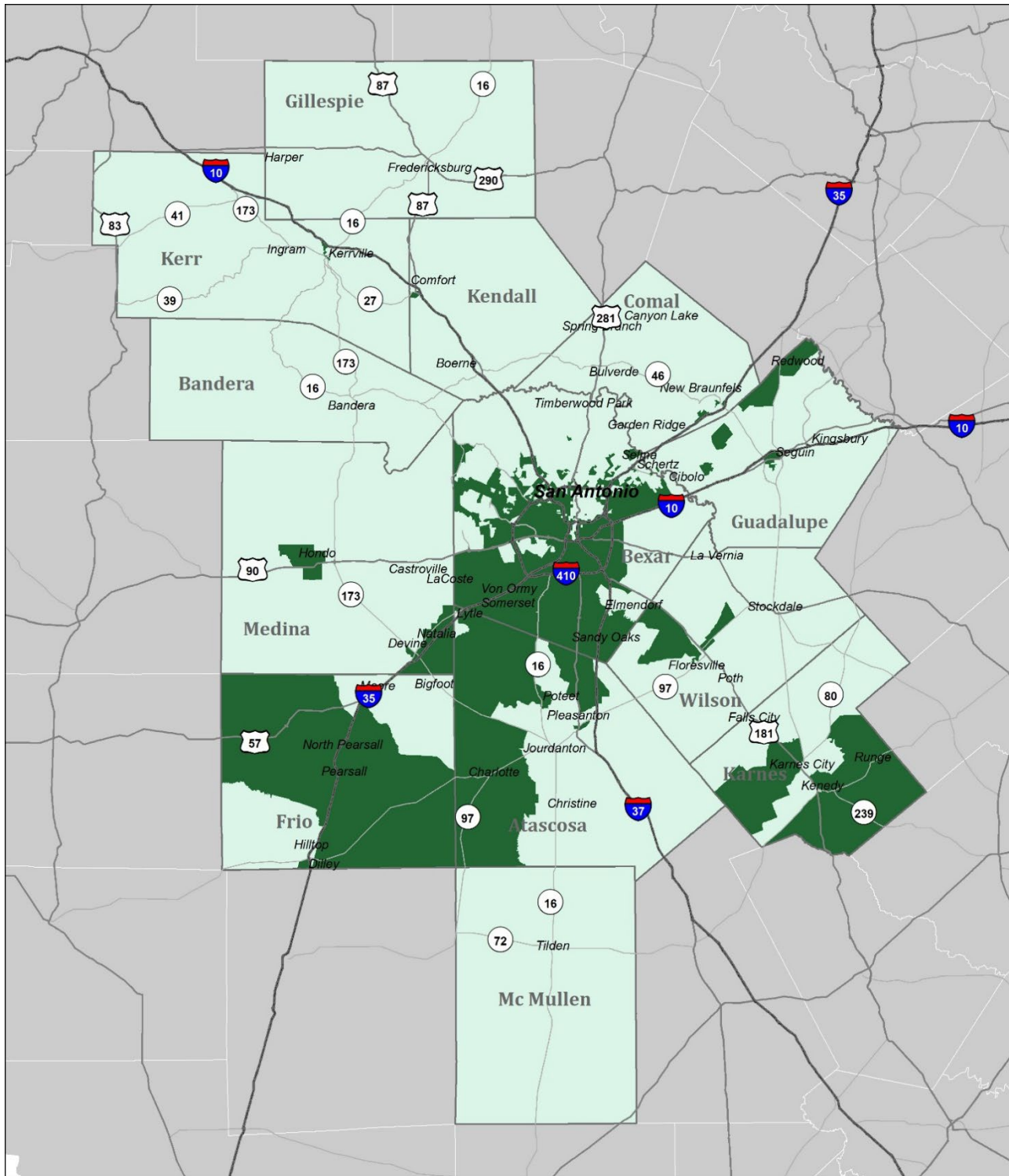
The above average block groups are mostly located in the southern portion of the study area including the central and southwest portion of Bexar County, Hondo, Devine, and Natalie in Medina County, most parts of the Frio County, western and northern portions of Atascosa County, areas to the northwest of Floresville in Wilson County, and the majority of Karnes County including but not limited to Karnes City and Kenedy.

Low Income Population

The second socioeconomic group included in the Title VI analysis represents those individuals who earn less than the federal poverty level. These individuals face financial hardships that may make the ownership and maintenance of a personal vehicle difficult. In such cases, they may be more likely to depend on public transportation. Figure 3-11 depicts block groups with low-income individuals that are above or below the study area average of 21.8 percent.

There are large-sized census block groups with above average low-income population that cover more than half of the county area; these are located in the Atascosa and Karnes County; other areas with similar large block groups include the southeast portion of Gillespie County, the southwest portion of Kerr and Bexar counties, the northern portion of Bandera County, southwest and northeast parts of Frio County, and the southeast portion of Guadalupe County. Additionally, many of the major towns in each county contain a few block groups with above average low-income individuals such as San Antonio, Fredericksburg, Kerrville, Lake Medina Shores, Castroville, Hondo, North Pearsall, Kennedy, Floresville, Seguin, Canyon Lake, and areas to the northwest of Boerne.

Figure 3-10: Concentration of Minority Individuals in the AACOG Service Area

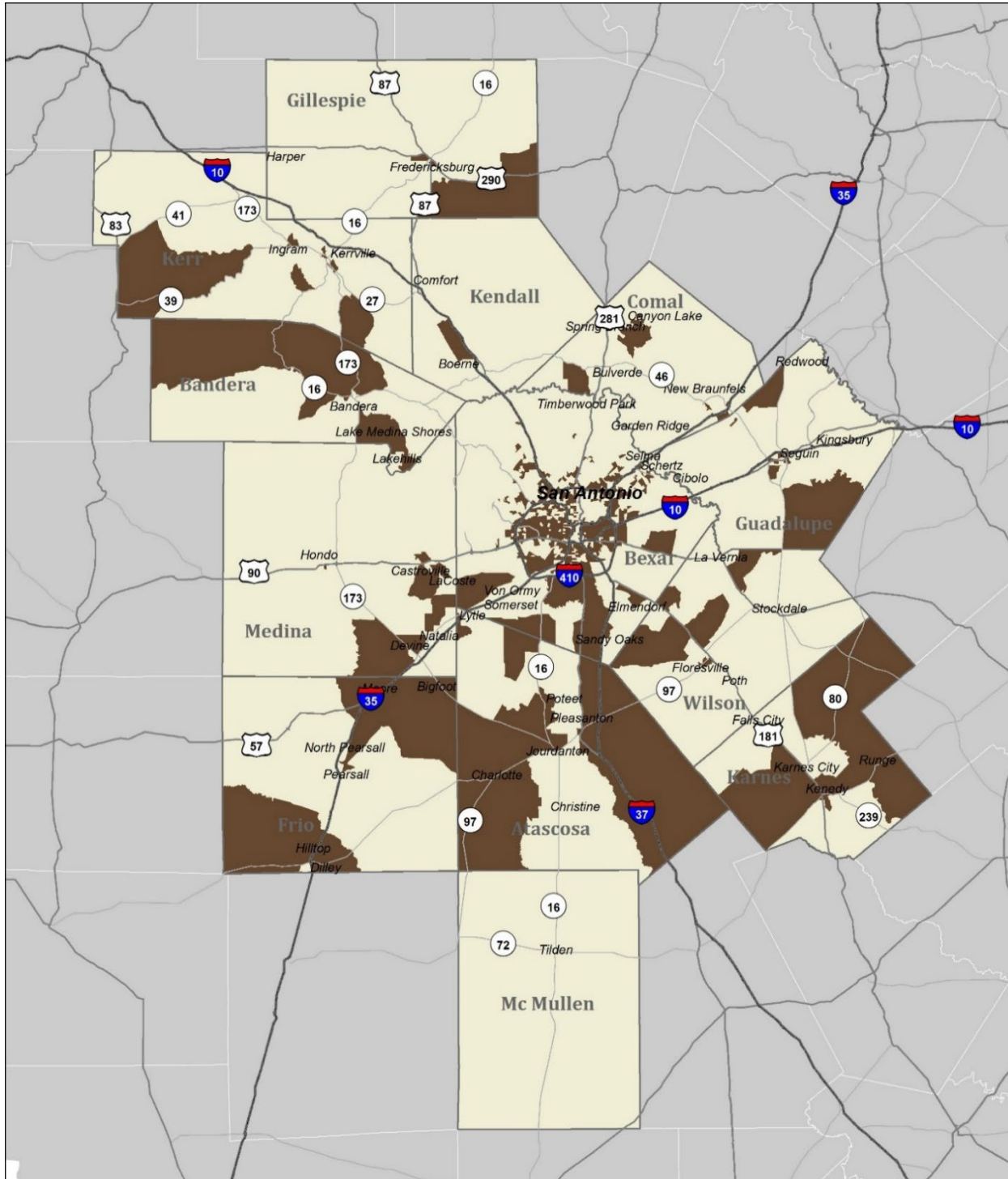


Minority Population
 Relative to study area
 Less/Greater than 66.5% Mean
 Below Mean Above Mean

ACS 5 Year Estimates 2019

AACOG
Minority Population

Figure 3-11: Individuals Below Poverty Level in the AACOG Service Area



Low Income Population
 Relative to study area
 Less/Greater than 21.8% Mean

0 5 10 Miles

Below Mean Above Mean

ACS 5 Year Estimates 2019

AACOG
Low Income Population

Limited-English Proficiency

In addition to providing public transportation for a diversity of socioeconomic groups, it is also important to serve and disseminate information to those of different linguistic backgrounds. Limited English Proficiency (LEP) population is a count of people who do not speak English as their primary language and their ability to speak English is less than “very well.” Title VI’s Safe Harbor Provision stipulates that recipients of federal funding must provide written translations of all “vital documents” for each language group with an LEP population that makes up 5 percent or 1,000 persons (whichever is less) of the total population of the service area.

As shown in Table 3-4, the population residing inside the AACOG service area predominately speaks English (63.2%). Spanish is the next most prevalent language in the entire region. The total number of Spanish speaking LEP persons (220,364) within the AACOG service region meets the Safe Harbor threshold which makes it mandatory for AACOG to serve the Spanish speaking LEP populace in the entire service area (with an exception to Bandera County) and additionally provide all their vital documents in the Spanish language. A majority of the Spanish speaking LEP population in the whole region resides in the Bexar, Guadalupe, Atascosa, and Comal counties. In addition to Spanish, Korean, Vietnamese, Tagalog, Chinese, and Arabic speaking LEP persons also meet the threshold (over 1000 people in the AACOG Region) and a vast majority of them reside in Bexar County. Therefore, AACOG also needs to serve the LEP populace speaking these five languages in Bexar County.

Table 3-4: Limited English Proficiency for AACOG Service Area (Top Six LEP Languages)

County	Total Pop. (5 yrs. and over)	Speak only English		Spanish or Spanish Creole		Korean		Vietnamese		Tagalog		Chinese		Arabic	
				Est. LEP*	% LEP*	Est. LEP	% LEP	Est. LEP	% LEP	Est. LEP	% LEP	Est. LEP	% LEP	Est. LEP	% LEP
Study Area Total	2,229,354	1,409,263	63.21%	220,364	9.88%	1,947	0.09%	2,861	0.13%	1,937	0.09%	3,008	0.13%	2,229	0.10%
Atascosa	43,632	25,771	59.06%	6,496	14.89%	0	0.00%	-	0.00%	-	0.00%	-	0.00%	49	0.11%
Bandera	19,905	17,703	88.94%	240	1.21%	0	0.00%	16	0.08%	-	0.00%	4	0.02%	0	0.00%
Bexar	1,692,248	1,000,983	59.15%	185,505	10.96%	1799	0.11%	2,588	0.15%	1,753	0.10%	2,825	0.17%	2,127	0.13%
Comal	112,867	92,947	82.35%	4,611	4.09%	28	0.02%	16	0.01%	-	0.00%	27	0.02%	0	0.00%
Frio	16,968	7,073	41.68%	2,938	17.31%	0	0.00%	-	0.00%	-	0.00%	25	0.15%	0	0.00%
Gillespie	24,159	18,751	77.61%	1,756	7.27%	11	0.05%	-	0.00%	-	0.00%	1	0.00%	27	0.11%
Guadalupe	134,116	102,782	76.64%	7,695	5.74%	83	0.06%	202	0.15%	156	0.12%	71	0.05%	26	0.02%
Karnes	14,083	10,094	71.68%	1,148	8.15%	0	0.00%	-	0.00%	-	0.00%	-	0.00%	0	0.00%
Kendall	35,469	30,333	85.52%	1,681	4.74%	0	0.00%	39	0.11%	-	0.00%	-	0.00%	0	0.00%
Kerr	47,625	39,145	82.19%	2,356	4.95%	8	0.02%	-	0.00%	24	0.05%	16	0.03%	0	0.00%
McMullen	695	455	65.47%	69	9.93%	0	0.00%	-	0.00%	-	0.00%	-	0.00%	0	0.00%
Medina	44,628	30,221	67.72%	3,027	6.78%	0	0.00%	-	0.00%	-	0.00%	-	0.00%	0	0.00%
Wilson	42,959	33,005	76.83%	2,842	6.62%	18	0.04%	-	0.00%	4	0.01%	39	0.09%	0	0.00%

*Est. LEP=Estimated LEP population

**% LEP=% LEP of County Population

Source: American Community Survey, Five-Year Estimates (2011-2015), Table B16001

Land Use Profile

The second part of this section is the land use profile, detailing major origins and destinations.

Major Trip Generators

Identifying land uses and major trip generators in the AACOG region complements the demographic analysis by indicating where transit services may be most needed. Trip generators attract transit demand and include common origins and destinations, like multi-unit housing, major employers, medical facilities, educational facilities, non-profit and governmental agencies, and shopping centers.

San Antonio is one of the largest cities in Texas and a prime trip destination for the entire AACOG region. It has a concentration of a variety of trip generators, is a popular tourist destination, and some of the major top employers in Texas are based in San Antonio such as HEB, USAA in addition to multiple military bases. Fredericksburg, Kerrville, Boerne, New Braunfels, and Seguin also contain all the major trip generators such as regional hospitals, dialysis clinics, major employers, higher educational facilities, big box grocery stores, human service agencies, and multi-unit housing apartments. Additionally, many of these cities including Bandera, are also important tourist destinations in the region. A comprehensive list of all the major trip generators by categories within the AACOG region by place and county is provided in Appendix A while a summarized version of trip generator categories by place is illustrated in Figure 3-12. Key observations derived from the land use analysis by trip generator categories are as follows (excluding San Antonio, which has an abundance of trip generators of all types):

- Medical:** CHRISTUS Santa Rosa Hospital in New Braunfels, Frio Regional Hospital in Pearsall, Hill Country Memorial Hospital in Fredericksburg, Guadalupe Regional Medical Center in Seguin, Peterson Regional Medical Center in Kerrville, and Medina Regional Hospital in Hondo are some of the major regional hospitals in the study area as well as the major employers. Dialysis centers are located in San Antonio, Pleasanton, New Braunfels, Seguin, Boerne, Kerrville, Floresville, Devine, Pearsall, Jourdanton, Lytle, and Hondo; they may be the most used destinations in their areas.
- Shopping:** The most common big box stores within the AACOG Region include Wal-Mart (often the largest trip generator), and H-E-B. They are located in almost every major town in each county except McMullen County. Major retail shopping malls are mostly located in San Antonio followed by New Braunfels and Kerrville.
- Education:** Howard Payne University in New Braunfels, Wayland Baptist University in New Braunfels and Boerne, Central Texas College in Fredericksburg, Texas Lutheran University in Seguin, Schreiner University in Kerrville, Southwest Texas Junior College in Hondo and Pearsall, and Coastal Bend College in Pleasanton are the major educational facilities in the study area outside San Antonio.

- **Human Service:** There are many human service agencies in the AACOG region that include but are not limited to libraries, community centers, senior centers, homeless shelters, food pantries, civic buildings, correction facilities, nursing and assisted living facilities, and mental health and rehabilitation centers. Most of these agencies are located in the major towns of each county.
- **Major Employers:** According to AACOG data, major employers that are located in a single building or campus include regional hospitals/medical centers, assisted living, rehabs facilities and nursing homes, higher education facilities, detention centers and big box grocery stores in each county as identified above. Few additional major employers include but are not limited to the engineering, construction, and manufacturing industries. Clearly the vast majority of employers is located in San Antonio. A detailed list is provided in Appendix A.
- **Multi-Family Housing:** Residential land uses are considered one of the important local trip generators. Multi-family housing communities with five or more units including affordable housing units are identified as major trip generators. Almost all the population centers in each county have multi-family housing apartments. No multi-family housing was found in McMullen County.

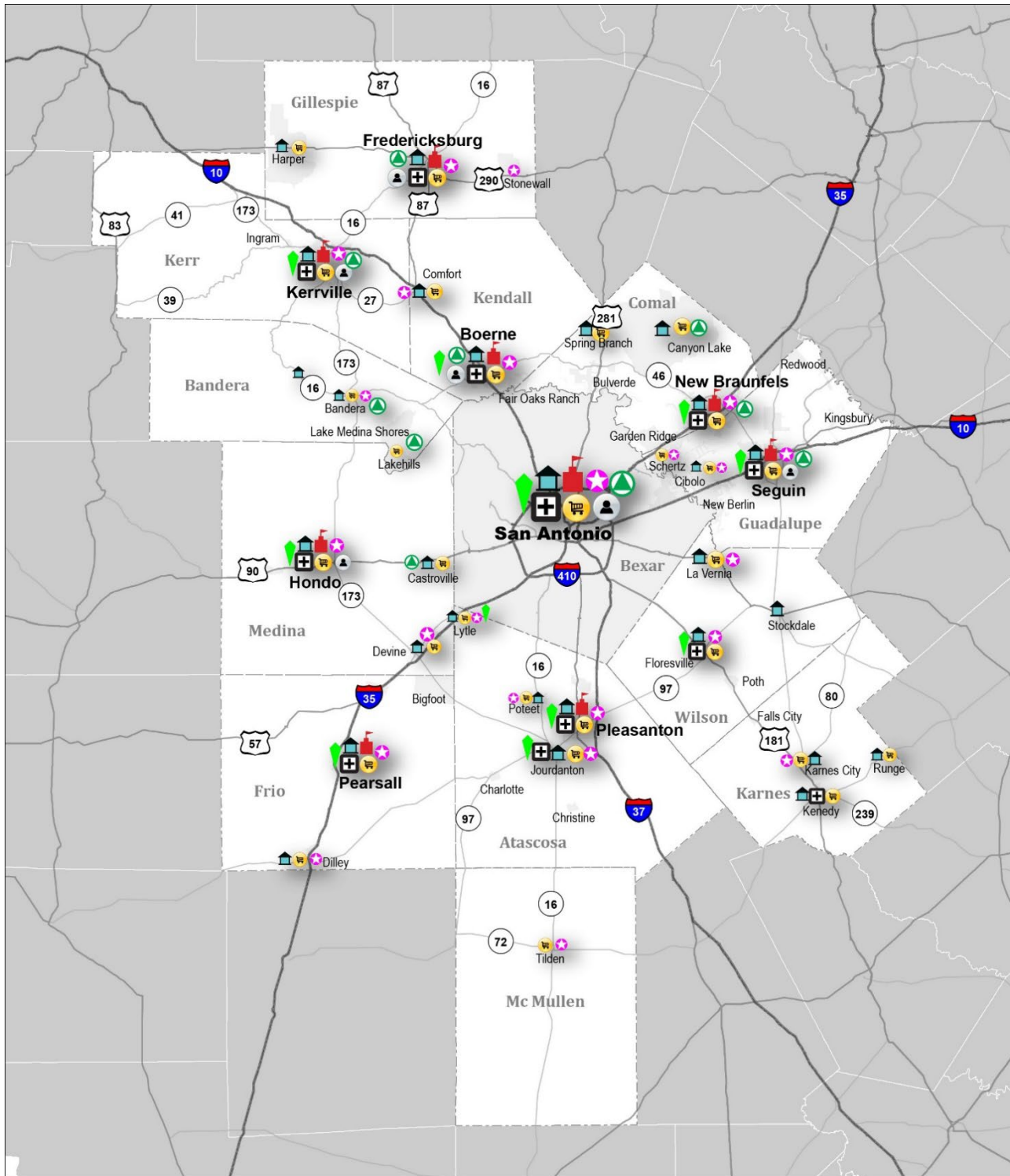
Employment Travel Patterns

In addition to considering the locations of major employers, it is also important to account for the commuting patterns of residents working inside and outside of the counties in the AACOG region.

According to 2019 ACS five-year estimates, over half of Bandera, Guadalupe, Medina, and Wilson counties workers work at locations outside their county of residence while in Atascosa, Comal, and Kendall counties this number is just below fifty percent. That said, the number of workers working outside their county of residence in AACOG Region, except Bexar, Frio, Gillespie, Karnes, and Kerr counties, is higher than the Texas State average of 22.4 percent. Also, a majority of AACOG Region residents (79.5%) drive alone to work comparable to the state average of 80.5 percent. Journey to work patterns are provided in Table 3-5.

Another source of data that provides an understanding of employee travel patterns is the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset. As of 2019, the top five employment destinations for primary jobs for each county resident in the AACOG Region are provided in Table 3-6. San Antonio and Austin are the topmost employment destinations in addition to the major towns in the county of residence; over a third of the county's residents in most of the AACOG region counties travel to San Antonio for work.

Figure 3-12: Heat Map of Major Trip Generators



Major Trip Generators



-  Multi-Unit Apartment
-  Medical Facility
-  Education Facility (College/University)
-  Human Service
-  Major Employer
-  Dialysis Facility
-  Shopping
-  Tourist Destination

**AACOG Service Area
Major Trip Generators-
Heat Map**

Table 3-5: Journey to Work Patterns in the AACOG Region

County			Location of Employment				Means of Transportation to Work					
		Total 16 years or older	Worked in state of residence	In county of residence	Outside county of residence	Worked outside state of residence	Car, truck, or van - drove alone:	Car, truck, or van - carpooled:	Public transportation (excluding taxicab):	Walked:	Taxicab, motorcycle, bicycle, or other means:	Worked from home
Atascosa	#	19,458	19,323	10,097	9,226	135	15,527	2,552	-	163	193	1,023
	%		99.3%	52.3%	47.7%	0.7%	79.8%	13.1%	0.0%	0.8%	1.0%	5.3%
Bandera	#	9,092	9,032	4,106	4,926	60	7,050	1,315	6	166	8	547
	%		99.3%	45.5%	54.5%	0.7%	77.5%	14.5%	0.1%	1.8%	0.1%	6.0%
Bexar	#	908,944	905,691	858,086	47,605	3,253	717,920	99,710	22,112	16,503	13,514	39,185
	%		99.6%	94.7%	5.3%	0.4%	79.0%	11.0%	2.4%	1.8%	1.5%	4.3%
Comal	#	65,484	64,875	35,838	29,037	609	52,983	5,428	157	1,128	920	4,868
	%		99.1%	55.2%	44.8%	0.9%	80.9%	8.3%	0.2%	1.7%	1.4%	7.4%
Frio	#	6,523	6,523	5,125	1,398	-	5,663	439	-	82	30	309
	%		100.0%	78.6%	21.4%	0.0%	86.8%	6.7%	0.0%	1.3%	0.5%	4.7%
Gillespie	#	11,937	11,826	9,755	2,071	111	8,624	1,934	26	413	129	811
	%		99.1%	82.5%	17.5%	0.9%	72.2%	16.2%	0.2%	3.5%	1.1%	6.8%
Guadalupe	#	75,184	74,621	27,578	47,043	563	64,211	6,009	104	529	938	3,393
	%		99.3%	37.0%	63.0%	0.7%	85.4%	8.0%	0.1%	0.7%	1.2%	4.5%
Karnes	#	5,245	5,223	3,774	1,449	22	4,332	534	9	39	16	315
	%		99.6%	72.3%	27.7%	0.4%	82.6%	10.2%	0.2%	0.7%	0.3%	6.0%
Kendall	#	20,354	20,099	11,643	8,456	255	15,400	2,037	81	510	327	1,999
	%		98.7%	57.9%	42.1%	1.3%	75.7%	10.0%	0.4%	2.5%	1.6%	9.8%
Kerr	#	21,747	21,648	18,275	3,373	99	17,101	2,813	8	451	211	1,163
	%		99.5%	84.4%	15.6%	0.5%	78.6%	12.9%	0.0%	2.1%	1.0%	5.3%
McMullen	#	308	308	222	86	-	231	16	-	27	-	34
	%		100.0%	72.1%	27.9%	0.0%	75.0%	5.2%	0.0%	8.8%	0.0%	11.0%
Medina	#	21,065	20,972	10,127	10,845	93	16,690	3,152	8	260	205	750
	%		99.6%	48.3%	51.7%	0.4%	79.2%	15.0%	0.0%	1.2%	1.0%	3.6%
Wilson	#	21,637	21,552	8,746	12,806	85	17,329	2,321	-	172	163	1,652
	%		99.6%	40.6%	59.4%	0.4%	80.1%	10.7%	0.0%	0.8%	0.8%	7.6%
Total AACOG	%	1,186,978	99.6%	84.9%	15.1%	0.4%	79.5%	10.8%	1.9%	1.7%	1.4%	4.7%

Source: Source: ACS, Five-Year Estimates (2015 - 2019), Table B08130

Table 3-6: Top 6 Places of Work for the Residents of Each County in the AACOG Region

Atascosa County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	32.2%
Pleasanton, TX	Atascosa	9.0%
Jourdanton, TX	Atascosa	4.6%
Houston, TX	Harris	3.6%
Austin, TX	Travis	3.3%

Bandera County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	30.4%
Bandera, TX	Bandera	10.0%
Kerrville, TX	Kerr	4.8%
Boerne, TX	Kendall	4.8%
Austin, TX	Travis	4.3%

Bexar County		
Destination	County	Percent
San Antonio, TX	Bexar	67.5%
Austin, TX	Travis	3.3%
Houston, TX	Harris	2.4%
Leon Valley, TX	Bexar	2.4%
Dallas, TX	Dallas	1.1%

Comal County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	27.3%
New Braunfels, TX	Comal	22.2%
Austin, TX	Travis	6.6%
San Marcos, TX	Hays	4.7%
Houston, TX	Harris	3.1%

Frio County, TX		
Destination	County	Percent
Pearsall, TX	Bexar	20.9%
San Antonio, TX	Bexar	18.8%
Dilley, TX	Frio	4.7%
Austin, TX	Travis	3.8%
Houston, TX	Harris	2.1%

Gillespie County, TX		
Destination	County	Percent
Fredericksburg, TX	Gillespie	41.6%
San Antonio, TX	Bexar	9.5%
Kerrville, TX	Kerr	4.6%
Austin, TX	Travis	3.6%
Houston, TX	Harris	1.7%

Guadalupe County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	28.1%
Seguin, TX	Guadalupe	10.3%
New Braunfels, TX	Comal	10.3%
Austin, TX	Travis	6.7%
Schertz, TX	Guadalupe	5.2%

Karnes County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	14.3%
Karnes City, TX	Karnes	8.1%
Kenedy, TX	Karnes	5.9%
Houston, TX	Harris	4.7%
Austin, TX	Travis	4.6%

Kendall County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	35.3%
Boerne, TX	Kendall	19.9%
Austin, TX	Travis	3.1%
Kerrville, TX	Kerr	2.4%
Comfort CDP, TX	Kendall	1.4%

Kerr County, TX		
Destination	County	Percent
Kerrville, TX	Kerr	37.9%
San Antonio, TX	Bexar	13.1%
Austin, TX	Travis	3.8%
Fredericksburg, TX	Gillespie	3.4%
Ingram, TX	Kerr	2.5%

McMullen County, TX		
Destination	County	Percent
Tilden CDP, TX	McMullen	14.2%
Corpus Christi, TX	Nueces	12.3%
Three Rivers, TX	Live Oak	5.6%
Houston, TX	Harris	5.2%
Victoria, TX	Victoria	4.1%

Medina County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	35.6%
Hondo, TX	Medina	7.7%
Devine, TX	Medina	3.4%
Austin, TX	Travis	3.3%
Castroville, TX	Medina	1.9%

Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2018.

Wilson County, TX		
Destination	County	Percent
San Antonio, TX	Bexar	37.1%
Floresville, TX	Wilson	7.4%
Austin, TX	Travis	4.0%
Houston, TX	Harris	3.3%
La Vernia, TX	Wilson	3.1%

Source: Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2019.

Summary of Overall Needs

When combining the demographic, land use, and travel trends contained within this section, the following needs and themes emerge:

- The population growth in the AACOG Region has been high in the past decade due to fast growing urban areas in Bexar, Guadalupe, Kendall, and Comal counties. The future population is expected to increase considerably in the next three decades according to the latest population projections.
- The no-funding transit zone between VIA and ART's service areas will change and expand as a result of the census results. VIA and ART have worked together to reduce that zone, especially in New Braunfels.
- The TDIP analysis showed that a high percentage of the population (nearly 60 percent and above) is transit dependent in many parts of the AACOG Region (especially in Bandera, Frio, Kerr, Gillespie, and Karnes counties). A high percentage of people residing in rural areas belong to one or more of the transit dependency cohorts. Additionally, a large portion of Gillespie, Kerr, Bandera, Kendall, Medina, and Atascosa counties have a high number of older adult population that lives outside the cities.
- While San Antonio is the major trip destination for the AACOG Region, New Braunfels, Seguin, Kerrville, Fredericksburg, Boerne, and Hondo also qualify as an important trip origin and destination due to the concentration of a variety of trip generators such as regional hospital, dialysis clinics, major employer, higher educational facility, big box grocery stores, human service agencies, tourist attractions, and multi-unit housing apartments.
- The journey to work data postulates that on average nearly half of the AACOG region workers commute to neighboring counties for employment. The largest employment locations for primary jobs are San Antonio in Bexar County and Austin in Travis County.

Gap Analysis

This section is the culmination of the review of demographics and travel patterns compared to the services in place. This results in the gap analysis, through which a quantitative/qualitative process is used to identify unmet needs and service gaps based on the detailed analysis above and community and stakeholder input. The information serves as the foundation for the strategies (Section 8 of this plan).

This document includes the following:

- **Strengths, Weaknesses, Opportunities and Threats** identified in the region through the planning process.

- **Summary of Existing Conditions** that discusses demographics, land uses, and existing service.
- **Outreach Efforts** that provides a review of the results from public outreach and stakeholder engagement efforts.
- **Gap Analysis** which summarizes the gaps and needs identified through this process.

Overarching Theme

It is well documented that public transit is critical to the need for transportation to health care and human services. This is true in urban areas, but it is essential in rural areas with the lack of transportation resources and as a result, high needs.

The overarching theme of the gap analysis is:

Excellent public transportation is the best way to coordinate human service and health care access. This coordination can increase transportation for these needs and lower the cost per trip. It is incumbent on health care and human service providers to support public transit.

Strengths, Weaknesses, Opportunities and Threats

The AACOG service area consists of two public transit systems one urban (VIA) and ART, the rural operator. ART also serves the city of New Braunfels under contract to VIA.

This section summarizes the strengths, weaknesses, opportunities, and threats across the region at this time. There are significant challenges facing the region in order to move forward, but on a positive note, it has the capability to effect the changes needed to grow and become relevant to a wider range of residents.

Strengths

VIA has been a transportation Authority for about 40 years. ART has also been in existence for many years, first as a coordinated human service transportation program and later as a human service/public transit system. Their strengths include:

- **Two professional transit systems** – Two well run transit systems that have a history of working together. New Braunfels is an excellent example.

- **Professional management** – Management is knowledgeable and skilled in transportation issues. They have the ability to adapt and change.
- **Tenured, veteran vehicle operators** – Experienced vehicle operators will go a long way toward ensuring a safe, quality service.
- **NEMT service** – ART is fully engaged in Medicaid transportation services and receives funding that can be used as local match.
- **Service design** – ART and VIA are both engaged in new microtransit in suburban and small cities and fixed route services in rural cities.

Weaknesses

The weaknesses revolve around service area potential gaps, the need for local funding and a very inefficient service design in most of the rural areas.

- **No-transit zone** – As in the past, the urban area is growing beyond VIA's service area. When the area in question becomes urban, ART cannot provide service with FTA Section 5311 – rural transit funds
- **There is a lack of local funding** – Rural transit depends on matching funds. Funding from the counties is limited.
- **Service design** – ART uses the least productive and most expensive form of public transit – demand response service in its outlying counties.

Opportunities

There are a number of opportunities for ART to initiate at low or no cost. These opportunities will have a significant positive impact on service. There are numerous activities that can be undertaken to improve ridership.

- **Marketing and re-branding** – ART has a brand that is in need of a boost. Grassroots branding can make a difference. It must look and sound professional.
- **Introducing new services** – New more attractive services can be implemented at virtually no operating cost as the vehicles are re-purposed from one-on-one demand response to microtransit and scheduled service with door-to-door capabilities.
- **Sponsorships** – It is possible to generate private sector funding through sponsorships. Walmart, HEB, and United have all contributed/funded transportation in a significant way.
- **Continue coordination in rural areas** – Seek out new opportunities in human services and health care services.

- **Continue coordinating between VIA and ART** – These two systems have a good working relationship – seamless connectivity can still be enhanced.

Threats

NEMT service may be a strength, but it is also a potential threat as the brokers have an incentive to use low cost, poorly trained drivers.

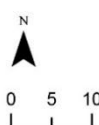
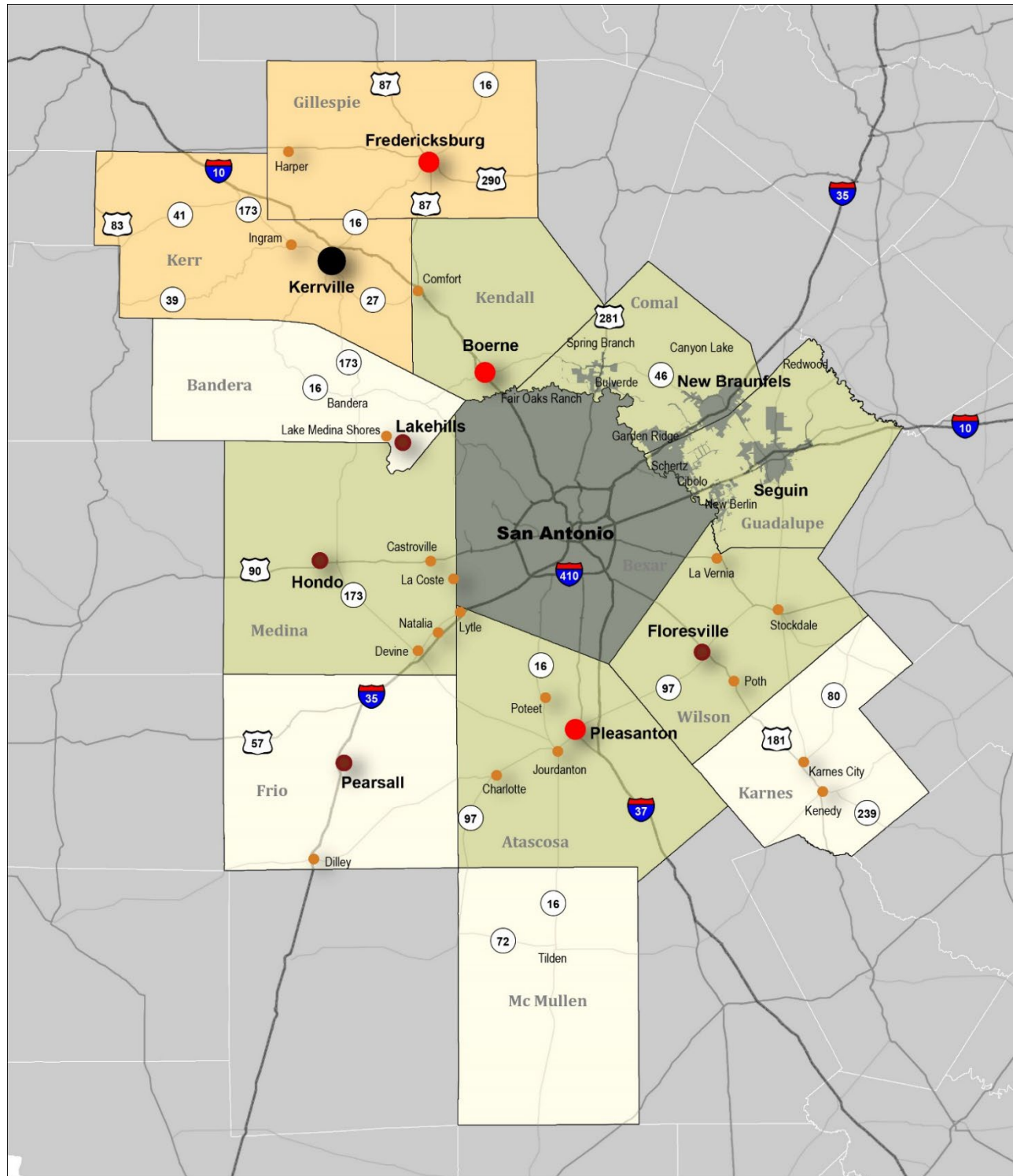
- **NEMT model** – Working with NEMT services requires contracting with three different brokers/systems on a county-by-county basis. Further due to NEMT's low standards for drivers and vehicles, it is difficult for ART to compete on price with, for example, a poorly vetted, untrained driver in a poorly maintained car. Price is the driving force in this capitated brokerage model. A frequent pattern among many brokers is to use rural public transit until they have signed up enough lower cost drivers and companies. Then they reduce transit's role.
- **Image in the community** – Similar to a number of systems, ART is seen as the older adult bus. There is a need for supporters of transit in each community. ART needs to build its brand and become visible in each community and subsequently build support.
- **Local funding** – The lack of local funding severely limits growth of transit.

Transit Types

The results of the analysis indicate that there are different groupings of counties that have different needs and transit attributes. These needs and attributes include the following types of counties and service areas for transit purposes (Figure 3-13):

1. **VIA Service Area** – most of Bexar County.
2. **Urbanized Areas**: New Braunfels (parts of Comal and Guadalupe Counties) and parts of Bexar County outside the VIA service area.
3. **Suburban** – lower density counties: Atascosa, Kendall, Medina and Wilson Counties, all surrounding Bexar County and have about 50,000 population each.
4. **Rural Tourism** – Gillespie and Kerr counties are rural in nature but have tourism and the potential for more service than other counties of similar size.
5. **Rural** – Bandera, Frio, Karnes and McMullen – these are in the second ring of counties and all have no more than 20,000 residents.
6. **Regional Service** – most notably the I-35 corridor with a Seguin connection.

Figure 3-13: Urban and Rural Transit Zones in the AACOG Study Area



Zones

- Urban
- Rural Tourism
- Suburban
- Rural

Population

- 5,001-10,000
- 1,001-5,000
- 20,001-30,000
- 10,001-20,000

**AACOG Study Area
Urban and Rural
Zones**

Stakeholder, Health and Human Service Agencies Engagement and Public Outreach Efforts

As part of this coordinated planning effort a variety of public, community and stakeholder outreach activities were held to understand the overall attitudes towards passenger transportation, mobility needs and potential strategies to meet those needs in the Alamo Area region of Texas. Due to the current pandemic a variety of web-based interactions were implemented to protect participants as well as elicit substantive input on regional mobility needs. Outreach activities included:

- Open house public meetings
- Stakeholder Interviews
- Interviews with transit customers and bus drivers
- Meeting with the SALSA Transportation Working Group, an ad hoc advisory committee.

The following section details the findings of each outreach effort including those in attendance, needs identified, and potential strategies discussed.

Community Open House Meetings

In late November and early December, the KFH Group hosted three public open house meetings to solicit input from the community on regional mobility needs and potential solutions to meet those needs. The meetings were held at locations that are frequented by transit users including:

- Elvira Cisneros Senior Community Center in San Antonio
- Kerrville Community Center
- Well Med Health Fair in San Antonio
- New Braunfels Senior Center

A variety of topics were discussed and are summarized below by category.

Service Parameters

- Workers in second shift or late-night positions cannot use transit options to access employment. This is true for Walmart Distribution Centers and others in the region.
- It was noted that ART requires up to ten days advanced notice to schedule a ride.

Service Area

- Several participants in San Antonio noted that there was no transportation access to areas outside San Antonio, particularly to special community events held in places like Fredericksburg, Kerrville, New Braunfels and Poteet.

- People noted that traveling into the Capital Area region to places like Austin or San Marcos is impossible with the current passenger transportation options in the region. It should be noted however that there is intercity service in this corridor, but there is no stop in New Braunfels.

Marketing and Communication

- Many people in the underserved urbanized area outside of the VIA service area do not know where to go to find a mobility option that can get them to their destination.

Technology

- Participants noted that the new mobility on demand service in San Antonio is convenient and they would like to see it expanded to other parts of San Antonio and the I-35 corridor.

Coordination

- Several participants that use a variety of services (VIA, ART, volunteer, human service, Medicaid, etc.) noted that a centralized call center and/or website would be helpful in determining which service is appropriate for their particular trip.

Modes

- All participants were excited at the prospect of mobility on demand services in the larger towns and cities in the rural areas as well as expanded service in the San Antonio area.
- There is a clear desire for late night and special event transportation throughout the region

Funding

- Many residents cannot afford TNC services but can afford VIA mobility on demand service, but that service is limited in geography.
- Participants stated the desire to see expanded VIA services into the urbanized areas outside of the current VIA service area.

Stakeholder Interviews

As part of this outreach process the project gave the opportunity to regional passenger transportation stakeholders to give input on regional transportation needs in individual interviews. Four interviews were conducted with Alamo Regional Transit (ART), VIA, San Antonio Area Foundation and the PRESA Community Center. This section summarizes the finding of those meetings.

Alamo Regional Transit Stakeholder Interview

As the rural transit provider for the region ART has a unique perspective on transportation and mobility issues in the region. This interview was an hour long and covered topics for service design to funding. Below is a summary of the key topics and issues discussed in the meeting.

- **New Modes:** ART is already looking into mobility on demand service in New Braunfels and is amenable to expanding this service typology to other parts of the region.
- **Coordination:** ART noted that there has been a lot of stakeholder input around mobility management activities, particularly a one call/click center but does not believe there is the will amongst the various service providers to get it done. Everyone agrees that it is a good idea but it will take significant time, funding and coordination to see it through.
- **Funding:** With CARES Act funding ART has been able to update its fleet and is not in dire need of capital equipment at the time. Medicaid is still a major source of operational and matching funds for the system though the percentage Medicaid of funding and trips has decrease since the last plan. ART recognizes that the funding formula for New Braunfels is flawed, as discussed in the 2021 New Braunfels Transit Plan (Pages 4-13 and 4-14). They also recognize that for the level of service that these communities need local support will be needed for implementation and sustaining operations.

VIA Interview

VIA is the urban transit operator in the City of San Antonio and some of the surrounding communities providing fixed route, paratransit and mobility on demand services. VIA was interviewed for about one hour discussing their recently implemented mobility on demand service. The key topics discussed are summarized below.

- **Funding and coordination:** Like ART VIA recognizes that the funding formula that has been used to service communities in the urbanized areas outside of the VIA service area is flawed and would like to see this planning process develop strategies to make a more equitable distribution of funds as well as develop new ways for VIA to expand services to areas not voted into the sales tax funding for the system.
- **Technology:** The mobility on demand service VIA has implemented have been tremendously successful and VIA is looking to open more zones of service to help connect underserved communities to their fixed route system.

San Antonio Area Foundation Interview

The San Antonio Area Foundation works within the greater San Antonio area to manage community oriented philanthropic efforts to address education, nutrition, training, employment, elder care, disability advocacy and many other functions. Leadership is involved in the SALSA transportation

working group and understands the importance of access to mobility services in the community. The key topics of the interview discussed are summarized below.

- **Mobility management:** Mobility Management dominated the discussion with the San Antonio Area Foundation. This group realizes that while there are several mobility options available to the community there is not always a clear way to find, navigate or schedule these services. The participants desire a centralized Mobility Management where trip planning experts can help individuals find the best transportation options for them. This office can also service as the one click/call center. The office could also provide planning services to help expand transportation services in underserved areas in the region.
- **Technology:** Like other stakeholders, mobility on demand service was a technology and service that is desired. Expansion of these service to rural areas was seen as something that would benefit the community.
- **Desired outcomes:** This organization made it clear that given the federal charge of the coordinated planning process this plan should ensure that access to mobility services for people with disabilities and older adults should be paramount.

Public Transit Customer and Worker Interviews

During the outreach process the consultant team traveled to both Seguin and Pleasanton/Jourdanton to ride the ART fixed route services in each community. By sampling the services, the team was able to talk to public transit customers, vehicle operators and assess the routes. Below is a listing of comments received sorted by theme:

Service Design

- Customers that have been riding the Seguin Connect service since its inception noted that the original route structure was preferable to the current alignment. The current route is a one-way loop on one-hour headways. The previous route was out and back.
- The consultant team noted several meandering sections of the route that generate little to no ridership (according to drivers) and travel along streets that are unsuitable for transit vehicles. There were also several dangerous unprotected left turns some onto busy state highways with high speeds.
- Since the route change in Seguin some of the eliminated stops have not had the signs and benches removed creating some confusion for new or potential customers. Drivers mentioned that dispatch has been called numerous times by people waiting for a bus at a discontinued bus stop.

- The deviated fixed route in Seguin can be difficult on passengers with a disability, ambulatory passengers and drivers disrupting schedules, delaying the route and requiring paratransit/deviation customers to wait long periods of time. Passengers noted that there are several demand response vehicles in Seguin and are confused as to why the fixed route needs to deviate. Drivers noted that there are about two deviations per shift.
- There are problematic maneuvers made to access the Walmart and HEB in Seguin. Meandering through the parking lot and the loading areas behind the stores.
- Passengers, particularly people with disability, would like more flexibility in services in Seguin and were interested in the potential for mobility on demand services.

Regional Needs

- Transit customers in both New Braunfels and Seguin noted the difficulty in scheduling regional trips out of their communities. Customers noted that it takes ten days advanced notice to schedule a trip from Seguin to New Braunfels. Drivers noted that there are five vehicles in Seguin, two devoted to the fixed route and three devoted to demand response.
- Customers mentioned that a limited-service route between Seguin and New Braunfels would be beneficial to both communities.
- Many veterans in New Braunfels and Seguin need transportation services to the VA medical facilities in San Antonio and South Austin.

Ridership

- The Connect Seguin service primarily serves low-income residents, older adults and people with disabilities. While the route does connect to Texas Lutheran University, vehicle operators noted that no college students use the service.
- In the two hours observing the Connect Seguin Service 23 people boarded.

SALSA Transportation Working Group

The consultant team has been meeting with the SALSA Transportation Working Group on a monthly basis to give projects updates, coordinate outreach activities and get information on local and regional needs. The group includes representatives from throughout the San Antonio area:

- VIA
- Ride Connect Texas
- Comfort Care
- San Antonio Jewish Senior Services
- Connect + Ability
- City of San Antonio
- San Antonio Lighthouse
- PRESA Community Center
- San Antonio Area Foundation
- Collective Impact
- disABILITY San Antonio
- Northeast Senior Assistance

For this group, transportation is a major concern for older adults, who are often living with a disability and have specific requirements for ride provision. A recent study estimated the number of older adults that miss essential rides - rides to medical care, nutrition, or legal/financial activities - at 16 percent of all persons over age 60. And as the Bexar County population ages over the next few decades, this situation will worsen.

The system currently in place includes a wide array of transportation providers and a few agencies that provide information and referral services to residents who need transportation assistance.

To improve transportation services and the means through which older adults access them, SALSA would like to see enhanced mobility management functions in the region including the implementation of a 1-Call / 1-Click (1C1C) system. This system should provide a single point of entry for information and referral that would allow consumers, information and referral specialists, social service and medical service providers, and mobility managers to access comprehensive and complete information on regional transit, paratransit, and personal mobility services.

Additional mobility management functions this group would like to see include:

- Ongoing regional passenger transportation planning
- Encouragement of private sector sponsorships for transportation services
- Increased marketing and awareness of transportation services
- Ways to lower the costs of transportation for transit dependent

Gap Analysis Summary

By coupling the demographic analysis, inventory of current services, and outreach efforts, service gaps and unmet needs are revealed. Table 3-7 summarizes these service gaps and unmet needs by:

- Geographic Location
- Time Related
- Population and Ridership
- Transportation Service Type
- Marketing and Outreach
- Technology
- Funding
- Coordination of Services

Table 3-7: Gap Analysis and Needs Assessment Summary**Gaps and Needs: Population and Ridership**

There are six different service areas within the study area. These include:

1 - VIA service area – most of Bexar County.

2 - Urbanized Areas: New Braunfels (parts of Comal and Guadalupe Counties) and parts of Bexar County outside the VIA service area. See Figure 8-1 for an illustration of the zones.

3 - Suburban – lower density counties: Atascosa, Kendall, Medina and Wilson Counties, all surrounding Bexar County and have about 50,000 population each.

4 - Rural with Tourism – Gillespie and Kerr counties are rural in nature but have tourism and the potential for more service than other counties of similar size.

5 - Rural – Bandera, Frio, Karnes and McMullen – these are in the second ring of counties and all have no more than 20,000 residents.

6 - Regional Service – most notably the I-35 corridor with a Seguin connection.

**Gaps and Needs: Geographic Location****Inter-Regional Services**

Most of the out of area needs continue to be medical in nature. San Antonio is a major focus of out of area service.

Kerrville draws some out of county riders as there is a VA Hospital that is a major destination.

Needs in Fredericksburg include service to Austin.

The I-35 corridor needs service between San Antonio and Austin with service through New Braunfels and a spur to Seguin. The Austin – San Marcos part of the corridor is in place.

Intra-County Service

Improved in-county and in-town services were stated numerous times.

Urban – Unserved

Unserved areas outside of VIA's and ART's service areas is a continuing issue as the new census comes out, redefining the rural and urban areas



Gaps and Needs: **Time Related**

Service industry workers and people who work second and third shift jobs have mobility needs outside hours public transit operates in the rural parts of the region.

Evening and weekend service was expressed as a need.



Gaps and Needs: **Transportation Service Type**

There is a need to explore the use of fixed route or mobility on-demand and microtransit services in the towns and small cities in the region.

Guidance is needed with the steps and the process for implementing these services in the region.

There is a need to assess current services and to determine if modifications are needed to address service needs.

There is an opportunity to implement a vanpool pilot project (for trips that don't have San Antonio or Austin as an origin or destination) that would help serve workers with shifts or locations not served by public transportation. Minivans have proven effective in this role.

Fixed schedule rural service has potential in remote rural areas.

Regional service between San Antonio and Austin.



Gaps and Needs: **Marketing and Outreach**

Build up the Brand and erase the image of the senior bus. An image change should be a first step in implementing a marketing program. A new color scheme are, like any other business an essential element to marketing the service – a prudent business consideration.

There is a need for expanded outreach/marketing of transportation services and options for human service agency staff and the people they serve, and who may be unaware of the transportation services available to them.

Many residents of the region are unaware of the transportation services available to them, and increased marketing and education are needed. Specific events and marketing efforts should be planned to raise awareness of mobility options.

There is an opportunity for improved agency coordination on a variety of efforts, including travel training that will assist customers in using existing transit services.

There is a need to address the regional one-call center that has been discussed but never implemented through previous planning efforts.



Gaps and Needs: **Technology**

Technology can be used more extensively to communicate options for demand response customers and to provide them with real-time arrival information.

Improved service and technology integration is needed between transportation providers, and that would allow expanded use of mobile applications across agencies and be a component of regional fare integration.



Gaps and Needs: **Funding**

Local funding support is needed to increase transportation services in the region. This could include private sector funding.

There can be greater use of FTA Section 5310 grant program funds administered by TxDOT to expand service for older adults and persons with disabilities in the region.



Coordination of Services

ART and VIA coordinate well together.

A Mobility Manager coordinated between the two systems could make a difference.

Section 4:

Planning for Comprehensive Services

Introduction

Alamo Area Council of Governments (AACOG), representing twelve rural counties and one urban county, has been operating human service transportation since the mid-1970s. It has been operating public transit since the start of the rural transit program in the early 1980s, through its Alamo Regional Transit (ART). The largest transit system in the region is VIA, serving about 2 million people through a variety of services. Without question, ART and VIA have demonstrated, time and again, their capacity to not only plan comprehensively, but to also provide comprehensive transit service.

Comprehensive Planning

As the region's council of governments, AACOG conducts a wide range of activities that require a comprehensive planning effort. As stated above, AACOG has been operating transit since the 1970s when they operated a coordinated system that included: aging programs, persons with disabilities, Medicaid transportation and a variety of other programs.

This five year plan includes the variety of human services managed by AACOG, including, but not limited to: two area agencies on aging; and the Texas Veterans Network. Workforce needs are met by using public transit and gas vouchers. These programs and the transportation aspects are all planned through AACOG and ART as part of their mission. In addition, ART and VIA coordinate with Workforce Solutions Alamo. The RPO and MPO both work closely with VIA and ART as well.

The San Antonio area has a number of human service agencies engaged in transportation. These entities have coordinated service with ART and VIA and have a longstanding relationship.

The final piece of the puzzle is the coordination with non-emergency Medicaid transportation (NEMT). ART is fully engaged in NEMT at this time. NEMT funds are treated as local match for rural areas, increasing their value to a rural transit system.

Summary

AACOG conducts much of the planning for comprehensive services in house, as part of their overall responsibility for some of the programs engaged in transportation. In addition, ART works closely with the workforce board and is operating NEMT service with brokers as appropriate. AACOG and ART will continue to work closely with human service and healthcare providers.

Section 5: Integrated Planning Process

Introduction

The thirteen counties that comprise the AACOG study area have had varying level of planning. Bexar County and surrounding areas are continually planning transit programs both through VIA and the Alamo Area Metropolitan Planning Organization (AAMPO). Rural areas have had little in the way of planning beyond the coordinated planning process. These plans are reviewed as follows.

Planning Activities

The recent transit planning activities conducted in the AACOG region include:

1. **The 2017 Coordinated Plan for Alamo Area** – The 2017 Coordinated Plan is reviewed in detail in Section 8.
2. **New Braunfels Transit Study, 2021** – This study examined the need for new and/or expanded service in New Braunfels. The existing service of five peak paratransit vehicles is funded by VIA and the City of New Braunfels and operated by ART. The results called for a combination of fixed route and on-demand service as well as full corridor service between the Austin and San Antonio areas.
3. **Workforce Solutions Alamo – Local Plan 2021 – 2024** – The local plan, required as part of funding, makes a passing reference to transit, indicating that transportation solutions include: gas cards, mileage reimbursement and public transit.
4. **Capital – Alamo Connection Study 2019** – This study focused on roads with a brief discussion on a transit service supported by Capital Metro, CARTS, VIA and ART.
5. **Keep San Antonio Moving 2020** – VIA has been conducting major planning efforts which include a wide range of services from bus rapid transit (BRT) to on-demand – Link service across the outer ring of the service area. This would include seamless connections across the region.
6. **VIA Section 5310 Program Management Plan 2019** – This is VIA’s plan for distribution of Section 5310 funding in their service area (essentially Bexar County).
7. **Project Connect 2020** – Capital Metro conducted a wide ranging study and has initiated efforts to reform transit in the Capital area with rail, BRT and seamless connections to I-35 corridor services.

Overall, VIA and ART are well engaged in the planning efforts and have been involved in all transit studies in the region, most of which are geared to improve public transit and reduce the need for specialized human service transportation. At the same time, there is significant coordination with human service agencies.

Section 6: AACOG Coordination Goals and Objectives

Introduction

The Vision and Mission statements along with the goals and objectives were developed through the collaborative process. First, the previous goals are reviewed to determine the progress over the past five years. Next is the Vision statement and the Mission statement followed by the project goals.

The first step is to review the progress made toward the 2017 Coordinated Plan goals and strategies.



Review of 2017 Goals

Coordinated Plan Goals - 2017

The four goals that have been carried forward for ten years remain relevant. The stakeholders agreed to continue with the existing goals.

Goal 1: Enhance the quality of the customer's travel experience – Customer service and safety are emphasized. Services that can be used conveniently and at a reasonable cost by the public. This is in progress with major changes toward successful strategies.

Goal 2: Expand the availability of services to those who are unserved – A full range of public transit services should be offered to all residents and visitors. VIA continues to expand its services and ART is also adding new services.

Goal 3: Increase the cost-effectiveness and efficiency of service delivery – Efficiency is a measure of doing things right, while effectiveness is a measure of doing the right things. Progress has not yet been made.

Goal 4: Establish and sustain communication among stakeholders in the region's transportation plan – trust, and leadership continue to be the most important elements to sustaining communication. This goal continues to be successfully achieved.

Vision Statement

The Vision Statement supported by the lead agency, transit providers and stakeholders is an essential element of the plan and the driver of the priorities and strategies.

*Help provide for more trips for more people while providing cost effective, high quality, and safe **transportation for our community.***

Mission Statement

The Mission Statement reflects the agreed upon direction of the plan over the next five years and is supported by the lead agency and stakeholders. The vision statement is as follows:

*Continue to build a coordinated set of transportation services that can meet a variety of needs throughout the 13-county service area. **The emphasis is on:***

- *Quality service that can meet the most needs in the diverse service area*
- *Building a sustainable future for human service and public transit providers*
- *Maximizing the use of public transit. **It benefits all.***

Coordination Project Goals and Objectives

The committee and AACOG agreed to the following goals. Please note that priorities (short and long term), are set in Section 8 to follow.

Goal No. 1: Improve the Effectiveness of the Advisory Committee and Outreach

- a) Revise the by-laws to ensure a properly functioning committee. TxDOT does not require any formal process other than to assure that all stakeholders are heard. Bylaws should be simple and should encourage dialogue.

- b) Improve attendance at the meetings.
 - i. Ensure each meeting is meaningful.
 - ii. Members will be organizations, rather than individual people.
 - iii. No quorum will be needed.
 - iv. Video link and designated backup to be provided for representatives.

Goal No. 2: Comprehensive Needs Assessment

- a) Continual scan of existing services and inventory.
- b) Review of demographics/land uses.
- c) Conduct regular gap analysis.
 - i. Identify specific public need
 - ii. Identify transit program needs

Goal No. 3: Implement Strategies to Improve Service, Coordination and Generate Higher Ridership

- a) Implement strategies to serve the unmet needs.
 - i. Introduce new service designs and strategies to serve the existing riders as well as those with unmet needs.
 - ii. Address regional service – multiple corridors across the region.
 - iii. Address local service.
- b) Implement strategies to continue to serve areas that lose their rural designation due to census changes this year.
 - i. Continuity of service is critical.
- c) Implement strategies to improve transportation performance.
 - i. Continue to improve internal operations.
 - o Ensure internal staffing to meet the needs
 - o Continue to ensure low vehicle operator turnover
 - ii. Improve service for AACOG and other local human service and health care transportation services through coordinated training and maintenance.
 - iii. Invest in the latest technologies as needed and appropriate.
 - iv. Seek improvements in operating efficiencies as appropriate.
- d) Continue to coordinate services by reducing siloed services.
 - i. Continue to coordinate and build services to address veteran's needs.
 - ii. Seek economies of scale.
 - iii. Continue NEMT services to the greatest extent possible.

Goal No. 4: Sustainability and Growth

- a) Develop partnerships with private and public sectors.
 - i. Secure system sponsors
- b) Secure additional vehicles to meet the needs as necessary.
- c) Seek COVID and other FTA funding for expanded service.

Section 7:

Sustainability and Implementation Planning: Strategies

Introduction

This section reviews the region's ability to sustain its coordinated planning efforts. At the same time, it examines ART's efforts to implement the services in the region.

The steps in sustainability include, but are not limited to:

- Developing a viable advisory committee and support network (addressed in Section 8)
- Ensuring efficiency and effectiveness
- Ensuring a professional staff can be maintained
- Continuing to meet the infrastructure needs of the service area
- Generate revenue from grants, local governments and the private sector through sponsorships and partnerships.

Sustainability is critical to all transit systems. VIA is financially secure with a sales tax that will be increasing in the near future. One of the greatest threats to rural transit systems is the lack of local funding for service. There is a need for funding stability because if services come and go for lack of funding, ridership will be very quickly lost and won't come back.

At the present time, there is a significant amount of funding available for capital and operations. What is not in abundance however is local funding and match. NEMT revenue reduced that need for local funding. Local governments can provide support in a number of ways, and the private sector is a valuable resource as well.

The second part of sustainability is having the infrastructure necessary to carry out the mission. VIA has the infrastructure and continues to move forward. ART has limited infrastructure and some infrastructure needs are addressed in this plan. The third pillar of coordination is having the professional staff to meet the challenges of the future. The study team believes both organizations are staffed with professional and experienced transit managers.

Sustainability – The Basics

The following strategies are designed to ensure sustainability and growth:

- **Efficiency and Effectiveness:** Having the organizational staffing to sustain and grow
- **Securing Federal and State Transit Funding:** To ensure effective use of this critical funding

- **Securing Local Funding:** From human service agencies, health care providers, local governments, and the private sector
- **Fares and Fare Strategies:** Revisiting the high fare structure is critical to sustainability.

Efficiency and Effectiveness

The first step in sustainability is operating efficiently (doing things right) and operating effectively (doing the right things). Strategies designed to improve efficiency and effectiveness are detailed in the operational strategies presented in Section 8.

Securing Federal and State Transit Funding

With the CARES Act and the new infrastructure bill's passage, there is and will be an abundance of FTA funding for operations and capital. The key is to seek it out, develop a solid plan and write a winning grant. In addition, ART is already engaged with Medicaid transportation, being able to use that funding as local match for FTA funds.

1: Distribution of Section 5310 Funds

The majority of funding for older adult and disability transportation services is centered in San Antonio as it should. This process should continue. Section 5310 funding for rural areas can take a number of directions. These can include a number of potential activities for ART to serve persons with disabilities and older adults.

Sustain Strategy 1.1: Urban Area: Status Quo

The San Antonio area has a number of active and professional human service agencies that provide transportation – some using Section 5310 funds in collaboration with VIA. This should continue, using in part, the coordination committee to provide input.

Sustain Strategy 1.2: Rural Use of Section 5310 Funds

AACOG, as the lead agency will regularly and meaningfully engage regional stakeholders, including persons over 65, persons with low incomes, veterans, advocates for children and other members of the public to ensure a well-coordinated network of transportation providers.

There are four approaches to the use of Section 5310 funds in rural areas.

1. ART can use the funds for vehicles that are funded through Section 5310 or New Freedom.
2. ART can use the funds for preventive maintenance on vehicles purchased with Section 5310 or New Freedom funding.

3. Funds can be used for mobility management activities.
4. ART at the same time can lease newly retired vehicles in good condition to human service agencies. ART can also support these agencies with driver training, insurance and maintenance support.

2: Securing Additional Federal Funding

ART should be actively writing grants to secure FTA funding for capital and operating services. This plan will help guide ART planners in directing proposed services and seeking funding.

Sustain Strategy 2.1: Aggressively Seeking Federal Funding for New and Innovative Projects

ART should embark on an effort to secure grants for service and additional planning. Mobility management activities can also be considered a good investment as the mobility manager role includes securing funding for transit.

3: Securing Local Funding

Local funding can come in the form of private sector support and does not have to be exclusively governmental. HEB and other supermarkets and big box stores have and continue to support/fund transit.

Sustain Strategy 3.1: Initiate a Private Sector Sponsorship Program

Transit has a long history of providing advertising on and in buses for additional revenue. Many systems have engaged in advertising over the years, but a sponsorship program is more than simply advertising. Instead of the usual selling of just one form of advertising, ART should sell sponsorship packages. Since sponsorship and advertising funds are an important source of local funding, this program can help expand the service.

This is a potential source of revenue for ART in the future. Large corporations have been known to participate in sponsorship programs and typically these companies (such as HEB and Walmart) have far more money than all the cities and counties in the service area combined.

This activity should be implemented at the end of the rebranding with vehicles in the new paint scheme and the new nickname. Potential sponsors want to be associated with a first-class service that the community can take pride in.

Sustain Strategy: 3.2: Work with Human Service and Healthcare Organizations

The vast majority of human service and healthcare funding comes from NEMT service. Human service funding for transit has dried up for the most part. Healthcare organizations more frequently support

transit. An excellent example is presented in Section 8 in Georgetown. For example, the first place to start would be large regional medical centers. This could also be an excellent opportunity to collaborate on a grant to support expanded healthcare access.

Implementation

These two activities should be initiated early in the process. With assistance from AACOG, ART should begin writing grants now, based on the strategies selected for inclusion in this plan.

4: Fares and Fare Strategies

ART's fares are among the highest rural fares in the state and about double that of most rural systems. For example, ART's \$24 round trip fare to San Antonio is cost prohibitive for many of those not on Medicaid. The fact is that high fares inhibit ridership significantly. This in turn reduces or limits revenue. Would ART rather have zero or one rider at \$24 round trip or four riders at \$6?

The research is clear, high fares inhibit ridership. Fare elasticities are measures used to determine the effects of fare changes on ridership. These elasticities indicate that doubling of fares (in this case, comparing to other rural systems), reduces ridership by 50 percent, a very significant number. The costs to the community are much higher as many transit customers cannot afford a \$12 or \$24 round trip and may forgo an important trip or defer health care (for example).

Unfortunately, according to ART management, data is not available to distinguish out-of-county ridership from in-county ridership. This does not allow the study team to look at the percentage of out-of-county trips paid by NEMT versus public riders paying the fare, in order to determine the effects of the high fares. It is recommended that ART collect this information.

Sustain Strategy 4.1: Revise the ART Fare Structure

The entire ART fare structure should be revised to ensure that a high fare is not an impediment to travel in the Alamo region. Currently, fares for local, in-county and out-of-county services are double most other systems in Texas.¹ Quite simply, the higher the fare, the lower the ridership. For example, it is doubtful that most riders can afford a \$24 round trip to San Antonio from the rural counties. ART should track out-of-area ridership by NEMT and public riders to determine if anyone is actually using the public portion of that service.

The first step should be to conduct a quick fare analysis by looking at other system's fares in similar sized areas (as the consultants did). The second step is to adjust fares down and ensure all potential riders and the public are aware of these changes. The consultants recommend fares be cut in half. This minimal lost revenue would be made up by the increase in ridership (helped by the revisions to service).

¹ The consultants reviewed 10 systems in Texas. All were lower than ART, except SWART which also has among the highest fares in the state, and Brazos Transit's local service (out-of-county service was very low cost). Concho Valley is free fare for in and out of county.

Section 8:

Strategies for the Future

Introduction

This section presents a wide range of organizational, operational, financial/sustainable, and coordination strategies to move the AACOG region forward and meet the needs of transit dependent populations as well as the general public. The reader should be reminded that, as spelled out in the previous section, excellent public transportation is the best way to coordinate service.

The project advisory committee and AACOG selected the most appropriate strategies for inclusion in the final plan. We will first set the stage for the introduction of strategies by reviewing previous strategies and progress toward the goals.

The focus will be on the following categories of strategies:

1. Organizational and Coordination Strategies
2. Operating Strategies for the Future
3. Marketing and Branding Strategies

Sustainability and Financial Strategies were compiled in the previous section on sustainability, and will be included in the priorities at the end of this section.

Coordination Doesn't Just Happen

Coordination does not simply happen because it may be a good idea. Coordination requires:

- Trust between the coordinating entities
- Leadership
- An appropriate political environment
- A business arrangement/plan that works for all

When these requirements are aligned, coordination can happen. Without trust, however, coordination may be minimal.



2017 Projects – A Review

Coordination Strategies

Coordination Task 1 – Coordinating Human Service Transit Service in San Antonio

VIA and ART, working with a number of human service agencies have built a network of support. Mentoring should be initiated by this working group, including driver training, maintenance support/advice, vehicle distribution, and planning. The first efforts included focusing on the volunteer cooperatives that provide transportation in various parts of the city. It is the intent of this task to assist in maintaining this network of services.

Status: This is an ongoing effort.

Coordination Task 2 – Maintaining and Expanding Coordinated Services between ART and VIA

ART is working closely with VIA and has implemented a number of services in formerly high unmet needs areas. This activity is continuing. These activities are an excellent case study of successful coordination to achieve new service in previously unserved areas. The implementation of the service is discussed in detail in the service tasks below.

Status: This has been expanded to include service in New Braunfels.

Coordination Task 3 – Medicaid Coordination

Medicaid transportation expenditures include over ninety percent of the available human service transportation funding. Therefore, without coordinating Medicaid transportation, many advantages of coordination fade.

Status: ART has done an excellent job negotiating the duplicative brokers. Care must be taken to ensure ART is not dependent on these funds in the future as they often dry up when the brokers build up a network of individual drivers, untrained in personal cars and often unsupervised at a cost far lower than transit.

Coordination Task 4 – Conduct a Full Transit Development Plan

ART is hearing from the community that there needs to be an upgrade in service. This is addressed in the operational strategies of this plan to follow. First, however, ART is in need of a transit development plan (TDP) to:

- Help set the direction of transit in the future
- Determine the most appropriate service design for every community
- Design routes and schedules as appropriate.

Status: This has not occurred. While this coordinated plan helps, a TDP is essential for the future.

2017 Service Strategies, Programs and Partnerships

The best way to coordinate services is to provide quality public transit, as most transit dependent/Title VI persons and veterans can use public transit if properly planned. Additional services would be available for persons that cannot use fixed route or paratransit. The majority of the input received, as part of this planning process, indicated that the rural areas (particularly older adults) need additional intra- and inter-county services. These strategies focus on these underserved areas and on improving connectivity.

Service Task 1 – Reconfigure Rural Services

ART should begin to focus on improving transportation across its service area in order to provide more effective service for all. It is essential that the services available, in any particular part of the service area, meet the needs of that community. It is here that a variety of service designs are introduced.

This task requires AACOG, to work with each city and county to develop a reasonable transit program. Fixed route in some communities, dial a ride – now on-demand and fixed schedule service in remote rural areas.

Status: ART has initiated new services in Seguin and Atascosa County using Flex Route.

Service Task 2 – The Regional Approach - Implement New Service Across Region

Regularly scheduled service from small cities and towns and rural areas into adjacent towns and San Antonio is a major need. As documented previously, this need has accelerated rapidly and a network of commuter service – bus routes, vanpools, and ridesharing are essential. ART has been aggressively pursuing opportunities to provide this service. This includes JARC service in Frio County and routes into Seguin. While JARC funding has been rolled into Section 5311, these services remain a major need that should be addressed.

This effort is perfectly suited to a mobility management function and should include organizing all rideshare functions, marketing the service, securing vehicles, and a host of other activities.

Status: This has not been completed at this time.

Service Task 3 – Development of Public Private Partnerships

Public/private partnerships (P3) and sponsorships are a way to allow the private sector and other entities an opportunity to contribute to and gain from public transit efforts. These can range from large scale rail projects such as in Denver, to small scale partnerships as are occurring in other communities.



Status: There are no public/private partnerships in place at this time.


Introducing the Strategies for the Future

The advisory committee and AACOG have selected a wide range of strategies to include in the plan. Some are a continuation of previous strategies, while others are new. This section includes strategies designed to improve the services and expand opportunities for all of the AACOG region residents. These strategies are summarized in Table 8-1.

1. Organizational and Coordination Strategies
2. Operating Strategies for the Future
3. Branding and Marketing Strategies
4. Sustainability and Financial Strategies (discussed in Section 7)

Table 8-1: Summary of Strategies by Categories

Categories	Strategies	Application
 Organizational and Coordination Strategies	1. Re-organize Advisory Committee	a) Reform the Advisory Committee
	2. Urban/rural mobility manager	a) All-inclusive mobility management (first option – if feasible) b) Conduct mobility management functions in twelve counties
 Operating Strategies for the Future	1. In-town on-demand service – microtransit or fixed route	a) Microtransit and fixed route in the larger cities b) Microtransit in smaller communities
	2. Fixed schedule service	a) Fixed schedule rural service
	3. Intercounty service	a) Scheduled intercounty service b) I-35 corridor service c) Connect ART with Intercity bus d) Vanpools

Categories	Strategies	Application
	4. Human Service Transportation	a) Continue to engage Human Service & Health Care Providers b) One Call-One Click Dispatching Center
	5. Maintain services that are effectively meeting needs	a) Maintain existing service
	6. Facility needs	a) In-house maintenance for fleet and facility b) Rehabilitate Kerrville multi-modal facility
	7. Tracking performance	c) Track data and measure performance
 Sustainability and Financial Strategies	1. Distribution of Section 5310 Funds	a) Continue using funds in current urban areas b) Use funds for rural areas for capital expenses, preventative maintenance or donating retired vehicles. Also will be used for mobility management.
	2. Securing additional federal funding	a) Aggressively seeking funding for new and innovative projects
	3. Securing local funding	a) Initiate a private sector sponsorship program b) Work with human service and healthcare organizations
	4. Fares and fare strategies	a) Revise ART Fare Structure
Branding and Marketing Strategies	1. Develop a brand	a) Meaningful nickname b) paint scheme c) logo
	2. Marketing	a) Develop brochures b) Grass roots marketing

1. Organizational and Coordination Strategies

Any coordination effort should start with:

- Maximizing the use of public transit (in rural areas).
- Efforts to assist human service agencies in providing their own transportation (where appropriate) to the greatest extent possible.

1.1 Reorganize Advisory Committee

AACOG's previous advisory committee has been dormant for an extended period of time and did not exist at the start of the study. The consultant team formed a committee of representative organizations for purposes of outreach and gaining input from a wide range of stakeholders. The makeup of this committee is very similar to the committee used in 2017. The consultants have provided AACOG with a new set of committee by-laws to help reconstitute the committee. Due to changes at TxDOT, AACOG has the ability to change these by-laws or delete them completely.¹

- The objective is that AACOG should reform its committee in order to ensure all appropriate parties have a chance for outreach and involvement.

Strategy 1.1.1: Reform the Advisory Committee

The study team submitted a less restrictive set of by-laws for AACOG to consider. These by-laws include the following critical elements:

- A less formal structure with greater flexibility.
- Entities based in the region can be eligible to vote.
- Eliminate quorum requirements – The incentive is to attend the meeting knowing a vote will be taken.
- An appropriate mix of urban, suburban and rural committee members.
- Meet quarterly unless there is an important issue.

The committee should consider these changes in order to move forward in the future.

1.2 Urban/Rural Mobility Manager

The 2017 Coordinated Plan calls for a variety of mobility management tasks. This strategy goes a step further by adding the rural area to the mobility management functions. An excellent model of mobility management coordination is found at CARTS and Capital Metro in Austin and the surrounding counties.

A recent national research project conducted through the Transportation Research Board of the National Academy of Sciences² highlighted this mobility management collaboration. This is summarized in the box below, with the detailed case study in Appendix B.

¹ In an interview with TxDOT, has indicated that there are no specific rules regarding advisory committees and local entities are free to develop their own approach to outreach and decision-making that ensures that all interested parties have the opportunity to be heard.

² Transit Cooperative Research Program - TCRP Report No. 223 *Guidebook for Communities to Improve Transportation to Health Care*.

Capital Area Office of Mobility Management

Two transit agencies in Central Texas—the Capital Metropolitan Transportation Authority (Capital Metro) and the Capital Area Rural Transportation System (CARTS)—partnered to develop a regional mobility manager charged with expanding transit for those in need in the nine-county Capital Region surrounding Austin. The resulting Office of Mobility Management (OMM) has coordinated funding and services with numerous health care providers in:

- Capital Metro's service area of Austin and some close in suburbs.
- Rural parts of nine counties surrounding Austin; six of those counties are entirely rural.

Additionally, the OMM helped build a number of transportation services in the geographic area between the two transit agencies' service areas that previously had no service (including Georgetown).

The coordinated efforts of Capital Metro, an urban transit agency, and CARTS, a rural transit agency, now provide access to almost 30 community partners through the OMM, which is dedicated to meeting the transportation needs of seniors, people with disabilities, veterans, and others in need. This collaborative effort has increased fixed route and specialized transportation, improving access to health care through the expansion of public transit service in formerly under and unserved areas.

There are two potential strategies to support the mobility manager position, the first is the all-inclusive model where VIA and ART could form a 13-county mobility manager. The second would have AACOG form its own mobility manager to support the 12-county service area outside of Bexar County. In each alternative, there are a number of potential funding options, including:

- Section 5310 funds
- Transit system funding
- Grant funding for a mobility manager
- Securing sponsor funding (health care providers, big box and grocery retailers, and others)
- Local government
- Any number of combinations

Strategy 1.2.1: All Inclusive Mobility Management

Mobility management among the two transit systems is potentially a valuable resource. In the example above, the whole is clearly greater than the sum of its parts. The key will be to develop by-laws and procedures that ensure each entity is getting its fair share. Staffing and funding could include existing staff from each entity splitting responsibilities or all can contribute, or secure grant funding to support a mobility manager position and office space for that person.

Strategy 1.2.2: Rural Mobility Manager

This strategy would employ a mobility manager for the twelve counties outside VIA's service area. All activities including possible vanpools would be for areas not served through VIA. This could include an existing or new staff person. There is funding for mobility management and this position would also seek out funds from public and private sources, ultimately paying for itself.

2. Operational Strategies for the Future

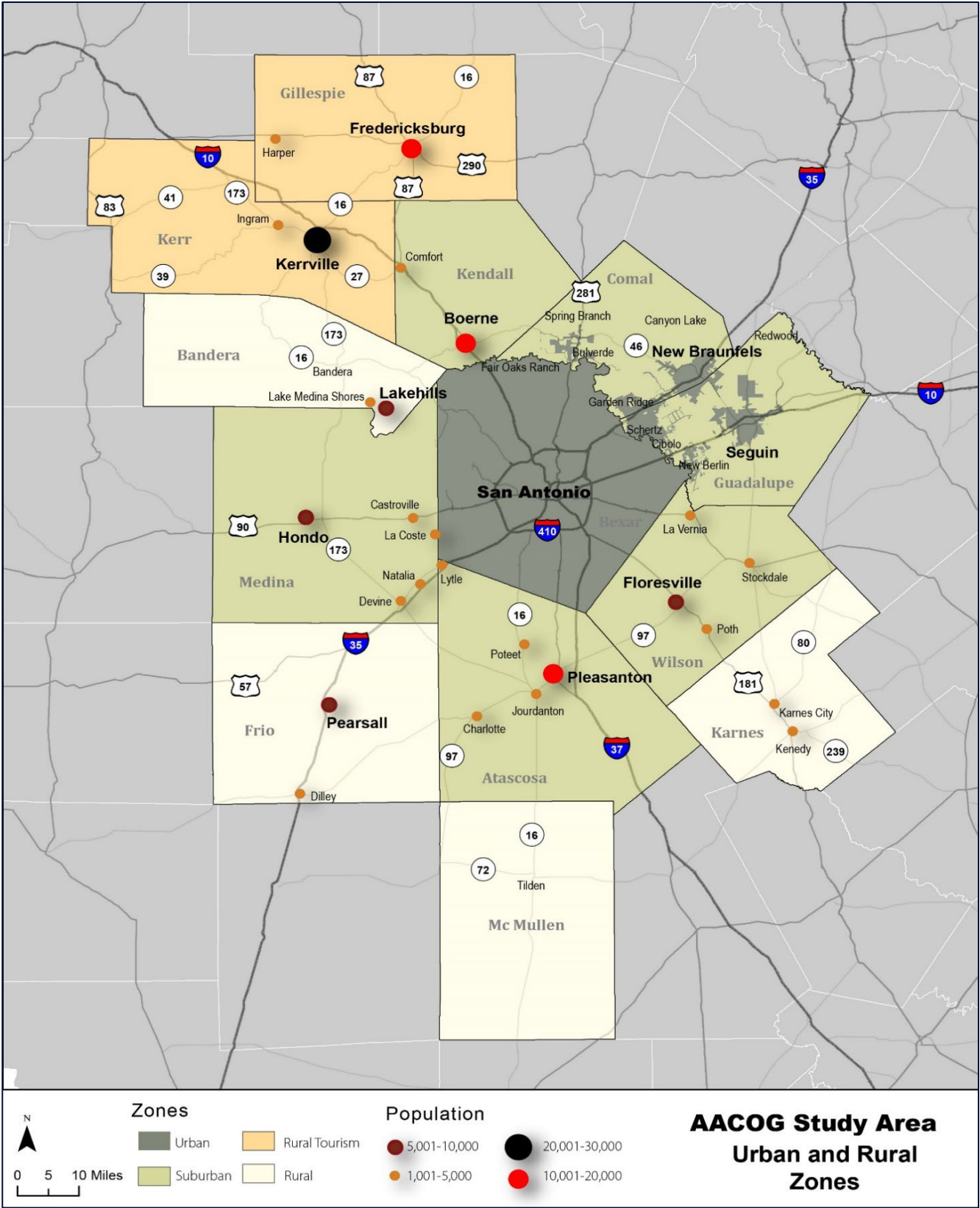
The service area is made up of six distinct transit service sub-areas. It will be important to tailor service to each set of needs. These six transit service sub-areas are illustrated in Figure 8-1:

1. **VIA Service Area** – Most of Bexar County.
2. **Other Urbanized Areas** – New Braunfels (parts of Comal and Guadalupe counties) and parts of Bexar County outside the VIA service area.
3. **Suburban** – Lower density rural/suburban counties: Atascosa, Kendall, Medina, and Wilson counties, all surrounding Bexar County and have about 50,000 population each. These counties may have commuter needs into Bexar County.
4. **Rural with Tourism** – Gillespie and Kerr counties are rural in nature but have tourism and the potential for more service than other rural counties of similar size.
5. **Rural** – Bandera, Frio, Karnes, and McMullen – These are in the second ring of counties and all have no more than 20,000 residents. McMullen has under 1,000 residents.
6. **Regional Corridor** – Most notably the I-35 corridor with a Seguin connection.

Each area has specific needs requiring specific solutions. What works in VIA's service area may not work in Floresville. What works in Fredericksburg will not work in Tilden or Kenedy. Some areas may need no more than one day a week service, while others require service 5 - 7 days a week.

The best way to coordinate service is to have excellent public transportation that most human service clients and health care patients can use. Specialized service should be available for those with needs that cannot be met through public transportation.

Figure 8-1: Transit Service Sub-Areas



Service Area Needs

Different parts of the service area call for different services. The four basic service needs include:

1. **Local in-county service** – Shopping, basic health care, dialysis, older adult nutrition, necessities usually to the county's largest city. This service is currently in county-wide paratransit mode – the most expensive and least productive approach that can be used.
2. **Cities and towns of over 1,500 population** – On-demand service with 15–30-minute response would greatly enhance the quality of the service, without the need for additional operating revenue. Currently, a day in advance request is required, even though it only takes seconds to assign the trip.
3. **Larger cities** – These cities - San Antonio and New Braunfels - require regular urban fixed route bus service with supplemental ADA paratransit and coordinated human service transportation as the best way to maximize ridership. On-demand service also works well in suburban areas and is used by VIA and Capital Metro.
4. **Rural out-of-county service** – The majority of these needs are for dialysis and health care services. Most out-of-county service is to San Antonio. Other regional destinations include New Braunfels and Kerrville. There are also trip needs to San Marcos and Austin from the northern counties. The strategies include one seat rides and those that could require a seamless transfer to urban public transit.

Service Designs in AACOG Region – Time to Move From the 1990s

The service designs are critical to quality service, ridership and operating costs per trip. Service designs that are unproductive will never be cost effective. Proper service design is essential to the success of any transit system. Improper service typologies and designs often result in lower ridership and lower productivity (measured as one-way trips per vehicle hour) while applying the right service design can improve performance often at no extra cost.

First, in the urban area, VIA operates a variety of services to meet the variety of needs. The focus here is outside of VIA's service area, where most of the service provided by ART is paratransit. **Countywide paratransit, with back and forth to San Antonio and other out-of-county destinations, ensures that the vehicles will serve a very limited number of people. As a result, countywide paratransit is the least productive and most expensive service that ART could operate.** This section reviews the concepts of grouping trips, increasing productivity and reducing per trip costs. These are all tied together.

Understanding productivity, measured by the number of one-way trips per vehicle hour, is essential to enhancing ridership and lowering costs. The service design used will dictate the productivity and cost of the service. Currently, most rural service is day-in-advance demand response service, the costliest and least effective service design. This is referred to as 1990s service. Thanks to technology and new

innovations, new services are being successfully implemented in Texas and across the country – some require technology, while others do not. All can be implemented in the ART region at no additional operating costs – simply a change of service design.

Grouping Trips: Essential for Success

Productivity drives the cost per trip and ultimately system costs. Productivity is measured as one-way trips per vehicle service hour. **Productivity, which must be balanced with providing a safe (social distancing is critical at the time of this report), timely and comfortable service** is critical to cost control.

Why is Productivity Important?

One of the best ways to lower transportation costs is through productivity improvements. The end result: That will depend on different modes or types of service which will yield different productivities (and costs per trip); see Table 8-2.

Productivity: One-way passenger trips per vehicle hour

- In this example, it costs a transit system \$50 per hour to provide service:
 - Productivity of 1.5 trips per hour will yield a cost of **\$33.33** per trip
 - 3 one-way trips per hour bring the cost to \$16.67 per trip
 - 10 trips per hour - **\$5**
 - 25 trips per hour - **\$2**

Table 8-2: Typical Productivity for Rural Service Types

Service Type	Productivity
Countywide Paratransit	1-2 trips per hour
Urban Paratransit	1-6 trips per hour
On-Demand: Towns and Small Cities	2-6 trips per hour
Fixed Schedule: Rural and Out-of-County	4-8 trips per hour

Potential Service Designs: Doing More in Rural and Suburban Areas

The past five years have seen an explosion of new service designs, some driven in part by technology and others just good ideas that are catching on. In this section, the study team will introduce the concepts and in the next section, strategies will be introduced for future implementation. Each of the following service designs can be implemented simply, with no additional operating expenses by, reconfiguring the existing service. They are all capable of doubling and tripling ridership and productivity and reducing per trip costs by the same margins.

- **On-demand** in major towns/cities – It takes seconds to schedule a trip, not 24 hours. This will generate higher ridership.
- **Fixed route** in larger cities and suburbs is an option. In some cases, on-demand service will work better, in others fixed route, and still other cases, perhaps a combination of services.
- Consideration should be given to **fixed schedule service** in rural areas of each county. This is where the vehicle will be scheduled for different parts of the service area on different days and times. These schedules should be well marketed and posted throughout each community and online. It is important to get the cooperation of health care organizations.
- **Intercounty service should be on a scheduled basis** - It can be based on the current needs, with schedules posted across each community as well as dialysis clinics, and other medical facilities.
- **I-35 corridor** – The whole is greater than the sum of its parts. The recent New Braunfels Public Transit Study indicated that a corridor service that serves Austin and San Antonio would be the best way to serve the corridor. CARTS already runs fixed route/commuter service in the northern part of the corridor, so it would be a matter of connecting in San Marcos. Critical to success is to minimize transfers, especially untimed transfers.

The Operating Strategies

The operating strategies are based on all of the research and analysis conducted in the first part of the study. All are dependent on appropriate marketing and branding which will be discussed at the end of this section. The focus of this effort is on rural needs and the needs of human service agencies in urban areas. It is here that using the most appropriate service design can:

- Increase ridership
- Coordinate most transportation needs
- Improve service quality, make it easy to ride
- With virtually no additional operating cost

2.1: In Town On-Demand Service - Microtransit

On-demand strategies are designed to make local service easier and give customers reason to shop locally. On-demand service is now becoming the norm in smaller rural communities and suburban areas. Instead of having to call the day before the trip, customers can access the service in as little as 15 minutes before the trip.

Using existing vehicles in all of the cities and towns in the service area, in-town service can become real time on-demand. That is, the vehicle will arrive within 15 minutes to an hour of the call or using the app. Service can be door-to-door, curb-to-curb or corner-to-corner. This service is generically called on-demand and before the development of the automated apps, was called "Dial a Ride."

Microtransit – This app-based service is a general public shared-ride service designed for population densities typically found in small towns and cities up to 20,000-30,000 population, where fixed route may be ineffective and calling a day in advance is not necessary. Further, these apps require little interaction with the reservation agent or dispatcher, reducing the demands on that position.

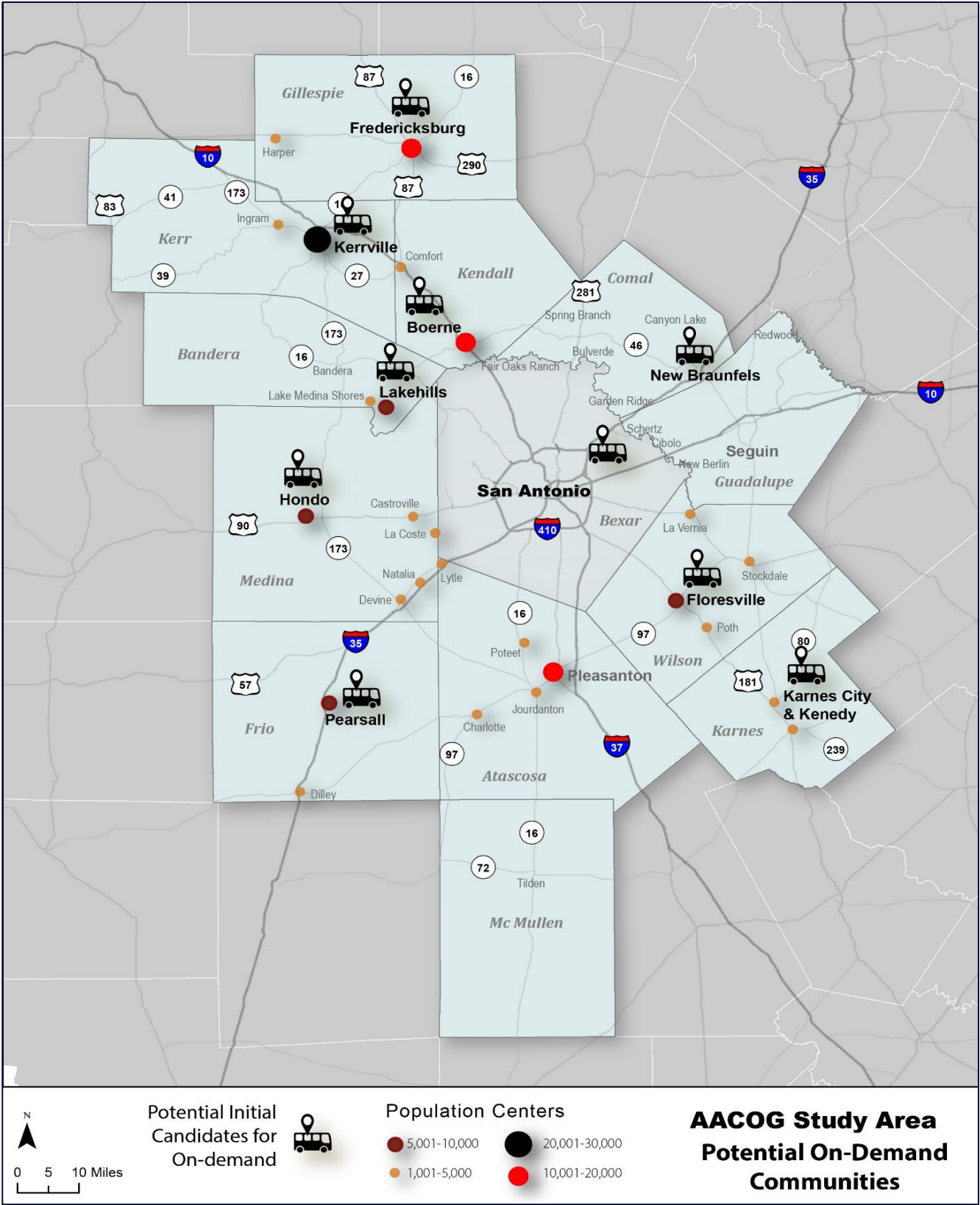
Using capital grant funding, ART should procure an on-demand app and deploy a pilot in two or three larger cities in the rural parts of the service area. Please note that this type of service is quite compatible with older adult runs to meal sites or other in-town service currently provided.

Strategy 2.1.1: Microtransit in the Larger Cities

San Antonio has invested in on-demand service to great success in suburban areas. Soon New Braunfels will implement some on-demand service. The largest cities in most counties have the capability of initiating full time on-demand service in their communities. As this service is designed to help people remain in their county for shopping and goods and services, it may be possible to secure sponsors in these communities. This was be discussed in the section on Sustainability and Financial Alternatives in Section 7. Following are the most likely initial candidates for on-demand in each county (Figure 8-2). Please note that Seguin and the Atascosa Cowboy services should remain Flex Route as they are reasonably successful.

- Bandera County - Lakehills
- Bexar County - Continued expansion in suburban areas
- Comal County - Parts of New Braunfels
- Frio County – Pearsall
- Gillespie County - Fredericksburg
- Guadalupe County - Parts of New Braunfels
- Karnes County - Combined Kenedy and Karnes City
- Kendall County - Boerne
- Kerr County - Kerrville
- Medina County - Hondo
- Wilson County - Floresville

Figure 8-2: Potential On-Demand Candidates in AACOG Region



Implementation

The first step is to secure the technology through a grant and then select 2 - 3 cities as pilot projects to determine exactly how to implement service. These should be the larger communities that have the greatest chance for success – Kerrville and Fredericksburg, for example. When this service is implemented all other local in-town service should be eliminated in order to ensure that the system isn't competing against itself. It should be noted that this consultant will be developing a microtransit "How To" for microtransit in the next few months for TxDOT.

Strategy 2.1.2: Microtransit in Smaller Communities

It is possible to include smaller communities, perhaps down to 1,000 population, to support some level of local service, perhaps four hours a day, or two days a week. These smaller communities may not need an app. For example, in Plano, DART previously operated this type of service and customers called the driver directly – the point being is that on-demand service can be successful under a number of environments. As with the larger on-demand, this service will have minimal additional operating costs.


2.2: Fixed Schedule Service

Fixed schedule service allocates resources in a productive manner for intra-county trips, typically to the largest city in the county. By informing rural riders of specific days and times of travel, it is possible to group trips. Exhibit 8-1 depicts just such a schedule. Using existing ridership, daily patterns will emerge to help determine which areas receive service when.

- Works well in **larger/remote rural areas** when there are not enough resources to cover all parts of the service area at all times.
- Serves different areas according to a schedule that is clearly posted and well marketed.
- Can be one or more days per week.
- Experience indicates that passengers accept this approach, and doctors and hospitals will cooperate.

Exhibit 8-1: Example of Fixed Schedule Service

Effective date January 4, 2016

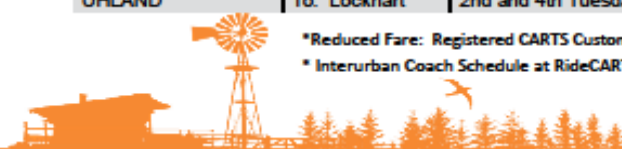


CALDWELL COUNTY

CARTS RIDE LINE 1-512-456-RIDE (7433)


RIDES ARE SCHEDULED MONDAY-FRIDAY FROM 8:00 AM TO 4:00 PM / 24 HOURS ADVANCE NOTICE RECOMMENDED LOCAL VEHICLES SERVE NEIGHBORING TOWNS SO LOCAL RIDE TIMES MAY VARY


Community Served	Destination	Route Day	Departure	Return	One-Way Fare	Reduced Fare*
DALE	To: San Marcos	Monday & Friday	7:30a	12:00p	\$6.00	\$3.00
	To: Lockhart	Monday & Friday	7:30a	12:00p	\$4.00	\$2.00
FENTRESS	To: San Marcos	Thursday	9:00a	12:00p	\$6.00	\$3.00
	To: Lockhart	Monday	9:00a	1:00p	\$4.00	\$2.00
	To: Luling	Friday	9:00a	12:00p	\$4.00	\$2.00
LOCKHART	Local Service	Monday thru Friday	8:00a to 4:30p		\$2.00	\$1.00
	To: Austin	On the Interurban Coach *	Mon, Wed. and Fri.		\$6.00 All Day Pass	
	To: San Marcos	Monday, Wednesday & Friday	8:00a & 2:00p	12:00a & 3:00p	\$6.00	\$3.00
	To: Luling	Tuesday & Thursday	9:00a	1:00p	\$4.00	\$3.00
LULING	Local Service	Monday thru Friday	8:00a to 4:30p		\$2.00	\$1.00
	To: Austin	On the Interurban Coach *	Mon, Wed. and Fri.		\$6.00 All Day Pass	
	To: Lockhart	Tuesday & Thursday	8:00a	2:00p	\$4.00	\$2.00
	To: San Marcos	Thursday	9:00a	12:00p	\$6.00	\$3.00
	To: Seguin	Wednesday	9:00a	12:00p	\$6.00	\$3.00
LYTTON SPRINGS	To: Lockhart	2nd & 4th Thursday	8:45a	1:00p	\$4.00	\$2.00
MARTINDALE	To: Austin	Monday & Wednesday	8:15a	2:00p	\$6.00	\$3.00
	To: San Marcos	Monday, Wednesday & Friday	9:15a	3:00p	\$6.00	\$3.00
	To: Lockhart	Wednesday	11:30a	2:00a	\$4.00	\$2.00
MAXWELL	To: Austin	Tuesday & Thursday	8:30a	2:00p	\$6.00	\$3.00
	To: San Marcos	Monday, Wednesday & Friday	9:30a	3:00p	\$6.00	\$3.00
	To: Lockhart	Wednesday	11:30a	2:00p	\$4.00	\$2.00
McMAHAN	To: Lockhart	1st and 3rd Monday	8:45a	12:00p	\$4.00	\$2.00
McNEIL	To: Lockhart	Monday	9:00a	12:00p	\$4.00	\$2.00
	To: Lulling	Friday	9:00a	12:00p	\$4.00	\$2.00
MENDOZA	To: Lockhart	2nd & 4th Thursday	8:30a	1:00p	\$4.00	\$2.00
NEIDERLAND	To: San Marcos	Tuesday & Thursday	9:00a	12:00p	\$6.00	\$3.00
	To: Lockhart	2nd & 4th Thursday	8:30a	1:00p	\$4.00	\$2.00
PRAIRIE LEA	To: Lulling	Friday	9:00a	12:00p	\$4.00	\$2.00
	To: San Marcos	Thursday	9:00a	12:00p	\$6.00	\$3.00
REEDVILLE	To: San Marcos	Monday, Wednesday & Friday	8:30a	12:00p	\$6.00	\$3.00
	To: Austin	Monday & Wednesday	8:00a	2:00p	\$6.00	\$3.00
STAIRTOWN	To: Luling	Friday	9:00a	12:00p	\$4.00	\$2.00
	To: San Marcos	Thursday	9:00a	12:00p	\$6.00	\$3.00
UHLAND	To: Lockhart	2nd and 4th Tuesday	8:30a	1:00p	\$4.00	\$2.00



* Reduced Fare: Registered CARTS Customers, Seniors 65 and older, Persons with Disabilities, and Children Under 12

* Interurban Coach Schedule at RideCARTS.com





RideCARTS.com

Strategy 2.2.1: Fixed Schedule Rural Service

Fixed schedule service has been proven to be far more productive and less costly than one-on-one paratransit. By scheduling a time, those interested in traveling within the county (or adjacent county) will ride together instead of a constant one on one set of trips that is very expensive. The grouping of trips has been proven to reduce costs.

The schedules can be set up based on historical travel patterns. Dialysis trips will often determine the schedule in a particular area. Each county can consist of 4 – 5 sections, based on typical ridership patterns. These quadrants will all be scheduled for different times and perhaps different days. The frequency of the service will be determined by existing and potential ridership.

As with most of the services presented in this memorandum, there are no additional operating expenses associated with this approach as it does not require additional vehicles and/or service hours.

Implementation

The schedules can be set up based on the current or historical travel patterns. Dialysis trips will often determine the schedule in a particular area. Each county can consist of 4 -5 quadrants of the county, based on typical ridership patterns. These quadrants will all be scheduled for different times and perhaps different days. The frequency of the service will be determined by existing and potential ridership.

1. Initiate a re-branding of AACOG's services (see marketing strategy below).
2. Conduct a two county pilot – select two counties to implement scheduled service within each county.
3. Secure sponsors who may serve to gain by this service.
4. Using the existing service needs, set a schedule that to some extent mirrors the current needs. For example, if there are dialysis customers that use the service at 6 am, Monday, Wednesday and Friday with a return at noon, then the published schedule should reflect those needs.
5. Promote and advertise the service. The best marketing tool is a good looking and professionally painted bus that is seen all over the county.

As with most of the services presented in this section, there is no additional operating expenses associated with this approach as it does not require additional vehicles and/or service hours.

2.3: Intercounty Service

With the majority of major healthcare needs directed toward San Antonio, there is a significant number of ART vehicles crossing county lines. Unfortunately, according to ART management they do not track out-of-county service and did not have data for a proper analysis. In addition to the rural out-of-county service, there are also I-35 corridor needs, serving urban and rural needs between Austin and San Antonio. Vanpool services will be addressed as they are often the best approach for late shift needs.

Strategy 2.3.1: Scheduled Intercounty Service

Like the fixed schedule service, intercounty service should be on a schedule based on current and future ridership. Dialysis trips will at times determine the schedule of at least one set of trips, but schedules will vary based on need. For example, one county might warrant five days per week service to San Antonio with two round trips each day, while another may need service just one day per week.

This service is depicted in Exhibit 8-1 where all out-of-county service is scheduled on specific days and times. This allows ART to provide more trips for the same level of service. Experience in Texas and across the country tells us that customers get comfortable with the schedules very quickly and health care facilities are willing to work with the schedules. There is also potential for service to Austin in the northern counties on a limited basis – for example, one day per month. Figure 8-3 depicts current and potential service corridors.

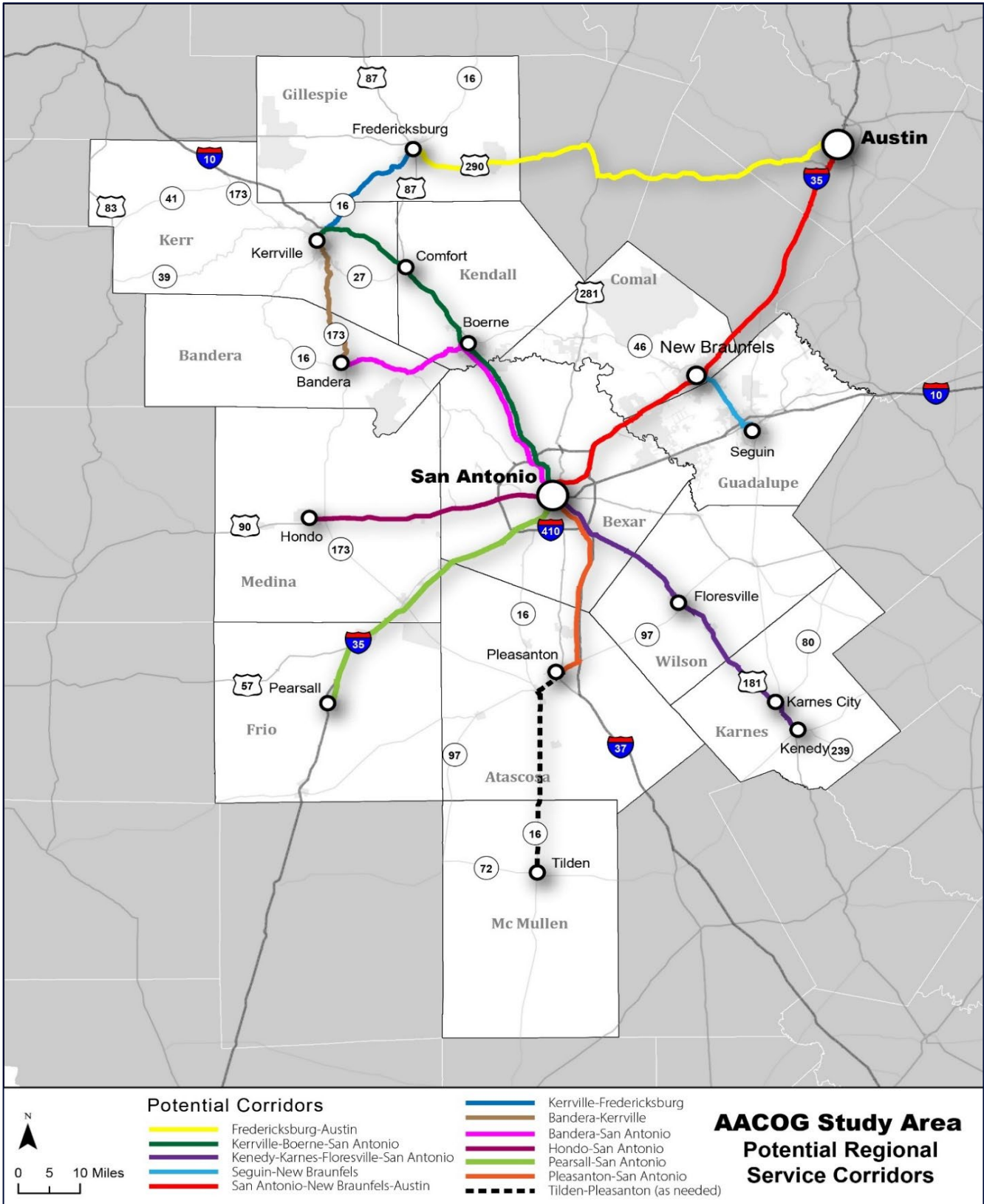
Strategy 2.3.2: I-35 Corridor Service

The recent New Braunfels public transit study indicated that the greatest potential for corridor ridership would be a combined route between Austin and San Antonio. This is currently being discussed between transit systems. If this coordination is successful it could benefit older adults and persons with disabilities going to a wide variety of education, employment, health care, and human service needs.

Key considerations include:

1. Keep transfers to a minimum – With a transfer to a local bus at each end, some riders will already be subject to two transfers each way. Ending the route at a park and ride/transfer facility rather than at major destinations guarantees an additional transfer for virtually all riders. Multiple transfers and long ride times will suppress ridership significantly.
2. As in Austin, the bus should go into the urban core, selecting 2 – 3 major destinations, e.g., UTSA, major employers, major hospitals, and downtown.
3. The only thing that might mitigate the negative of a transfer is a very dependable timed transfer. Unfortunately, this is nearly impossible with the vagaries of I-35 traffic.
4. New Braunfels should have at least one stop at a location close to I-35, going into town will add 15 minutes to the schedule. A stop at the park and ride lot on the north side of New Braunfels, just off the interstate should be considered as well.
5. There should also be a park and ride element in San Antonio (Randolph) and Austin.
6. When the bus is scheduled, is just as important as where it goes. There should be an 8 a.m. – 5 p.m. commute option and at least one midday round trip, giving full day (more than 8 hours) and half day options in each direction.

Figure 8-3: Current and Potential Regional Service Corridors



Strategy 2.3.3: Reconnecting with Intercity Bus

The intercity bus industry shrank significantly during the pandemic. As with most rural service, ridership is slowly coming back. All indications at this time are that the buses will come back, slowly. While VIA has direct connections with intercity service, where possible, ART should connect with intercity service: Connecting New Braunfels to intercity service in San Marcos, San Antonio and perhaps Austin. A second example would be in Kerrville where the ART Kerrville station used to be the stopping point for intercity service and a staging point for on-demand service.

Strategy 2.3.4: Vanpools

Vanpool programs are available for those with one end of the trip in San Antonio (VIA) or Austin (Capital Metro). For those traveling outside of those cities, there currently is no vanpool program. Vanpool programs are typically used for commuter service and can be operated out of a mobility management office. Recently however, vanpools have also been used for healthcare transportation for recurring trips, such as dialysis, using volunteers.

Where groups of five or more are willing to share costs and have one of the riders serve as a driver (and a backup driver). These programs are common across Texas and the country and are a very low-cost way to meet commuter demand. Minivans and/or vans can be used depending on the demand. USAA with one of the largest vanpool programs in the country has had success with minivans. These are low-cost options for any shift. The vehicles and operating expenses are often funded in-part or wholly through monthly fares.

2.4: Human Service Transportation

The San Antonio area is well served by a number of human service agencies and a consortium of providers that have supported these agencies. VIA and ART have a long history of working with these entities. This should continue.

In particular, ART has contracted with all of the brokers of Non-Emergency Medicaid Transportation (NEMT) in the region, which has perhaps ten times the transportation funding of all the other agencies combined.

Strategy 2.4.1: Continue to Engage Human Service and Health Care Providers

ART has done a good job in engaging human service and healthcare partners. These activities should continue where there are mutual benefits of service. Further, as long as ART does not lose money in providing NEMT services, these activities should continue.

Support can include VIA and ART supplying human service agencies with retired vehicles that are in good condition; maintenance support, training, and other support services to allow the agencies to provide their own specialized services as appropriate.

Strategy 2.4.2: Develop One Call-One Click Dispatching Center

VIA recently procured and implemented new transit technology/software to enhance their dispatching capabilities. One of the San Antonio human service agencies would like to utilize ART's dispatching capabilities.

This has the potential to grow into a one call-one click center to meet the needs of multiple agencies and their clients. It would also allow ART to enhance their capabilities by deploying additional resources. ART should work with all providers to determine if it would be beneficial to join in a consortium.

The costs associated with this would be, for the most part, capital in nature and this would be mostly for tablets in each vehicle and software needed to deploy these tablets. Capital funding is available for this type of service need.

2.5: Maintain Services That are Effectively Meeting Needs

While most proposed strategies are designed to improve and expand mobility options in the region, it is vital to maintain services and infrastructure that are currently meeting transportation needs. Maintaining the current capital infrastructure is vital to meeting community transportation needs, and resources are needed to operate vehicles and continue services at the current level.

Strategy 2.5.1: Maintain Existing Service

This strategy involves providing capital and operating funds to support existing public transit services and human services transportation that are effectively meeting mobility needs identified in the region, especially those serving older adults and individuals with disabilities.

2.6: Facility Needs

There are two significant facility needs that ART should address. The first is the need for a maintenance facility and the second for repair work to the ART Kerrville facility. ART, like many rural systems across the state that contract for maintenance service, has seen a distinct decline in quality and timeliness of the services required. This was noted in the 2014 Maintenance Feasibility Study for ART. These issues have been exacerbated in recent years to the point where the need for a stand-alone facility is greater now than ever.

Strategy 2.6.1: In-House Maintenance – Staff and Facility

Once committing to in-house maintenance, staffing considerations should be employed. Staff will need to be hired. This facility should be fully staffed with all appropriate equipment as well as an appropriate operations facility for ART. The location should be in the San Antonio area, close to the rural areas. Additionally, ART can take on other maintenance contracts to help fund the operation.

ART should also secure/build an operations and maintenance facility. Using the 2014 Feasibility Study as a starting point, ART should update that plan and work to secure federal and state funds to build the facility.

Strategy 2.6.2: Rehabilitate Kerrville Multi-Modal Facility

The second facility need is repair work to the Kerrville Multi-Modal Facility. This facility should be used as intended as an intercity bus facility, however it is in need of significant repair that may require outside funds. This facility can be used as a stationing point for a local on-demand service and as a connecting point for intercity bus and other ART vehicles coming into Kerrville.

2.7: Tracking Performance

ART should be tracking data and measuring performance for two basic reasons. First for the collection of data for reporting purposes. TxDOT requires performance reporting using the PTN 128 form, which requires the compilation of a wide range of information. This form includes information required by TxDOT as the recipient of FTA funds. The second major reason to track data is for day-to-day operations management. Management needs to know basic performance measures on a monthly, weekly, and sometimes daily basis.

The performance measures and data collection are detailed in Section 9.

3. Branding and Marketing Strategies

An essential element in any service-related business is appropriate branding and marketing of the service. Plain white buses such as ART's do not inspire ridership.

3.1 Recommendations - Marketing

Most effective rural transit marketing is grassroots or low cost in nature. ART is clearly in need of a full branding effort to develop an image as public transit and not just the older adult bus in the community. The branding and marketing effort should be treated as a business decision, designed to help promote the system and ultimately encourage and increase ridership and the service levels.

Developing the Brand

In parallel with the development of the new services, a branding effort should begin. It is here that the brand should be determined. This can be done professionally or in-house but must look and sound professional in every way. It may be possible to take advantage of local resources such as colleges and high schools for naming or branding ideas (college).

The following steps should be taken:

- **System name or nickname** – This is the name most will use. Perhaps a contest among students, combined with a full rebrand celebration.
 - a. **Recognizable** - Like VIA in San Antonio, the HOP, CARTS, Santa Fe Trails or any number of different systems that are recognized by their names. Sometimes a simple name like Paris Metro says it all.
 - b. **Identifies with the area** – Alamo Regional Transit (good) but often called ART (meaningless). The colors and the nickname should be symbolic of the Alamo service area, for example.
 - c. **Catchy** – The Blue Bus is one system's nickname and is an instant identifier as all of their vehicles are bright blue (above).
 - d. **Avoid acronyms in most cases** – Names like SCAT (the absolute worst), CUATS, WAPT and ETHRA, for example, have little to no meaning and sound terrible. ART while not sounding bad, has no meaning.
- **Vehicle colors and paint scheme** – This requires something eye catching that will be noticed and can instill pride. Is there a local color that symbolizes the area? **Avoid institutional white vehicles.**
- **Bring in system sponsors** – Having sponsor names on the sides of the vehicles perhaps in a corner, can lend credibility to the system.



- **Establish a stand-alone website and Facebook/social media presence** - ART should establish a presence with a website that can stand alone and be accessed on the AACOG website with one click.

Implementation

Initiation of the rebranding campaign should begin at the same time as the planning for the new services. The rebranding campaign should be initiated one month prior to implementation of new service.

1. Determine the number of brands:
 - a. One brand for all.
 - b. Separate brands for in-town, county and intercounty service. Perhaps service names and different color scheme for example.
2. Determine logo and color scheme

Priorities and Implementation Activities

ART and VIA will need to be working on multiple activities over the next five years. Implementing new services and most importantly a mobility manager who has as part of their job description securing government and private sector funding. The list of activities is compiled from the sustainability strategies formed in Section 7 and the strategies set forth in this section. The priorities are in order of importance and timing.

Immediate Activities

The following activities should all be conducted immediately with support from AACOG and VIA:

1. **Secure funding and replace aging vehicles** – Due to the international delays in vehicle delivery, it is now taking two years at a minimum to receive vehicles. ART and VIA should be prepared by projecting out its vehicle needs for the next three years and conduct a procurement as soon as possible. At the same time, systems such as VIA are stepping up their maintenance to ensure the existing vehicle life is extended. The consultant team believes this problem may be getting worse.

For ART:

- a. Initiate branding color scheme for the vehicles to be procured.
- b. Secure funding/procure additional vehicles immediately using the new color scheme(s).
- c. Initiate an assessment of the existing nine vehicles to determine if they are suitable for upgrade.

2. **Secure funding for technology and mobility management** – Hiring a mobility manager for AACOG to help secure funding, conduct a wide range of coordination activities and other business development strategies as this position is critical to funding and should be a top priority. Securing Section 5310 funds to focus the mobility manager on service for persons with disabilities and older adults.
3. **Revive the regional transportation advisory committee** – AACOG should initiate new by-laws to streamline the committee process and start up the new committee to guide the process forward.

Second Level of Activities

The immediate needs are significant and will take time. Once the activities have been initiated and funding is being sought from all quarters, then the second level of activities can take place. These will consist of planning and preparing to initiate the new brand and the new services together.

These activities should be implemented within six to eight months after completion and approval of the plan.

1. **Complete branding effort** – In addition to the color scheme, a logo and name are needed. These changes should be ready to implement at the same time as the new pilot projects are implemented.
2. **Secure private sector sponsors** – This will be a mobility management function that should be initiated shortly after hire.
3. **Conduct planning to determine most appropriate service** – In transforming the rural parts of the region into a user friendly service, ART should implement fixed schedule, on demand and fixed route where appropriate. Along with regional services.
4. **Continue to support human service transportation** – This is appropriate in urban and rural areas. Section 5310 funds should continue to flow to human service agencies for vehicles.
5. **Develop new fare structure** – Revise the fare structure to ensure those in need can pay for the service.

Planning and Implementation Activities

Implementing new service and expanding ridership are the next steps in the process of meeting the needs. This will include the selection and implementation of pilot projects and the branding effort.

The pilots projects should be implemented over time, starting in eight to twelve months from the start of the process, through the five year timeline of the plan.

- 1. Plan and implement pilot fixed schedule service in rural areas** – In this activity, ART should select two to three counties to initiate fixed schedule service.
 - a. Select 2 – 3 counties as a pilot project: Look at rural counties that have low population density, including: Atascosa, Bandera, Frio, Gillespie, Karnes, Kerr, Medina, and Wilson counties. Low ridership counties that should see higher ridership: Guadalupe, Kendall, and Comal counties for example.
 - b. Review ridership patterns and dialysis needs, then divide up the counties into quadrants, and develop schedules based on existing needs. In essence, the schedules should be able to meet the needs of the existing riders.
 - c. Determine if any adjustments are needed to the schedules.
 - d. Brand the service/system.
 - e. Secure route sponsors.
 - f. Market the new service:
 - i. grass roots activities work well. Possibly have a series of kick-off events in each county.
 - ii. Meet with health care and human service community to ensure they understand how the new service works.
 - g. Be prepared for every contingency.
 - h. Train staff.
 - i. Implement service.
 - j. Monitor ridership, miles and hours daily.
 - k. Then start over with the other three counties.
- 2. Plan and implement intercounty service** – ART should use the same approach to implementation as fixed schedule service above.
 - a. Select appropriate corridors with connections as appropriate:
 - i. San Antonio- New Braunfels – Austin
 - ii. Each rural county into San Antonio, with stops in each county enroute, for example:
 1. Kerrville – Boerne – San Antonio
 2. Kenedy/Karnes City – Floresville – San Antonio
 - iii. Fredericksburg – Austin
 - iv. Seguin – New Braunfels
 - v. Kerrville – Fredericksburg
 - vi. Bandera – Kerrville

- b. Review ridership patterns and dialysis needs, then develop route and schedules based on existing needs. In essence, the schedules should be able to meet the needs of the existing riders.
- c. Determine if any adjustments are needed to the schedules add bus stops in each town and major crossroads on the route.
- d. Brand the service/system.
- e. Secure route sponsors.
- f. Market the new service – grass roots activities work well. Possibly have a series of kick-off events in each county.
- g. Be prepared for every contingency.
- h. Train staff.
- i. Implement service.
- j. Monitor ridership, miles and hours by community, daily.

3. Plan and implement fixed route and/or on-demand service – Also a similar approach:

- a. Select two - three pilot cities – The three largest cities are recommended for a combination of fixed route and on-demand service: New Braunfels, Kerrville, Fredericksburg
- b. Install and test the on-demand software and app in a simulated environment.
- c. Brand the service/system.
- d. Secure sponsors.
- e. Market the new service – grass roots activities work well. Possibly have a series of kick-off events in each city.
- f. Be prepared for every contingency.
- g. Train staff.
- h. Implement service.
- i. Monitor ridership, miles and hours by community, daily.
- j. Then start over with other cities.

Section 9:

Goals and Performance Measures

There are two parts to tracking performance. The first is tracking progress toward the goals and objectives first reviewed in Section 6. The second part is tracking performance of the transit system, a critical element to managing the service and identifying trends in their earliest stages.

AACOG will be responsible for tracking performance related to this planning process. The second part summarizes performance measures and will help management identify potential problems before they become serious. Most, if not all, of the data management needed on a regular basis is tracked in the PTN report. However, ART management needs this data in a timelier manner: in real time, daily, weekly and monthly as well. The data will also generate specific performance measures needed by management.

Tracking Performance: Coordinated Planning

In addition to the performance data needed (and outlined in the next part of this review), progress toward the goals and objectives should be tracked.

Overarching Goal

For each of each our projects we have one overarching goal which we believe is shared by all of our clients:

Help provide for more trips for more people while providing cost effective, high quality, and safe transportation for our community.

Performance Measure: Measured by ridership.

Coordination Project Goals and Objectives

Next, overall initial project goals and objectives are identified. The study advisory committee should review the following to ensure they are in sync with what AACOG and the stakeholders desire. Following are the goals to date:

Goal No. 1: Improve the effectiveness of the advisory committee

This goal seeks to strengthen the advisory process through changes to the advisory committee.

Performance Measure: New by-laws adopted within six months of plan approval.

Goal No. 2: Identify unmet needs in the region

Outreach, service review and a review of demographics and land uses tell us the overall need.

Performance Measure: Update annually through lead agency.

Goal No. 3: Develop strategies to improve service, coordination and generate higher ridership

This critical goal seeks to ensure that the most appropriate services are deployed using the right tools for the assignment. Strategies include addressing: unmet needs, improving service performance and seeking coordination opportunities.

Performance Measures: Develop and implement new services according to the schedule in Section 8.

Goal No. 4: Sustainability and Growth

Sustainability is one of the key elements of success. Sustainability also addresses growth and the need to sustain growth as appropriate.

Performance Measure: Funding levels for partners/sponsors, vehicles, Section 5310, TxDOT, FTA, COVID and other funds.

System Performance Measures

The bottom line: The best coordinated service is excellent public transportation. This second part focuses on the information ART needs to properly manage the service. But it's more than just the numbers and measures. Some of the measures should be collected daily, weekly or monthly; and each county should be compiled separately.

The best description of the performance measures needed by ART is in the Transit Cooperative Research Program's (TCRP) Research Report No. 136: *Guidebook for Rural Demand-Response Transportation: Measuring, Assessing, and Improving Performance*. <http://www.trb.org/Publications/Blurbs/162701.aspx>. This publication was written by the KFH Group. Attention should be focused on Chapter 4 which details the measures management should be reviewing. This combined with the following narrative will give ART the knowledge necessary to set up the new management reporting system using its software.

The activities presented in the following section should be set up to implement the enhanced tracking of service, using the TCRP Report 136 as a guide.

Determine Performance Measures to be used to Manage Performance

ART files a PTN 128 report documenting a wide variety of data and performance measures for TxDOT. While all of these numbers and measures are important to track, this effort will focus on those numbers and measures critical to operating performance. Further, this does not preclude the monitoring of any other activities – these should be considered a minimum.

Data Collection

- | | |
|-------------------------|----------------------------|
| 1. One-way trips | 6. On-time performance |
| 2. Vehicle hours | 7. No-shows |
| 3. Vehicle miles | 8. Missed trips |
| 4. Cost data | 9. Road calls/breakdowns |
| 5. Accidents, incidents | 10. Complaints/compliments |

Performance Measures

Performance measures are critical to monitoring performance. Some are tracked on a daily basis, while most of the others can be tracked on a monthly basis. Following are the recommended key measures for management to use for guidance in operations. In all cases these numbers and measures should be disaggregated by county. All should be collected monthly with the exception of those indicated that should be collected daily.

The key is to rapidly identify an issue before it becomes a problem; and then find solutions.

Key Measures

1. Passenger trips per vehicle-hour – **Daily** - This is productivity and is the most critical performance measure (excluding safety). It drives operating cost per trip and ultimately overall system cost.
2. Operating cost per vehicle-hour – This is an important unit of cost and easily measurable. It reflects the cost to operate one vehicle for one hour. It should not fluctuate significantly from month to month unless a large one-time payment is made. It should not fluctuate significantly from year to year, unless costs such as fuel, insurance or other costs increase.
3. Operating cost per vehicle-mile – Similar to operating cost per hour.
4. Operating cost per passenger trip – This is partially a reflection of operating cost per hour but is most affected by system productivity, as is discussed below.
5. Safety incidents per 100,000 vehicle-miles – **Daily** - Can be tracked separately for incidents, accidents and other problems.
6. On-Time performance – **Daily** – Percentage of trips that are on time compared to all completed trips.

Other Important Measures

All measures should be reported and reviewed monthly, with most reported daily.

1. No-Shows, missed trips - **Daily** – Either actual number or percentage of total trips.
2. Road Calls/Breakdowns - Per 100,000 miles (daily numbers).
3. Complaints/Complements - **Daily**
4. Miles per hour and average trip length – These measures should be used monthly to test accuracy of other measures. Monthly fluctuations of more than a few percentage points should be investigated, verified and explained. If fluctuations occur, this should be tracked daily until the problem is resolved.

The next step is to set up the software to track this information on a regular basis. Once this is complete, initiate the monitoring of service. After two to three post COVID-19 months have been measured, initial benchmarks can be set.

Appendix A: Major Trip Generators by Categories

Appendix A: Major Trip Generators by Categories

This is not an exhaustive list of all the trip generators in the AACOG Region. The major source of this list is Google Search and the businesses recorded on Google Maps. The information on major employers is sourced from the Economic Development Corporation website of each county however in some cases the information is either incomplete or not updated. Some counties do not have any information on major employers. Also, trip generator sites under each category located throughout San Antonio in Bexar County are too numerous to list, therefore only a few major hospitals, dialysis centers, human service agencies, educational facilities, shopping centers, and top ten major employers are provided in the tables; multi-unit housing apartments are not listed.

Major Regional Medical Facilities

Name of the Hospital	Place	County
Methodist Hospital South	Jourdanton, TX	Atascosa
Atascosa Health Center, Inc.	Pleasanton, TX	Atascosa
South Texas Medical Center,	San Antonio, TX	Bexar
Santa Rosa Hospital	San Antonio, TX	Bexar
Brooke Army Medical Center	San Antonio, TX	Bexar
Audie L. Murphy VA Medical Center	San Antonio, TX	Bexar
Wilford Hall Medical Center	San Antonio, TX	Bexar
CHRISTUS Santa Rosa Hospital - New Braunfels	New Braunfels, TX	Comal
Resolute Health Hospital New Braunfels	New Braunfels, TX	Comal
New Braunfels VA Clinic	New Braunfels, TX	Comal
Frio Regional Hospital	Pearsall, TX	Frio
Hill Country Memorial Hospital	Fredericksburg, TX	Gillespie
Baptist Neighborhood Hospital – Schertz	Schertz, TX	Guadalupe
Guadalupe Regional Medical Center	Seguin, TX	Guadalupe
Otto Kaiser Memorial Hospital	Kenedy, TX	Karnes
Methodist Boerne Medical Center	Boerne, TX	Kendall
Peterson Regional Medical Center	Kerrville, TX	Kerr
Kerrville State Hospital	Kerrville, TX	Kerr
Kerrville VA Medical Center	Kerrville, TX	Kerr
Medina Community Hospital	Hondo, TX	Medina
Medina Regional Hospital	Hondo, TX	Medina
South Texas Rural Health Services	Hondo, TX	Medina
Connally Memorial Medical Center	Floresville, TX	Wilson

Major Dialysis Facilities

Name of the Dialysis Facility	Place	County
Fresenius Kidney Care Tri /Jourdanton	Jourdanton, TX	Atascosa
U.S. Renal Care	Lytle, TX	Atascosa
San Antonio Kidney Disease Center Physicians Group	Pleasanton, TX	Atascosa
U.S. Renal Care	Pleasanton, TX	Atascosa
Fresenius Kidney Care (Multiple Locations)	San Antonio, TX	Bexar
DaVita (Multiple Locations)	San Antonio, TX	Bexar
University Dialysis (Multiple Locations)	San Antonio, TX	Bexar
San Saba Dialysis Center	San Antonio, TX	Bexar
SNG Barlite Dialysis Center	San Antonio, TX	Bexar
Callaghan Road Dialysis Center	San Antonio, TX	Bexar
Peritoneal Dialysis Unit	San Antonio, TX	Bexar
U.S. Renal Care (Multiple Locations)	San Antonio, TX	Bexar
La Misión Dialysis	San Antonio, TX	Bexar
IRC-San Antonio (Multiple Locations)	San Antonio, TX	Bexar
KDC of San Antonio	San Antonio, TX	Bexar
SNG Columbia Square Dialysis Center, LP	San Antonio, TX	Bexar
New Braunfels Kidney Disease	New Braunfels, TX	Comal
Fresenius Kidney Care New Braunfels	New Braunfels, TX	Comal
DaVita New Braunfels Dialysis	New Braunfels, TX	Comal
San Antonio Kidney Disease Center Physicians Group	New Braunfels, TX	Comal
DaVita Pearsall Dialysis	Pearsall, TX	Frio
U.S. Renal Care	Schertz, TX	Guadalupe
Fresenius Kidney Care Schertz Dialysis	Schertz, TX	Guadalupe
Schertz Dialysis Center	Schertz, TX	Guadalupe
Fresenius Kidney Care West Seguin	Seguin, TX	Guadalupe
DaVita Seguin Dialysis	Seguin, TX	Guadalupe
Fresenius Medical Care Seguin	Seguin, TX	Guadalupe
U.S. Renal Care	Boerne, TX	Kendall
DaVita Boerne Dialysis Center	Boerne, TX	Kendall
U.S. Renal Care	Boerne, TX	Kendall
DaVita Kerrville	Kerrville, TX	Kerr
San Antonio Kidney Disease Center	Kerrville, TX	Kerr
Usrca Medina	Hondo, TX	Medina
U.S. Renal Care	Hondo, TX	Medina
Medina County Dialysis Facility	Hondo, TX	Medina
San Antonio Kidney Disease Center Physicians Group	Hondo, TX	Medina
DaVita Floresville Dialysis	Floresville, TX	Wilson

Major Educational Facilities (College/University)

Name	Place	County
Coastal Bend College	Pleasanton, TX	Atascosa
The University of Texas at San Antonio	San Antonio, TX	Bexar
Texas A&M University–San Antonio	San Antonio, TX	Bexar
Alamo Community College District	San Antonio, TX	Bexar
Trinity University	San Antonio, TX	Bexar
St. Mary's University	San Antonio, TX	Bexar
Our Lady of the Lake University	San Antonio, TX	Bexar
University of the Incarnate Word	San Antonio, TX	Bexar
Webster University	San Antonio, TX	Bexar
Baptist University of the Americas	San Antonio, TX	Bexar
Hallmark University	San Antonio, TX	Bexar
The Culinary Institute of America	San Antonio, TX	Bexar
Southwest School of Art	San Antonio, TX	Bexar
Howard Payne University New Braunfels Center	New Braunfels, TX	Comal
Alamo Colleges District Central Texas Technology Center	New Braunfels, TX	Comal
Wayland Baptist University	New Braunfels, TX	Comal
Southwest Texas Junior College	Pearsall, TX	Frio
Central Texas College	Fredericksburg, TX	Gillespie
Hill Country University Center	Fredericksburg, TX	Gillespie
Texas Lutheran University	Seguin, TX	Guadalupe
Wayland Baptist University	Boerne, TX	Kendall
Schreiner University	Kerrville, TX	Kerr
San Antonio College Nursing School	Kerrville, TX	Kerr
Alamo Colleges District Greater Kerrville Center	Kerrville, TX	Kerr
BK Cosmo College of Cosmetology	Kerrville, TX	Kerr
Southwest Texas Junior College	Hondo, TX	Medina

Human Service Agencies

Name of the Human Service Agency	Place	County
Atascosa County Youth Services Center	Jourdanton, TX	Atascosa
Food Stamp Office	Jourdanton, TX	Atascosa
Human Service Department	Jourdanton, TX	Atascosa
South Texas Regional Rehab	Jourdanton, TX	Atascosa
Camino Real Community Services	Lytle, TX	Atascosa
Community Services Inc	Pleasanton, TX	Atascosa
Atascosa Family Crisis Center Inc.	Pleasanton, TX	Atascosa
La Fresas	Poteet, TX	Atascosa
Independence Hill Assisted Living	San Antonio, TX	Bexar

Name of the Human Service Agency	Place	County
Lestate Living	San Antonio, TX	Bexar
Newell Retirement Plaza Apartments	San Antonio, TX	Bexar
Palacio Del Sol (MAUC)	San Antonio, TX	Bexar
Primrose at Mission Hills	San Antonio, TX	Bexar
Primrose at Monticello Park	San Antonio, TX	Bexar
Remarkable Healthcare	San Antonio, TX	Bexar
San Antonio Housing Authority (SAHA)	San Antonio, TX	Bexar
Advanced Healthcare Solutions	San Antonio, TX	Bexar
Christian Assistance Ministry (CAM)	San Antonio, TX	Bexar
Northeast Senior Center	San Antonio, TX	Bexar
District 2 Senior Center	San Antonio, TX	Bexar
Bob Ross Senior Center	San Antonio, TX	Bexar
District 5 Senior Center	San Antonio, TX	Bexar
Culebra Senior Center	San Antonio, TX	Bexar
Southside Lions Senior Center	San Antonio, TX	Bexar
Kirby Senior Center	San Antonio, TX	Bexar
Granados Adult & Senior Center	San Antonio, TX	Bexar
Grasp Senior Center	San Antonio, TX	Bexar
San Antonio Recovery Center	San Antonio, TX	Bexar
River City Rehabilitation Center	San Antonio, TX	Bexar
San Antonio Residence and Rehabilitation Center	San Antonio, TX	Bexar
The Salvation Army Adult Rehabilitation Center - San Antonio	San Antonio, TX	Bexar
San Antonio Behavioral Healthcare Hospital	San Antonio, TX	Bexar
San Antonio Counseling and Behavioral Center	San Antonio, TX	Bexar
Bexar County Adult Detention Center	San Antonio, TX	Bexar
Bcsf Health & Human Services	San Antonio, TX	Bexar
Department of Human Services	San Antonio, TX	Bexar
South San Community Center	San Antonio, TX	Bexar
Harlandale Community Center	San Antonio, TX	Bexar
Gill Community Center	San Antonio, TX	Bexar
Hamilton Community Center	San Antonio, TX	Bexar
Presa Community Center	San Antonio, TX	Bexar
San Antonio Food Bank	San Antonio, TX	Bexar
San Antonio Public Library	San Antonio, TX	Bexar
Bandera County Indigent Health	Bandera, TX	Bandera
Bandera County Jail	Bandera, TX	Bandera
Bandera Nursing & Rehabilitation	Bandera, TX	Bandera
Cedar Creek Nursing and Rehabilitation Center	Bandera, TX	Bandera
Health Department	Bandera, TX	Bandera
Human Services Department	Bandera, TX	Bandera
Medina County WIC Program	Bandera, TX	Bandera
River Hills Care Center	Bandera, TX	Bandera

Name of the Human Service Agency	Place	County
Workforce Solutions Alamo Career Center - Bandera	Bandera, TX	Bandera
Comal County Jail	New Braunfels, TX	Comal
Comal County Mental Health Center	New Braunfels, TX	Comal
Community Council of South Central Texas-Comal	New Braunfels, TX	Comal
Crisis Center of Comal County	New Braunfels, TX	Comal
Das Rec	New Braunfels, TX	Comal
Gruene Senior Living	New Braunfels, TX	Comal
Hill Country Community Mental Retardation	New Braunfels, TX	Comal
Hill Country MHDD Centers	New Braunfels, TX	Comal
Human Services Department	New Braunfels, TX	Comal
New Braunfels Public Library	New Braunfels, TX	Comal
New Braunfels Regional Rehabilitation Hospital	New Braunfels, TX	Comal
PAM Health Specialty Hospital of New Braunfels	New Braunfels, TX	Comal
Rio Terra Senior Living	New Braunfels, TX	Comal
River Gardens	New Braunfels, TX	Comal
Sodalis New Braunfels	New Braunfels, TX	Comal
The Blake at New Braunfels	New Braunfels, TX	Comal
Trilogy Senior Living LLC	New Braunfels, TX	Comal
Visiting Angels	New Braunfels, TX	Comal
Westside Community Center	New Braunfels, TX	Comal
Camino Real MHMR Comm Services	Dilley, TX	Frio
Frio County WIC	Dilley, TX	Frio
Community Action Partnership	Pearsall, TX	Frio
Frio County Court House	Pearsall, TX	Frio
Frio County Veterans' Office	Pearsall, TX	Frio
Frio County WIC- Supplemental Food Program	Pearsall, TX	Frio
Pearsall Manor Senior Citizens	Pearsall, TX	Frio
Pearsall Nursing & Rehabilitation Center	Pearsall, TX	Frio
South Texas Rural Health Services	Pearsall, TX	Frio
Texas Department of Human Services Public Health	Pearsall, TX	Frio
Workforce Solutions Alamo Career Center - Pearsall	Pearsall, TX	Frio
Frio Housing Rehabilitation	Pearsall, TX	Frio
Advantage Care Services	Fredericksburg, TX	Gillespie
CelesteCare Fredericksburg	Fredericksburg, TX	Gillespie
Deep in the HEART of Texas!	Fredericksburg, TX	Gillespie
Fredericksburg Food Pantry	Fredericksburg, TX	Gillespie
Fredericksburg Nursing & Rehabilitation	Fredericksburg, TX	Gillespie
Gillespie County Community Services	Fredericksburg, TX	Gillespie
Gillespie County Jail	Fredericksburg, TX	Gillespie
Gillespie County Mental Health	Fredericksburg, TX	Gillespie
Good Samaritan Center	Fredericksburg, TX	Gillespie
Habitat For Humanity for Greater Fredericksburg	Fredericksburg, TX	Gillespie

Name of the Human Service Agency	Place	County
Heritage Place	Fredericksburg, TX	Gillespie
Hill Country Community Needs	Fredericksburg, TX	Gillespie
Hill Country WIC Services - Fredericksburg	Fredericksburg, TX	Gillespie
Knopp Assisted Living Center Inc	Fredericksburg, TX	Gillespie
Knopp Healthcare & Rehab	Fredericksburg, TX	Gillespie
Knopp Healthcare and Retirement Center	Fredericksburg, TX	Gillespie
Knopp Nursing and Rehabilitation	Fredericksburg, TX	Gillespie
Morning Star Memory Care	Fredericksburg, TX	Gillespie
Pioneer Memorial Library	Fredericksburg, TX	Gillespie
The Golden Hub Community Center	Fredericksburg, TX	Gillespie
The Villages of Windcrest	Fredericksburg, TX	Gillespie
Windcrest Nursing and Rehabilitation Center	Fredericksburg, TX	Gillespie
On Our Own Services Inc	Stonewall, TX	Gillespie
Cibolo Grange 1541	Cibolo, TX	Guadalupe
The Brooks of Cibolo	Cibolo, TX	Guadalupe
Human Service Department	Schertz, TX	Guadalupe
Inmindout Emotional Wellness Center, LLC - Schertz	Schertz, TX	Guadalupe
New Haven Assisted Living and Memory Care of Schertz	Schertz, TX	Guadalupe
Schertz Central Community Center	Schertz, TX	Guadalupe
Schertz North Community Center	Schertz, TX	Guadalupe
The Legacy at Forest Ridge	Schertz, TX	Guadalupe
Schertz Library	Schertz, TX	Guadalupe
Argent Court Assisted Living	Seguin, TX	Guadalupe
Community Action Partnership - Community Council of South Central Texas, Inc.	Seguin, TX	Guadalupe
Community Council-South	Seguin, TX	Guadalupe
Country Oaks Senior Living	Seguin, TX	Guadalupe
F E Care Inc	Seguin, TX	Guadalupe
Geronimo Community Center	Seguin, TX	Guadalupe
Guadalupe County Human Resources	Seguin, TX	Guadalupe
Guadalupe County Jail	Seguin, TX	Guadalupe
Guadalupe County United Way	Seguin, TX	Guadalupe
Guadalupe Valley Nursing and Rehabilitation Center	Seguin, TX	Guadalupe
Human Services Department	Seguin, TX	Guadalupe
Mill Creek Crossing, Seguin	Seguin, TX	Guadalupe
Nesbit Living & Recovery Center	Seguin, TX	Guadalupe
Seguin Assisted Living	Seguin, TX	Guadalupe
Seguin Family Health Center	Seguin, TX	Guadalupe
Seguin Head Start	Seguin, TX	Guadalupe
Seguin Public Library	Seguin, TX	Guadalupe
Seguin Rec. Center	Seguin, TX	Guadalupe
The Agape Center	Seguin, TX	Guadalupe

Name of the Human Service Agency	Place	County
Willowbrook Personal Care Home	Seguin, TX	Guadalupe
Bluebonnet Trails Community Services	Seguin, TX	Guadalupe
Blumberg Memorial Library	Seguin, TX	Guadalupe
Heritage Program for Seniors	Seguin, TX	Guadalupe
Retired Senior Volunteer Program	Seguin, TX	Guadalupe
Human Service Department	Karnes City, TX	Karnes
Karnes County Residential Center (Prison)	Karnes City, TX	Karnes
Karnes County Adult Day Care	Kenedy	Karnes
Boerne Public Library	Boerne, TX	Kendall
Health Department	Boerne, TX	Kendall
Heritage Place	Boerne, TX	Kendall
Hill Country Family Services	Boerne, TX	Kendall
Kendall County Courthouse	Boerne, TX	Kendall
Kendall County Jail	Boerne, TX	Kendall
Kendall County Mental Health Center	Boerne, TX	Kendall
Kendall Haus	Boerne, TX	Kendall
Morningside at Menger Springs Health Care	Boerne, TX	Kendall
Patrick Heath Public Library	Boerne, TX	Kendall
Rainbow Senior Center	Boerne, TX	Kendall
T J Care	Boerne, TX	Kendall
Texas Department of Protective Services	Boerne, TX	Kendall
Texas Health and Human Services	Boerne, TX	Kendall
Texas Human Services	Boerne, TX	Kendall
Hill Country WIC Services - Boerne	Boerne, TX	Kendall
Visiting Angels	Boerne, TX	Kendall
Black Gold Cooperative Library System	Comfort, TX	Kendall
Comfort Public Library	Comfort, TX	Kendall
220 Harper Kerrville Assisted Living	Kerrville, TX	Kerr
A1 Senior Care Services Inc	Kerrville, TX	Kerr
Alpine Terrace	Kerrville, TX	Kerr
BCFS Health and Human Services-Kerrville	Kerrville, TX	Kerr
Brookdale Guadalupe River Plaza	Kerrville, TX	Kerr
Butt-Holdsworth Library	Kerrville, TX	Kerr
Community Living Center @ South Texas Veterans	Kerrville, TX	Kerr
Dietert Center	Kerrville, TX	Kerr
Edgewater Care Center	Kerrville, TX	Kerr
Haven In Texas Hill Country	Kerrville, TX	Kerr
Hill Country Crisis Center	Kerrville, TX	Kerr
Hill Country Outreach Inc	Kerrville, TX	Kerr
Hill Country WIC Services - Kerrville	Kerrville, TX	Kerr
Hilltop Village Nursing and Rehabilitation Center	Kerrville, TX	Kerr
Human Service Department	Kerrville, TX	Kerr

Name of the Human Service Agency	Place	County
Juniper Village at Guadalupe Riverfront	Kerrville, TX	Kerr
Kerr County Mental Health Center	Kerrville, TX	Kerr
Kerr Regional History Center	Kerrville, TX	Kerr
Mountain Villa Assisted Living	Kerrville, TX	Kerr
New Haven Kerrville	Kerrville, TX	Kerr
River Hills Health & Rehabilitation Center	Kerrville, TX	Kerr
Arms of Hope Medina Campus	Medina, TX	Kerr
McMullen Community Health Center	Tilden, TX	McMullen
Le Parc Safe Haven	Castroville, TX	Medina
Medina County WIC Program	Devine, TX	Medina
ECI Home Spun	Hondo, TX	Medina
Human Service Department	Hondo, TX	Medina
Medina County Food Pantry	Hondo, TX	Medina
Medina County Jail	Hondo, TX	Medina
Medina County WIC Program	Hondo, TX	Medina
Community Restoration and Recovery Center	Floresville, TX	Wilson
Health and Human Services Commission	Floresville, TX	Wilson
South Texas Resource & Assistance	Floresville, TX	Wilson
Jane Yelvington McCallum Public Library	La Vernia, TX	Wilson

Major Shopping Centers/Grocery Stores

Name of the Shopping Center	Place	County
Dollar General	Jourdanton, TX	Atascosa
H-E-B	Lytle, TX	Atascosa
Atascosa Market	Pleasanton, TX	Atascosa
Burkes Outlet	Pleasanton, TX	Atascosa
Family Dollar	Pleasanton, TX	Atascosa
H-E-B	Pleasanton, TX	Atascosa
Oaklawn terrace	Pleasanton, TX	Atascosa
Walmart Supercenter	Pleasanton, TX	Atascosa
Dollar General	Poteet, TX	Atascosa
Family Dollar	Poteet, TX	Atascosa
Dollar General	Bandera, TX	Bandera
Family Dollar	Bandera, TX	Bandera
Lowe's Market	Bandera, TX	Bandera
Hill Country Grocery Store	Lake Hills, TX	Bandera
The Shops at La Cantera	San Antonio, TX	Bexar
Shops at Rivercenter	San Antonio, TX	Bexar
Northwoods Shopping Center	San Antonio, TX	Bexar
North Star Mall	San Antonio, TX	Bexar

Name of the Shopping Center	Place	County
Rolling Oaks Mall	San Antonio, TX	Bexar
The RIM	San Antonio, TX	Bexar
H-E-B (Multiple Locations)	San Antonio, TX	Bexar
Walmart (Multiple Locations)	San Antonio, TX	Bexar
Whole Foods (Multiple Locations)	San Antonio, TX	Bexar
Trader Joe's (Multiple Locations)	San Antonio, TX	Bexar
Central Market	San Antonio, TX	Bexar
Brookshire Brothers Express	Canyon Lake, TX	Comal
Lowes Market	Canyon Lake, TX	Comal
Lowe's Market	Canyon Lake, TX	Comal
Brookshire Brothers	Canyon Lake, TX	Comal
(Walnut Square)	New Braunfels, TX	Comal
Arlan's Market	New Braunfels, TX	Comal
Gruene Lake Village	New Braunfels, TX	Comal
New Braunfels Farmers Market	New Braunfels, TX	Comal
New Braunfels Marketplace	New Braunfels, TX	Comal
New Braunfels Town Center at Creekside	New Braunfels, TX	Comal
Oak Run Point Shopping Center	New Braunfels, TX	Comal
The Shops at Clear Springs	New Braunfels, TX	Comal
Walmart Supercenter	New Braunfels, TX	Comal
WestPointe Village	New Braunfels, TX	Comal
H-E-B	New Braunfels, TX	Comal
H-E-B plus!	Spring Branch, TX	Comal
The Shops at Faithville Park	Spring Branch, TX	Comal
Walmart Supercenter	Spring Branch, TX	Comal
Lowe's Market	Dilley, TX	Frio
H-E-B	Pearsall, TX	Frio
Walmart	Pearsall, TX	Frio
Dollar General	Fredericksburg, TX	Gillespie
H-E-B	Fredericksburg, TX	Gillespie
Keidel's Korner	Fredericksburg, TX	Gillespie
Natural Grocers	Fredericksburg, TX	Gillespie
Walmart Supercenter	Fredericksburg, TX	Gillespie
Das Shops	Harper, TX	Gillespie
Family Dollar	Harper, TX	Gillespie
Shops at Cibolo Bend	Cibolo, TX	Guadalupe
Arlan's Market	Schertz, TX	Guadalupe
Four Oaks Plaza	Schertz, TX	Guadalupe
H-E-B plus!	Schertz, TX	Guadalupe
Lone Oak Plaza	Schertz, TX	Guadalupe
Parkway Village Shopping Center	Schertz, TX	Guadalupe
Schertz Shopping Center	Schertz, TX	Guadalupe

Name of the Shopping Center	Place	County
Walmart Supercenter	Schertz, TX	Guadalupe
Arlan's Market	Seguin, TX	Guadalupe
H-E-B	Seguin, TX	Guadalupe
King Plaza	Seguin, TX	Guadalupe
Marcos Food Market	Seguin, TX	Guadalupe
Salazar's Grocery	Seguin, TX	Guadalupe
Seguin Corners	Seguin, TX	Guadalupe
Seguin Crossroads	Seguin, TX	Guadalupe
Dollar General	Karnes City, TX	Karnes
H-E-B	Kenedy, TX	Karnes
Walmart Supercenter	Kenedy, TX	Karnes
Family Dollar	Runge, TX	Karnes
Boerne Oaks Shopping Center	Boerne, TX	Kendall
H-E-B plus!	Boerne, TX	Kendall
Live Oak Shopping Center	Boerne, TX	Kendall
Pleasant Valley Business Center	Boerne, TX	Kendall
The Tower at Boerne	Boerne, TX	Kendall
Walmart Supercenter	Boerne, TX	Kendall
Dollar General	Comfort, TX	Kendall
Lowe's Market	Comfort, TX	Kendall
Ole Ingram Grocery	Ingram, TX	Kerr
Country Club Plaza	Kerrville, TX	Kerr
H-E-B	Kerrville, TX	Kerr
Live Oak Plaza	Kerrville, TX	Kerr
River Hills Mall	Kerrville, TX	Kerr
Walmart Supercenter	Kerrville, TX	Kerr
Winwood Village Shopping Center	Kerrville, TX	Kerr
Joe's Food Market	Tilden, TX	McMullen
Walmart Supercenter	Castroville, TX	Medina
Walmart Supercenter	Devine, TX	Medina
H-E-B	Hondo, TX	Medina
Walmart Supercenter	Hondo, TX	Medina
Dollar General	LaCoste, TX	Medina
Bradley's Foodmart	Floresville, TX	Wilson
Floresville Community Market	Floresville, TX	Wilson
Floresville Food Pantry	Floresville, TX	Wilson
Heritage Plaza	Floresville, TX	Wilson
Walmart Supercenter	Floresville, TX	Wilson
H-E-B	Floresville, TX	Wilson
H-E-B	La Vernia, TX	Wilson

Multi-Unit Housing

Name of the Housing Apartment	Place	County
Jourdanton Square Apartments	Jourdanton, TX	Atascosa
Lytle Apartments	Lytle, TX	Atascosa
Pecan Grove Apartments	Lytle, TX	Atascosa
Bordeaux Apartments	Pleasanton, TX	Atascosa
Chaparral Place Corporate Apartments	Pleasanton, TX	Atascosa
Eagle Heights	Pleasanton, TX	Atascosa
Eagle View Apartments	Pleasanton, TX	Atascosa
Pleasanton Senior Apartments	Pleasanton, TX	Atascosa
The Fountains at Bonita Creek	Pleasanton, TX	Atascosa
The Haven Apartments	Pleasanton, TX	Atascosa
Crest View Apartments	Poteet, TX	Atascosa
Oaks of Bandera	Bandera, TX	Bandera
Cherry Lane Apartments	Medina, TX	Bandera
Highlander Senior Village	Bulverde, TX	Comal
Canyon Lake Suites	Canyon Lake, TX	Comal
Canyon View Apartments	Canyon Lake, TX	Comal
Cedars	Canyon Lake, TX	Comal
Creskide Villas	Canyon Lake, TX	Comal
Residence at Overlook Ridge	Canyon Lake, TX	Comal
River Ranch Apartments	Canyon Lake, TX	Comal
The Residence at Canyon Lake	Canyon Lake, TX	Comal
Village Oaks Apartments	Canyon Lake, TX	Comal
Avenues at Creekside	New Braunfels, TX	Comal
Bavarian Manor Apartments	New Braunfels, TX	Comal
Berkshire Creekside	New Braunfels, TX	Comal
Braunfels Haus Apartments	New Braunfels, TX	Comal
Braunfels Place Apartments	New Braunfels, TX	Comal
Briarbend Apartments	New Braunfels, TX	Comal
Canyon House Apartments	New Braunfels, TX	Comal
Comal Apartments	New Braunfels, TX	Comal
Cotton Crossing Apartment Homes	New Braunfels, TX	Comal
Greentree Apartments	New Braunfels, TX	Comal
Gruenewood Villa Apartments	New Braunfels, TX	Comal
Hawthorne Riverside	New Braunfels, TX	Comal
La Sierra Apartments	New Braunfels, TX	Comal
Lakeview Villas	New Braunfels, TX	Comal
Landa Place Apartments	New Braunfels, TX	Comal
Langtry Village Apartments	New Braunfels, TX	Comal
Laurel Heights Apartments	New Braunfels, TX	Comal
Linde Apartments	New Braunfels, TX	Comal

Name of the Housing Apartment	Place	County
Lodge at Guadalupe	New Braunfels, TX	Comal
Mill Bridge Apartments	New Braunfels, TX	Comal
Mission Hill Apartments	New Braunfels, TX	Comal
Northwood Luxury Apartments	New Braunfels, TX	Comal
Pecan Orchard Apartments	New Braunfels, TX	Comal
Reserve at Engel Road	New Braunfels, TX	Comal
Residences of Solms Village Apartments	New Braunfels, TX	Comal
Riverhaus Creekside	New Braunfels, TX	Comal
RiverStone Apartment Homes	New Braunfels, TX	Comal
StoneHaven Apartment Homes	New Braunfels, TX	Comal
Sutton Oaks Apartments	New Braunfels, TX	Comal
Tacara Westpointe Village	New Braunfels, TX	Comal
The Augusta at Gruene Garden Apartments	New Braunfels, TX	Comal
The Current	New Braunfels, TX	Comal
The Izzy Apartments	New Braunfels, TX	Comal
The Landings At Creekside	New Braunfels, TX	Comal
The Landmark Lofts & Garden Apartments	New Braunfels, TX	Comal
The Luxe at Creekside	New Braunfels, TX	Comal
The Sage Apartments	New Braunfels, TX	Comal
Torrey Place Apartments	New Braunfels, TX	Comal
Villa Serena Apartments	New Braunfels, TX	Comal
Village Circle Apartments	New Braunfels, TX	Comal
Villas at Spring Park on Loop 337 Apartments for Rent	New Braunfels, TX	Comal
Villas at Sundance	New Braunfels, TX	Comal
Vivo Apartments New Braunfels South	New Braunfels, TX	Comal
Westshore Colony Apartments	New Braunfels, TX	Comal
3067 View Ridge Apartment Homes	Spring Branch, TX	Comal
Villas at Bulverde	Spring Branch, TX	Comal
Cornerstone Apartments	Dilley, TX	Frio
Dilley Housing Authority	Dilley, TX	Frio
Athol Apartments	Pearsall, TX	Frio
Frio Apartments	Pearsall, TX	Frio
Westview Ranch	Pearsall, TX	Frio
Brentwood Oaks Apartments	Fredericksburg, TX	Gillespie
Deike Rentals	Fredericksburg, TX	Gillespie
Driftwood Apartments	Fredericksburg, TX	Gillespie
Fredericksburg Seniors Apt	Fredericksburg, TX	Gillespie
Friendship Place Apartments	Fredericksburg, TX	Gillespie
Highland Oaks	Fredericksburg, TX	Gillespie
Orchard Grove Apartments	Fredericksburg, TX	Gillespie
Rolling Hills Apartments	Fredericksburg, TX	Gillespie
Sunrise Townhomes	Fredericksburg, TX	Gillespie

Name of the Housing Apartment	Place	County
Ten19 @ Friendship Lane Apartments	Fredericksburg, TX	Gillespie
Terraces At Creek Street	Fredericksburg, TX	Gillespie
Towne Park Fredericksburg	Fredericksburg, TX	Gillespie
Vineyard Crossing	Fredericksburg, TX	Gillespie
Wind Crest Townhomes/Patio	Fredericksburg, TX	Gillespie
Pecan Tree Apartments	Harper, TX	Gillespie
Cibolo Plaza Apartments	Cibolo, TX	Guadalupe
Legacy Oaks Apartments	Schertz, TX	Guadalupe
Live Oak Apartments	Schertz, TX	Guadalupe
Riedel's Apartments	Schertz, TX	Guadalupe
Rio Vista Apartments	Schertz, TX	Guadalupe
River Road Apartments	Schertz, TX	Guadalupe
Sebastian Apartments	Schertz, TX	Guadalupe
Sycamore Creek Apartments	Schertz, TX	Guadalupe
Val Verde Apartments	Schertz, TX	Guadalupe
Chris Hampe Rentals	Seguin, TX	Guadalupe
Eden Place Apartments	Seguin, TX	Guadalupe
Fairway Manor Apartments	Seguin, TX	Guadalupe
Landmark Apartments	Seguin, TX	Guadalupe
Middletowne Apartments	Seguin, TX	Guadalupe
Oak Hollow Apartments	Seguin, TX	Guadalupe
Pecan Villa Apartments	Seguin, TX	Guadalupe
Ranch 123 Apartments	Seguin, TX	Guadalupe
Seguin Manor Apartments	Seguin, TX	Guadalupe
Stagecoach Apartments	Seguin, TX	Guadalupe
Stone Ranch Townhomes	Seguin, TX	Guadalupe
Stratton Oaks	Seguin, TX	Guadalupe
Summers Bend	Seguin, TX	Guadalupe
Sunrise Villa	Seguin, TX	Guadalupe
Sunset Terrace Apartments	Seguin, TX	Guadalupe
The Aumont Apartments and Offices	Seguin, TX	Guadalupe
Walnut Grove Apartments	Seguin, TX	Guadalupe
West Wind Apartments	Seguin, TX	Guadalupe
Lookout Hollow	Selma, TX	Guadalupe
Retreat at Chelsea Park	Selma, TX	Guadalupe
My Apartment	Karnes City, TX	Karnes
Paisano Apartments	Karnes City, TX	Karnes
Savannah Park Apartments	Karnes City, TX	Karnes
Tierra Pointe	Karnes City, TX	Karnes
Alta Vista Village	Kenedy, TX	Karnes
Country Village Apartments	Kenedy, TX	Karnes
Kenedy Heights	Kenedy, TX	Karnes

Name of the Housing Apartment	Place	County
Kenedy Retreat	Kenedy, TX	Karnes
Park Place Landing Apartments	Kenedy, TX	Karnes
The Junction	Kenedy, TX	Karnes
Town Oaks Apartments	Kenedy, TX	Karnes
Young and 3rd Street Apartments	Kenedy, TX	Karnes
Runge Apartment's	Runge, TX	Karnes
Hermann Sons Life Retirement Home	Comfort, TX	Kendall
2nd Street Apartments	Boerne, TX	Kendall
Arbors of Boerne Apartments	Boerne, TX	Kendall
Bluff View Apartments	Boerne, TX	Kendall
Boerne Oaks Apartments	Boerne, TX	Kendall
Boerne Townhomes	Boerne, TX	Kendall
Carrington Place Apartments	Boerne, TX	Kendall
Country View Apartments	Boerne, TX	Kendall
Garden Creek Apartments	Boerne, TX	Kendall
Legacy at Cibolo Apartments	Boerne, TX	Kendall
LIV at Boerne Hills	Boerne, TX	Kendall
Madera Rosa	Boerne, TX	Kendall
Main Street Villas	Boerne, TX	Kendall
Oaks Apartments	Boerne, TX	Kendall
Park Meadows Apartments	Boerne, TX	Kendall
Ranchland Springs Apartments	Boerne, TX	Kendall
Ranger Creek Meadows	Boerne, TX	Kendall
Stone Creek Village	Boerne, TX	Kendall
The Overlook at Menger Springs	Boerne, TX	Kendall
The Ranch at Cibolo Creek	Boerne, TX	Kendall
The Trails at River Road	Boerne, TX	Kendall
The Woodland Apartment Homes	Boerne, TX	Kendall
Vistas Apartments	Boerne, TX	Kendall
Comfort Guadalupe Crossing	Comfort, TX	Kendall
Comfort Independent Living	Comfort, TX	Kendall
Comfort Place Apartments	Comfort, TX	Kendall
The Towers of Comfort	Comfort, TX	Kendall
Boerne Terraces at Cibolo Apt	Kerrville, TX	Kerr
Broadway Place Apartments	Kerrville, TX	Kerr
Brookhollow	Kerrville, TX	Kerr
Cedar Elm Place	Kerrville, TX	Kerr
Cliffs	Kerrville, TX	Kerr
Colonial Oaks Apartments	Kerrville, TX	Kerr
Country Club Apartments	Kerrville, TX	Kerr
Country Hills Duplexes	Kerrville, TX	Kerr
Emerald Cottages of Kerrville	Kerrville, TX	Kerr

Name of the Housing Apartment	Place	County
Freedom's Path Kerrville	Kerrville, TX	Kerr
Gardens At Clearwater Apartments	Kerrville, TX	Kerr
Heritage Oaks Apartments	Kerrville, TX	Kerr
Hunt St Apartments	Kerrville, TX	Kerr
Hunter's Ridge Apartments LLC	Kerrville, TX	Kerr
Kerrville Housing Ltd	Kerrville, TX	Kerr
Kerrville Oaks Apartments	Kerrville, TX	Kerr
Kerrville Plaza Apartments	Kerrville, TX	Kerr
La Casa Apartments	Kerrville, TX	Kerr
Lakeside Apartments	Kerrville, TX	Kerr
Lazy River Apartments	Kerrville, TX	Kerr
Legacy Ridge Christian Retirement Community	Kerrville, TX	Kerr
Lime Creek Apartments	Kerrville, TX	Kerr
Meadows	Kerrville, TX	Kerr
Midtown Apartments	Kerrville, TX	Kerr
Northridge Village Duplexes	Kerrville, TX	Kerr
Oakdale Apartments	Kerrville, TX	Kerr
Park Hill Apartments	Kerrville, TX	Kerr
Park Lane Apartments	Kerrville, TX	Kerr
Paseo de Paz Apartments	Kerrville, TX	Kerr
Patio Apartments	Kerrville, TX	Kerr
Rio Verde	Kerrville, TX	Kerr
River Hill Apartments	Kerrville, TX	Kerr
River Oaks Apartments	Kerrville, TX	Kerr
Sendero Ridge Apartments	Kerrville, TX	Kerr
Singing Wind Apartments	Kerrville, TX	Kerr
The Hills of Kerrville Apartment Villas	Kerrville, TX	Kerr
The Sidney Baker Luxury Apartments	Kerrville, TX	Kerr
Winwood Club Apartments	Kerrville, TX	Kerr
Castroville Village Apartments	Castroville, TX	Medina
Country Villa Apartment Homes	Castroville, TX	Medina
The Grand Oaks Apartments	Castroville, TX	Medina
Devine Place Apartments	Devine, TX	Medina
La Loma Apartments	Devine, TX	Medina
Navaho Apartments	Devine, TX	Medina
Wedgewood Estates Apartments	Devine, TX	Medina
Brian Place Apartments	Hondo, TX	Medina
Encinito Apartments	Hondo, TX	Medina
Hondo Gardens Apartments	Hondo, TX	Medina
Landmark Apartments	Hondo, TX	Medina
Presidio Apartments	Hondo, TX	Medina
Tuscany Courts Townhomes	Hondo, TX	Medina

Name of the Housing Apartment	Place	County
Alamo Apartments	Floresville, TX	Wilson
Brickwall Apartments LLC	Floresville, TX	Wilson
Countryside Apartments	Floresville, TX	Wilson
Floresville Square Apartments	Floresville, TX	Wilson
Heritage apartments	Floresville, TX	Wilson
Highland Oaks Apartments	Floresville, TX	Wilson
Oakland Hills	Floresville, TX	Wilson
Cayetano Villas	La Vernia, TX	Wilson
Post Oak Plaza Apartments	La Vernia, TX	Wilson
Stockdale Village	Stockdale, TX	Wilson

Major Employers

Employer	Place	County
Joint Base San Antonio (Three Military Bases)	San Antonio, TX	Bexar
H-E-B	San Antonio, TX	Bexar
USAA	San Antonio, TX	Bexar
Methodist Healthcare System	San Antonio, TX	Bexar
Randolph Air Force Base	San Antonio, TX	Bexar
Toyota/Related Suppliers	San Antonio, TX	Bexar
Harland Clarke	San Antonio, TX	Bexar
Wells Fargo	San Antonio, TX	Bexar
JP Morgan Chase	San Antonio, TX	Bexar
Rackspace	San Antonio, TX	Bexar
CBE	New Braunfels, TX	Comal
Christus Santa Rosa - New Braunfels	New Braunfels, TX	Comal
of New Braunfels	New Braunfels, TX	Comal
Comal County	New Braunfels, TX	Comal
Comal ISD School District	New Braunfels, TX	Comal
Gruene, Texas	New Braunfels, TX	Comal
HD Supply Facilities Maintenance	New Braunfels, TX	Comal
Hunter Industries, Ltd.	New Braunfels, TX	Comal
Ibex Corporation	New Braunfels, TX	Comal
New Braunfels ISD	New Braunfels, TX	Comal
Resolute Health	New Braunfels, TX	Comal
Rush Enterprises, Inc.	New Braunfels, TX	Comal
Schlitterbahn Waterpark	New Braunfels, TX	Comal
Sysco	New Braunfels, TX	Comal
TaskUs	New Braunfels, TX	Comal
Wal-Mart Distribution Center	New Braunfels, TX	Comal
of Fredericksburg	Fredericksburg, TX	Gillespie
Fredericksburg ISD	Fredericksburg, TX	Gillespie
Gillespie County	Fredericksburg, TX	Gillespie
Heartland Industries, Ltd.	Fredericksburg, TX	Gillespie
H-E-B	Fredericksburg, TX	Gillespie
Hill Country Memorial	Fredericksburg, TX	Gillespie
Quantum Components	Fredericksburg, TX	Gillespie

Employer	Place	County
Wal-Mart	Fredericksburg, TX	Gillespie
Caterpillar	Seguin, TX	Guadalupe
of Seguin	Seguin, TX	Guadalupe
CMC Steel Texas	Seguin, TX	Guadalupe
Guadalupe County	Seguin, TX	Guadalupe
Guadalupe Regional Medical Center	Seguin, TX	Guadalupe
H-E-B	Seguin, TX	Guadalupe
Seguin Independent School District	Seguin, TX	Guadalupe
Texas Lutheran University	Seguin, TX	Guadalupe
Tyson Foods	Seguin, TX	Guadalupe
Vitesco Technologies	Seguin, TX	Guadalupe
Albany Engineered Composites	Boerne, TX	Kendall
Boerne ISD	Boerne, TX	Kendall
of Boerne	Boerne, TX	Kendall
H-E-B	Boerne, TX	Kendall
Kendall County	Boerne, TX	Kendall
Mission Pharmacal	Boerne, TX	Kendall
O.W. Lee	Boerne, TX	Kendall
Toyota of Boerne	Boerne, TX	Kendall
Walmart Super Center	Boerne, TX	Kendall
Brookdale Senior Services	Kerrville, TX	Kerr
of Kerrville	Kerrville, TX	Kerr
H-E-B Food & Grocery	Kerrville, TX	Kerr
James Avery Artisan Jewelry	Kerrville, TX	Kerr
Kerr County	Kerrville, TX	Kerr
Kerrville Independent School District	Kerrville, TX	Kerr
Kerrville State Hospital	Kerrville, TX	Kerr
Kerrville Veteran's Hospital	Kerrville, TX	Kerr
Peterson Regional Medical	Kerrville, TX	Kerr
Walmart	Kerrville, TX	Kerr
of Hondo	Hondo, TX	Medina
H-E-B	Hondo, TX	Medina
Hondo ISD	Hondo, TX	Medina
Hondo Rail	Hondo, TX	Medina
Medina County	Hondo, TX	Medina
Medina Healthcare System	Hondo, TX	Medina
Super Wal-Mart	Hondo, TX	Medina
Texas Department of Corrections	Hondo, TX	Medina

Source:

Bexar County: <https://windcrest-txedc.com/198/Major-Employers>

Comal County: <https://www.businessinnewbraunfels.com/why-new-braunfels/major-employers/>

Gillespie County: <https://www.gillespiecountyedc.com/area-information/community-information/>

Guadalupe County: <https://www.seguinedc.com/site-selection/primary-employers>

Kendall County: <https://bkcedc.com/workforce-talent/>

Kerr County: <https://www.kerredc.com/site-selection/top-employers/>

Medina County: https://cms3files.revize.com/hondotx/Hondo_Brochure.pdf

Appendix B:

Case Study on Mobility Management Collaboration

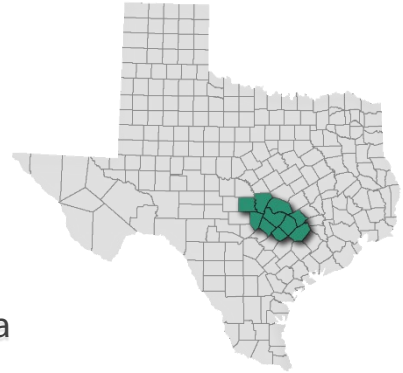
Mobility Management Improving Access to Health Care in Central Texas:

Capital Metro Transportation Authority and Capital Area Rural Transportation System

Source: Transit Cooperative Research Program - TCRP Report No. 223 Guidebook for Communities to Improve Transportation to Health Care.

Mobility Management Improving Access to Health Care in Central Texas:

Capital Metro Transportation Authority and Capital Area
Rural Transportation System



Snapshot of Collaboration

Two transit agencies in central Texas—the Capital Metropolitan Transportation Authority (Capital Metro) and the Capital Area Rural Transportation System (CARTS)—partnered to develop a regional mobility manager charged with expanding transit for those in need in the nine-county Capital Region surrounding Austin. The resulting Office of Mobility Management (OMM) has coordinated funding and services with numerous health care providers in:

- Capital Metro’s service area of Austin and some close in suburbs.
- Rural parts of nine counties surrounding Austin; six of those counties are entirely rural.

Additionally, the OMM helped build a number of transportation services in the geographic area between the two transit agencies’ service areas that previously had no service.

One of the key issues in development of the OMM was determining how to expand transit service to support health care access. OMM’s response: the office strives to integrate the region’s network of transit services to help connect people to needed goods and services in the Capital Region.

The coordinated efforts of [Capital Metro](#), an urban transit agency and [CARTS](#), a rural agency, now provide access to almost 30 community partners through the OMM, which is dedicated to meeting the transportation needs of seniors, people with disabilities, veterans and others in need. This collaborative effort has increased fixed route and specialized transportation, improving access to health care through the expansion of public transit service in formerly under and unserved areas.

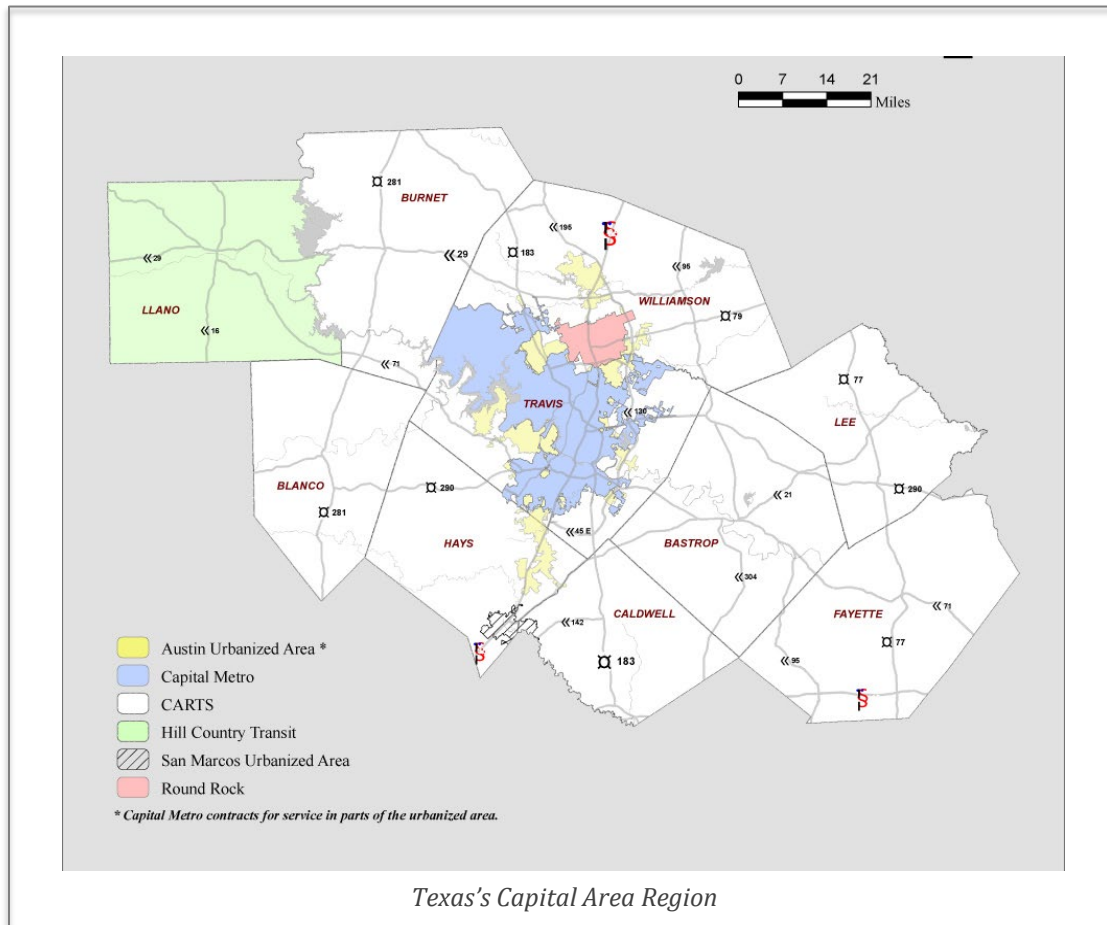


*Pickup by Capital Metro
Photo courtesy of KFH Group*

How Did the Collaboration Start?

Rapid growth brought changes to Central Texas. Areas previously served by CARTS had become urbanized and were no longer eligible for CARTS service. These newly urbanized areas were also not in Capital Metro's service area, leaving them in a transit desert with no service.

The collaboration was initiated by CARTS and Capital Metro in response to this loss of service and new unmet needs. The two organizations formed the OMM, which is hosted and funded predominantly by Capital Metro. The OMM was charged with building transit services in areas of high needs. Soon, Travis County joined forces and ultimately service was coordinated with the Transit Empowerment Fund.



Initiating the Effort

Two important factors facilitated development of the OMM. One was the establishment of the Transit Empowerment Fund with its funding support. The second was the close working relationship between Capital Metro and CARTS that helped the establishment of the OMM and with efforts supporting its work.

The Transit Empowerment Fund

The Transit Empowerment Fund was established in 2011 through a partnership between Capital Metro, Austin's public transportation provider, and One Voice Central Texas, a coalition of more than 100 health and human service non-profit organizations. The goal was to address the impact of rising public transit fares on low-income individuals.

Capital Metro contributed \$250,000 in seed funding in 2012 and, in 2013, the transit agency increased its annual contribution to \$350,000. An independent volunteer board representing non-profit health care and human service agencies, the business community, and Capital Metro oversees the work of the Transit Empowerment Fund.

Since 2012, the Transit Empowerment Fund has distributed thousands of Capital Metro transit passes to local non-profits for use by their clients. Recipients of the transit passes must be low-income, reside in the Capital Metro service area, and use public transportation.

The Transit Empowerment Fund Board's target populations are: adults over the age of 65, people with disabilities, youth under the age of 18, low-income workers or those enrolled in job training programs, refugees, people experiencing homelessness, Medicare card holders, Medicaid recipients, and veterans. The goal of the program is to promote self-sufficiency by providing transportation for employment, health care, education, and social services.

Additionally, the Transit Empowerment Fund Board has funded the following demonstration projects to expand transit services in underserved areas in the Central Texas region:

- In 2013, the Transit Empowerment Fund invested in a demonstration project that provides transportation to clients of a non-profit living in designated areas in order to access the organization's Parent-Child Education programs.
- In 2014, the Transit Empowerment Fund partnered with AGE of Central Texas, a non-profit serving older adults, to identify transportation gaps and resources and to create a plan to address identified transportation needs of older adults in the Austin area. The plan was completed in February 2015 and is guiding the future work of the Board to expand transportation access for seniors in the Austin community.
- In 2017, the Transit Empowerment Fund provided a grant to Ride Austin, a local app-based, on-demand transportation service. This grant allowed the non-profit ride-sourcing organization to partner with a collaboration of Central Health and a regional hospital for a pilot program in which those without the means to pay for health care transportation are able to request no-cost rides to health care appointments or pharmacies within the collaborative's network.
- Also in 2017, the Transit Empowerment Fund awarded the Housing Authority of the City of Austin funds intended to expand and enhance the impact of its "Smart Work, Learn Play-Mobility Equity Program."

Development

Capital Metro and CARTS developed the OMM in 2013 to address findings of studies and local stakeholder concerns about gaps in transportation services arising from the growing urban area and shrinking rural area. Transportation needs were appearing in suburban, exurban and smaller communities between 10,000 and 120,000 population that were not served by either the urban transit agency, Capital Metro, or the rural provider, CARTS.

After its initiation in 2013, the OMM has been funded and is sustained primarily by Capital Metro, with additional funding from FTA Section 5310 grants. Critical to the development of the office is ensuring that all participants understand the needs, constraints and capabilities of each type of participating organization. The approach of this mobility manager is that fixed route should always be the first choice of service for an individual, when such service is appropriate and feasible.

The low transit fares, subsidized through Capital Metro, help the mobility manager accommodate many of the health care transportation needs very cost-effectively. Approximately 50 percent of the trip purposes associated with the bus pass program is for health care access.

Description

The Office of Mobility Management conducts a wide array of services and activities in support of expanded access to destinations throughout the region:

- Conducts planning efforts.
 - Planning efforts have focused on unserved and underserved areas in the large region, with plans completed for multiple small cities ranging in size from 10,000 to 120,000 population. So far, two of the small cities have implemented transportation service as a result of the planning efforts.
- Pursues funding and sustainability.
 - Pursue grant funding through the Georgetown Health Foundation, which has provided \$200,000 annually to the City of Georgetown for transit for three years.
 - Obtain funding from Travis County,
 - Secured funding from the county and United Way for "Access to Health Care," a program serving lower income areas that were unserved outside of both Capital Metro and CARTS service areas.
 - Funding of low cost bus passes (one-quarter fare).
 - Capital Metro funds portions of service in Georgetown and Round Rock.
 - Coordinate funding with the Transit Empowerment Fund and Travis County.
- Builds new public service where none existed.
 - Travis County – expansion of transit service in unserved exurbs and suburbs, a crucial service driven by health care needs.

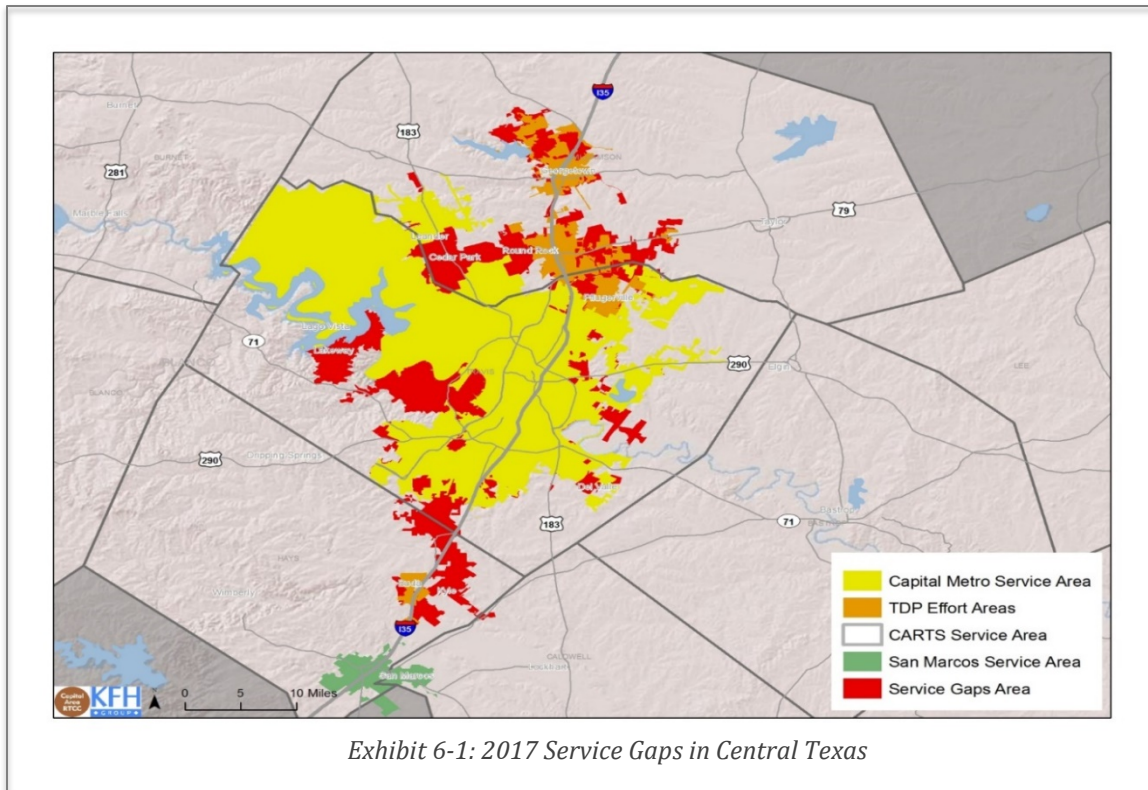
- Round Rock and Georgetown both initiated fixed route service through the efforts of the OMM, expanding access to health care and other needed services.
- The City of Manor - through the OMM, the city initiated a loop route shuttle that had very low ridership. This service was revised to an app-based on-demand service provided by VIA and ridership has increased significantly, with many of the trips providing access to health care.
- Engages with the Community Health Impact Plan.
- Provides a Trip Planner – 90 percent of trip planning is for access to health care.
- Developed the "Greater Austin Transportation Services and Senior Ride Guide," a comprehensive rider's guide of transportation services in the region.
- Administers Section 5310 funding, ensuring coordination of services.

The Need for Transportation

While Capital Metro and CARTS provide excellent transit service, there are still gaps as identified in a recent coordinated plan.¹ These areas are not eligible for federal transit funds as is typical for parts of an urban area that are outside of the transit system's service coverage. Over 200,000 people live outside of Capital Metro's service area yet still in the urban area.

Exhibit 6-1 depicts gaps in service in Central Texas in 2016. Since that time, two of the cities where the OMM conducted transportation plans have implemented some transit service. In addition, the OMM has teamed with Travis County to provide service in the unincorporated areas of eastern Travis County that are not in the Capital Metro or CARTS service area.

¹ Central Texas Coordinated Public Transit – Health and Human Services Transportation Plan, Pg. 4-9 2017, Austin, TX



Filling Transportation Gaps

Many transportation needs can be met through fixed route service, unless the individual cannot get to the service due to distance or mobility limitations or where there is no fixed route service. For those that cannot use fixed route, other services will be needed. OMM has worked hard to fill these gaps with appropriate service through its partnership arrangements.

Partners – Participating Organizations

The greatest strength of the OMM is its ability to build services through partnerships with a diverse group of organizations, including:

- Local governments
- Transportation providers
- Health care organizations
- Human service agencies

The OMM has close to 30 partners, most of whom provide support. These are depicted in Appendix 1 to the case study and are summarized as follows.

Health Care and Human Service Agencies

Numerous health care providers serve as partners. As noted above, the OMM has succeeded in securing funding from various health care entities, the United Way, and human service agencies. The Georgetown Health Foundation has contributed over \$200,000 to Georgetown's new transit service.

The OMM has been active in the development of the Community Health Improvement Plan-Year 1 Action Plan.² This plan sets forward a wide range of goals to improve health care. The goals pertaining to transit are in Appendix 2 to the case study.

Local Governments

Travis County provides funding on a per trip basis and the Austin-Travis County health service, known as Central Health, has been actively involved in transportation and mobility management activities. This organization has been working actively with the OMM to implement health care transportation for the isolated lower income communities beyond the Capital Metro and CARTS service areas.

The cities of Round Rock and Georgetown implemented some fixed route services to support those accessing health care, jobs and other needs. These services were planned and supported by the OMM, CARTS and Capital Metro.

Technology and Innovation

CARTS, in partnership with Capital Metro and Travis County, recently planned a service change in the City of Manor, which is a rapidly expanding suburb of Austin (9,200 population as of 2017). The service is now “micro-transit” – an app-based on-demand service that has proven to be very successful. Ridership has gone from an average of 40 one-way trips per month before the change to currently 100 per day in peak times³.

CARTS and Capital Metro use fare payment cards and paratransit software and supporting technologies in their paratransit systems.

² Community Health Improvement Plan Austin/Travis County, Texas August 2018, Year 1 Action Plan.

³ Interview with CARTS Management and observation of the technology, January 3, 2020

Facilitators of Success

The initiative started with a partnership between CARTS and Capital Metro. These two organizations continue to lead and facilitate new service development through the OMM. Strong leadership and collaborative skills of OMM, CARTS and Capital Metro management continue to facilitate success. The funding provided by Capital Metro continues to ensure the sustainability of these services.

Barriers, Constraints and Challenges

The OMM staff reported early challenges in gathering the coalition together and working with local governments to fund local transit service. Yet because the transportation needs were so evident, the OMM found most of the organizations willing to participate and support the improvement of transportation services.

Funding and Sustainability

There have been four primary sources of funding for transportation services in the Capital Region. First and foremost, the funding provided by Capital Metro to support both the OMM (in conjunction with CARTS) and the Transit Empowerment Fund is critical to both. Capital Metro has also provided FTA Section 5307 funding to Travis County as well as the cities of Round Rock and Georgetown, both outside the Capital Metro's service area.

Second, the Transit Empowerment Fund has been extremely supportive of the entire process of improving transportation services in Austin's Travis County. The fund provides a number of options for funding in concert with the OMM including:

- Micro grants which provide additional opportunities to meet the Transit Empowerment Fund mission of enhancing access to transportation for low-income, transit-dependent individuals in the Austin area.
- Free and deeply discounted transit passes provided to non-profit health care and human service organizations and governmental entities in Central Texas to help meet the transportation needs of low income clients.

Third, local governments have been supportive of new transit services in Travis County, as well as in the cities of Round Rock and Georgetown. Without such local support, the transit services in these jurisdictions would be non-existent.

Fourth is funding from health care and human service organizations that provide matching funds for bus passes and other services in support of their programs. The Health Foundation of Georgetown, in particular, provided \$200,000 per year for three years for public transit in Georgetown.

Overall, the OMM has been able to secure funding to implement much needed services. The staff believes that if the project is worthy, the funding will come. This echoes comments of transit managers leading innovative agencies that were reported in earlier TCRP research:

*“(Innovative) Managers do not let funding issues get in their way. They realize that if the service has merit, someone will pay for it.”*⁴

Lessons Learned

OMM staff cited the following steps that have led to their successful activities and efforts in providing mobility management in the Capital Region of Texas:

- Get engaged early in the process when transportation needs become evident and understand the stakeholders' needs.
- Make sure “the right people are at the table”—decision makers and people with influence in the community.
- Seek funding from a variety of sources.
- Offer an array of services.
- Be resourceful and relentless in the pursuit of opportunities to provide transportation.

Transferability

Mobility management functions and activities are diverse. The OMM has chosen to focus on building transportation services and providing information to those who need it. These functions can be adopted by other agencies or organizations that pursue mobility management.

Advocating for individuals in the community who are transit dependent includes:

- Provide information on transportation resources as well as trip planning services.
- Identify and secure a variety of sources of funding to help ensure transit sustainability.
- Be resourceful in the pursuit of the mobility management objectives.

⁴ TCRP Report No. 70: *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems*, KFH Group, et al. Transportation Research Board, Washington, D.C., 2001.

Contact Info

Office of Mobility Management

Austin, Texas

<http://mytxride.com/>

Appendices to Case Study of Capital Metro and CARTS *Office of Mobility Management for Central Texas*

Appendix No. 1: Partnering Organizations

Transportation Providers

- CARTS
- Capital Metro
- City of Round Rock – Transit
- The HOP
- Burnet County Vet-Rides
- Drive a Senior – Health Care

Health Care Organizations

- Austin-Travis County Integral Care
- Central Health, Austin-Travis County
- La Grange VA Outreach Clinic
- Easter Seals of Central Texas
- Hays County Veteran Medical Transportation Services
- Health Foundation of Georgetown
- Hill County Mental Health and Developmental Disability Center
- Road to Recovery – American Cancer Society
- Medicaid Transportation
- Multiple health care providers

Agencies Supporting the *Social Determinants of Health*

- Age of Central Texas
- ARCIL, Inc.
- Area Agency on Aging

- Austin Parks and Recreation Department
- Bastrop County Emergency Food Pantry & Support Center
- Bluebonnet Trails Community Services
- Community Action, Inc. of Central Texas
- Hutto Community Resource Center
- Mary Lee Foundation

Others

- Commute Solutions
- Regional Transportation Coordination Council
- United for the People