

Coordinated Public Transit-Human Services Transportation Plan for the Clarksville Area

Lead Agency: Clarksville Urbanized Area Metropolitan Planning
Organization (CUAMPO)

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1. Overview of Coordinated Public Transit-Human Services Transportation Plan

1.1. Introduction

The new transportation bill, the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: a Legacy for Users (SAFETEA-LU) requires that a Public Transit-Human Services Transportation Coordination Plan (HSTCP) be prepared. The HSTCP identifies gaps in existing services, proposes strategies to help meet the identified gaps, examines ways services can be coordinated, and outlines how Job Access and Reverse Commute (JARC), New Freedom, and Section 5310 (Elderly Individuals and Individuals with Disabilities) funds should be distributed. With regard to funding distribution, the regulations call for an open project selection process that allows for all providers to put forth proposed services to be considered for funding. While it is not required to fund all programs, a transparent-selection process must be shown, projects must be fairly considered, and justification of selected projects must be made.

JARC funds are available to communities to help provide transportation services to get people to work or to job training or education related activities. New Freedom funds are designed to help people who are disabled. Typically, they must be used to provide new services that have not been traditionally operated. Section 5310 funds are typically used to buy vans which must predominately carry elderly individuals and those persons who are disabled. New federal regulations require the HSTCP help coordinate how the funds should be distributed and to make sure they are being used in the most efficient means.

1.2. SAFETEA-LU Requirements

SAFETEA-LU and its supporting guidance require that projects to be funded with Job Access and Reverse Commute, New Freedom, and Elderly Individuals and Individuals with Disabilities grants be derived from a locally developed, coordinated public transit human services transportation plan. And, that plan must be developed through a process that includes representatives of public, private, and nonprofit transportation and human services providers and participation by the public. A coordinated plan is defined as a unified comprehensive strategy for public transportation service delivery that identifies the transportation needs to individuals with disabilities, older adults, and individuals with limited incomes; lays out strategies for meeting those needs; and prioritizes services. The coordinated plan should seek to maximize local programs collective coverage by minimizing duplication of services. In addition, FTA proposes that a coordinated plan should incorporate activities offered under other programs sponsored by Federal, State, and local agencies.

FTA through the supporting guidance requires the following “core” elements in the HSTCP:

- Assessment of available services that identifies current providers (public, private, and non-profit);
- An assessment of transportation needs for individuals with disabilities, older adults, and people with low income;
- Strategies and/or activities to address the identified gaps and achieve efficiencies in services delivery; and
- Relative priorities for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified.

A good faith outreach effort needs to occur in developing the plan. FTA recommends, to the extent feasible that area transportation planning agencies, transit riders, non-profit transportation providers, other government agencies that administer health, employment, or other support programs, non-profit organizations, advocacy organizations, security and emergency management, community based organizations, job training and placement organizations, and elected officials among others be included.

FTA proposes that the coordinated plan follow the update cycles for metropolitan plans (every four years in air quality non-attainment/maintenance areas). SAFETEA-LU requires the initial plan be in place for FY 2007 funding. The Governor must designate a local recipient for JARC and New Freedom Funds (For urbanized areas more than 200,000 population). The designated recipient (TDOT) is responsible for conducting the competitive selection process and awarding grants for urbanized areas with a population less than 200,000. The competitive process is separate from the planning process. Previously funded JARC projects may continue to receive funding. However, projects must be derived from the coordinated planning process, which means the Coordinated Public Transit-Human Services Transportation Plan will decide if previously funded JARC projects should be continued.

The competitive project selection process should strive to:

- Assure greater inclusion at the onset of the coordinated planning process to allow private sector participation or participation by others who have not been involved in the MPO planning process to alleviate concerns about a level playing field;
- Provide transparency and document the coordinated planning process and the competitive selection process;
- Publish an announcement that lays out program requirements and the process for receiving funds;
- Rank projects using – peer review, third party review, best practices advice, or a panel of planning partners, and then publish a list of selected projects for each locale;

- Evaluate who should provide services and ensure fair and equitable competition by allowing communities to build on transit agencies' experiences with third party contracting for specialized services; and
- Create evaluation criteria that considers selecting projects that (1) address gaps in current service provisions for targeted communities, (2) make use of available resources and leverage resources to the extent possible, (3) are considered for geographic distribution to encourage some level of diverse geographic disbursement, (4) coordinate with other Federal programs, (5) can be achieved with the given technical capacity of project sponsor, and (6) show evidence of broad solicitation for input.

Regardless of the competitive selection process used, it is important to demonstrate that the process is fair and equitable. TDOT, as the designated recipient must certify each year that the funds were distributed on a fair and equitable basis.

Details on the JARC, New Freedom, and Section 5310 programs follow:

Job Access & Reverse Commute Programs (JARC)

The JARC program has had a dramatic impact on the lives of thousands of welfare recipients and low-income families, helping individuals successfully transition from welfare to work and reach needed employment support services such as childcare and job training activities. JARC was established as part of the Transportation Equity Act for the 21st Century (TEA-21) to address the unique transportation challenges faced by welfare recipients and low income persons seeking to get and keep jobs. Section 3037 of TEA-21 required JARC project selection is made through a national competition based on statutorily specified criteria. FTA conducted competitions and selected projects for funding appropriated in FY 1999-2002. However, beginning in FY 2000, Congress also began designating specific projects and recipients to receive JARC funding in the conference reports accompanying the annual appropriations acts, and directed FTA to honor those designations with statutory language. Each year, more projects were Congressionally designated until finally all JARC project funding was allocated to Congressionally designated projects and recipients.

With passage of SAFETEA-LU, Tennessee JARC funding is allocated by formula to TDOT's Office of Public Transportation, for populations below 200,000 persons. The formula is based on the number of eligible low income and welfare recipients in urbanized and rural area. The formula based program is intended to provide an equitable funding distribution to States and communities as well as stable and reliable funding in order to implement locally developed, coordinated public transit human service transportation plans. FTA continues to provide maximum flexibility to communities in designing plan and projects to meet the transportation needs of the low income individuals and welfare recipients.

In general, projects and expenses eligible for JARC funding must relate to the development and maintenance of transportation services designed to transport welfare recipients and eligible low-income individuals to and from jobs and activities related to their employment. Under TEA-21, JARC funds could only be used for "new and expanded" services. The "maintenance of transportation services" language in

SAFETEA-LU suggest that not only continuing JARC projects could be funded, but also existing projects that meet the intent of the program but were previously funded under other programs (this interpretation is still under review by FTA). Examples of other eligible projects include (but not limited to): late-night and weekend service, guaranteed ride home service, shuttle service, expanded fixed-route transit routes, demand response van service, ridesharing and carpooling activities, bicycling, local car loan programs, and promotion and marketing. For FY 2006, nationwide funding is estimated at \$138 million, with an increase to \$144 million in FY 2007. There are three categories of eligible subrecipients of JARC funds:

- Private non-profit organizations;
- State or local governmental authority; and
- Operators of public transportation services including private operators of public transportation services.

New Freedom Program

The New Freedom Program is a new program authorized in SAFETEA-LU to support new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act of 1990. The New Freedom Program grew out of the New Freedom Initiative introduced by the Administration under Executive Order 13217, “Community –Based Alternatives for Individuals with Disabilities” on June 18, 2001. The order states, “The United States is committed to community-based alternatives for individuals with disabilities and recognizes that such services advance the best interests of the United States” and calls upon the Federal government to assist States and localities to swiftly implement the decision of the United States Supreme Court in *Olmstead v. L.C.*

Executive Order 13217 directed six Federal agencies, including the Department of Justice, Health and Human Services, Education, Labor, Housing and Urban Development, and the Social Security Administration to “evaluate the policies, programs, statues, and regulations of their respective agencies to determine whether any should be revised or modified to improve the availability of community-based services for qualified individuals with disabilities.” The Department of Transportation and Veterans Affairs, the Small Business Administration, and the Office of Personnel Management, though not named in the Executive Order, also joined in the implementing effort. Together, these agencies formed the Interagency Council on Community Living under the leadership of the U.S. Department of Health and Human Services.

Individuals who are transportation-disadvantage face different challenges in accessing services depending on whether they live in urban, rural, or suburban areas. The geographic diversion of transportation disadvantaged populations also creates challenges for human service programs attempting to deliver transportation for their passengers. Over the years, in response to these challenges, Federal, State, and local governments, and community based organizations created specialized programs to meet particular transportation needs. At the Federal level alone, there are at least 62 separate programs, administered by eight departments, and even more agencies, that provide special transportation services to individuals with disabilities, older adults,

and people with low incomes. Most of these are human service programs that fund limited transportation services to provide eligible participants with access to particular services, such as job training, health care, senior centers, or rehabilitation programs.

The President has included funds for the New Freedom program in the annual budget request to Congress since FY 2003; however, it was not until the enactment of SAFETEA-LU that funding was authorized by Congress. Funding was first appropriated for the transportation provision in FY 2006. The New Freedom program is intended to fill the gaps between human service and public transportation services previously available and to facilitate the integration of individual's with disabilities into the workforce and allows their full participation in the community.

Funding requirements state New Freedom Program funds can be used for new public transportation services and public transportation alternatives beyond those required by the ADA that assist individuals with disabilities with transportation. FTA proposed that "new public transportation services" and "public transportation alternatives beyond those required by ADA" be considered separate categories of service. Therefore, new service is not required to go beyond the ADA. Rather, it must simply be new service that is targeted toward people with disabilities; and meets the intent of the program by removing barriers to transportation. An example is fixed route service extended to serve a particular location identified as a need by the disability community. Projects must be derived from a locally developed public transit human service coordinated plan and determined based on a competitive selection process. Other activities eligible could include (but are not limited to) purchase of vehicles, ride sharing, vanpooling, training, administration, and maintenance. Also, administering voucher and transit pass programs, volunteer driver and aid programs, mobility management, training for individual users on alternative options, corridor services providing access for populations beyond one agency or organization within a community. The direct recipient, TDOT, distributes New Freedom funds through a formula based on population of persons with disabilities for urbanized areas with a population less than 200,000. For FY 2006, expected nationwide funding available is \$78 million, increasing to \$81 million in FY 2007, and continuing to rise slightly in subsequent years. There are three categories of eligible subrecipients of New Freedom funds:

- Private non-profit organizations;
- State or local governmental authority; and
- Operators of public transportation services including private operators of public transportation services.

Section 5310 Elderly Individuals and Individuals With Disabilities

The goal of Section 5310 program is to improve mobility for elderly individuals and individuals with disabilities throughout the country. The Section 5310 program was established in 1975 as a discretionary capital assistance program granting awards to private non-profit organizations to serve the transportation needs of elderly persons and persons with disabilities. In the early years of the program, many of the sub recipient non-profit agencies used the vehicles primarily for transportation of their own clients. ISTEA introduced the eligibility of public agencies under limited

circumstances to facilitate and encourage the coordination of human service transportation. Increasingly, FTA guidance encouraged and required coordination of the program with other Federal human service transportation programs. In lieu of purchasing vehicles, acquisition of service in order to promote use of private sector providers and coordination with other human service agencies and public transit providers was made an eligible expense. The program requires coordination with other federally assisted programs and services in order to make the most efficient use of Federal resources.

TDOT will remain the designated recipient of Section 5310 funds and be responsible for administration. The State is charged with notifying local entities of funding availability; developing project selection criteria, determining applicant eligibility, selecting projects for funding, and certifying that all projects are derived from a locally developed, coordinated public transit human services transportation plan. Eligible non-profit organizations or public bodies must apply directly to the TDOT for assistance under this program. Funds are obligated based on the annual program of projects included in the statewide grant application. FTA does not conduct project-by-project review and approval. TDOT must ensure that local applicants and project activities are eligible and in compliance with Federal requirements. SAFETEA-LU requires that projects funded from Section 5310 be derived from a locally developed coordinated public transit human services transportation plan. Allocation of funds is based on the number of elderly and persons with disabilities in each state. Total funding available nationwide is approximately \$112 million in FY 2006, \$117 million in FY 2007 and slight increase each year thereafter. There are three categories of eligible subrecipients of Section 5310 funds:

- Private non-profit organizations;
- Governmental authorities that certify to the chief executive officer of a State that no non-profit corporations or associations are readily available in an area to provide the service; and
- Governmental authorities approved by the State to coordinate services for elderly individuals and individuals with disabilities.

1.3. Public Participation

Public Participation is essential in the development of the Coordinated Public Transit-Human Services Transportation Plan. Public Participation allows for input of information to determine the needs that are being met, as well as those which are not. The first meeting included an opportunity for transportation providers, Human Services agencies, and the general public to provide data and comments on the current services offered. This meeting was held on May 1, 2007, at the Montgomery County Library, and was advertised in area newspapers, fourteen days prior, for any members of the public that wanted to attend. A survey was used to gather information, **Appendix A**. A second meeting was held specifically for public input. This meeting was held on May 29, 2007, at the Burt-Cobb Community Center. Efforts to include all interested parties included advertisement of the meeting in area papers, flyers of notification placed on busses, lift vans, transit center, and Human Services agencies, fourteen days prior to the meeting, as well as a night meeting (5:00-7:00pm). The public was asked to fill out a survey **Appendix B** which would

help identify their needs. This survey was also available at the CTS Transit Center and at www.cuampo.com to fill out. The MPO staff was available at this meeting to assist anyone who needed help with the survey. Maps, compiled from the previous meeting, were used to show the public what services currently exist.

1.4. Update Process

SAFETEA-LU requires the initial plan be in place for FY 2007 funding. The Governor must designate a local recipient for JARC and New Freedom Funds (not necessarily the urban area designated recipient). The designated recipient, TDOT, is responsible for conducting the competitive selection process and awarding grants in cooperation with the Metropolitan Planning Organization (MPO) The competitive process is separate from the planning process. Previously funded JARC projects may continue to receive funding. However, projects must be derived from the coordinated planning process, which means local areas will decide if previously funded JARC projects should be continued. FTA proposes that the coordinated plan follow the update cycles for metropolitan plans (every four years in air quality non-attainment areas). Amendments may be added if they fall between the updates. A fourteen day Public Comment Period will be required prior to the adoption of a plan update or amendment.

2. Scope

2.1. Goals

The goals of the Coordinated Public Transit-Human Services Transportation Plan are as follows:

- To identify gaps in existing services
- To propose strategies to help meet the identified gaps
- To examine ways services can be coordinated
- To outline how Job Access and Reverse Commute, New Freedom, and Section 5310 funds should be distributed

2.2. Study Area

SAFETEA-LU and the provisions do not limit the geographic area to be coordinated. Since the proposed requirements did not define the geographical limits of a Coordinated Public Transit-Human Services Transportation Plan, the initial planning effort would start with the MPO planning boundary, **Appendix C**. The MPO planning boundary consists all that is located within the Montgomery County Planned Growth Area (including the City of Clarksville), a portion of Ft. Campbell, and a portion of Christian County, Kentucky (including the City of Oak Grove). It was important to realize that transportation needs do not stop at city or county boundaries.

2.3. Demographics of Study Area

The demographic profile of the study area was performed using data from the 2000 Census. The populations of the target groups for this plan are shown in **Table 1**.

Area	Total Population	Low-income* pop.	Low-income* %	Elderly** pop.	Elderly** %	Disabled*** pop.	Disabled*** %
Montgomery County	134,768	17,404	12.91%	10,285	7.63%	14,956	11.10%
Christian County	72,265	11,909	16.48%	6,972	9.65%	7,903	10.94%
Total	207,033	29,313	14.16%	17,257	8.34%	22,859	11.04%

The target populations' densities for Census Blocks or Tracts are compared to public transit providers' service areas in **Appendix D**. This comparison of target population densities and service areas displayed that those with disabilities are served by a combination of public transit fixed-route and demand response for the Tennessee portion of the study area. It also showed that most of the Low-income and Elderly populations are served by public transit's fixed route service. Although there are a few areas that do not receive service in the study area, they show relatively low densities for the target populations.

2.4. Stakeholders

Stakeholder involvement is the key to successful Human Services Transportation planning. Engaging the appropriate organizations and individuals in planning efforts is critical to identifying the needs of the target population, the needs of the community/region, the transportation services available, and the identification of new solutions. Stakeholders for the Coordinated Public Transit-Human Services Transportation Plan include representatives of public, private, and nonprofit transportation and human services providers and participation by the public that can identify the transportation needs of individuals with disabilities, older adults, and individuals with limited incomes.

3. Assessment of Available Services

3.1. Identification of Stakeholders

The Stakeholders for the Coordinated Public Transit-Human Services were identified by contacting the agencies that use state or federal funds for transportation, Human Service Agencies, non-profit agencies, private transportation providers, and the public. The stakeholders are as follows:

Tennessee Department of Transportation

Tennessee Department of Human Services

Tennessee Department of Labor & Workforce Development (Career One Stop)

North Tennessee Private Industry Council

Community Action Agency

Ajax Turner Senior Citizen Center

Progressive Direction (Mental Health)

Harriett Cohn (Mental Health)

Montgomery Health Department
Montgomery Veterans Affairs
Tennessee Vocational Re-Habilitation
Regional Transit Authority
Mid-Cumberland Human Resource Agency
Pennyrile Allied Community Services
Clarksville Transit System
Wheel Me On...
Disabled American Veterans Chapter #45
Clarksville Housing Authority
National Council on Aging
Montgomery County Nursing Home
Queen City Bus
Taxis
Greater Nashville RPO
Public

3.2. Description of Stakeholders' Meetings

The convening of stakeholders was a two part process. The first part of the process included a meeting for all transportation providers and Human Services agencies. This meeting was held on May 1, 2007, at the Montgomery County Library, and was advertised in the Leaf Chronicle for any members of the public that wanted to attend. In this meeting, the MPO informed these groups of the Coordinated Public Transit-Human Services Plan. This included explaining of the scope and goals of the plan as well as gathering information on services provided by operators and the needs of Human Service agencies. Maps, showing service areas and demographics, were used to verify the accuracy. A survey was used to gather this information, **Appendix A**. The second part of the process was a meeting for public input. This meeting was held on May 29, 2007, at the Burt-Cobb Community Center. Efforts to include all interested parties included advertisement of the meeting, flyers of notification placed on busses, lift vans, and Human Services agencies, and a night meeting (5:00-7:00pm). This meeting explained the services provided by operators and the needs of Human Service agencies. In addition, the public was asked to fill out a survey, **Appendix B**, which would help identify their needs. The MPO and CTS staff was available at this meeting to assist anyone who needed help with the survey. Maps, compiled from the previous meeting, were used to show the public what services currently exist.

3.3. Information Gathered from Stakeholders

Tennessee Department of Transportation-Office of Public Transit
The Tennessee Department of Transportation-Office of Public Transit is the designated recipient of Federal Funds from the Federal Transit Administration. These funds include Job Access and Reverse Commute (JARC), New Freedom, and Section 5310 (Elderly Individuals and Individuals with Disabilities) programs. They did not indicate any potential needs that are going unmet.

Tennessee Department of Labor & Workforce Development (Career One Stop)

The Tennessee Department of Labor & Workforce Development provides Food Stamp employment and training staff with bus passes to qualified clients. This allows low-income populations access to the Clarksville Transit System's service area. They are funded through the State of Tennessee Department of Human Resources. Perceived needs identified were later hours of service for CTS, expanded service of CTS to the Industrial Park and Exit 1, and the ability to get day passes for CTS busses.

Community Action Agency

The Clarksville-Montgomery County Community Action Agency provides transportation to homeless individuals and FGP Program Participants by issuing passes for use on the CTS busses. They receive Federal Funding from the Foster Grandparent Program. They are also supported by the Tennessee Emergency Shelter Grant. Needs identified included the expansion of CTS service to the places of employment, specifically the Industrial Park, and the expansion of service hours.

Ajax Turner Senior Citizen Center

Ajax Turner Senior Citizen Center provides bus passes for elderly individuals. They did not identify any needs.

Progressive Direction (Mental Health)

Progressive Directions provides transportation services for shopping, medical appointments, and work for Mentally Retarded Developmentally Delayed individuals. They serve Clarksville/Montgomery County, Dover/Stewart County, and medical appointments to Nashville. This service is funded through the Tennessee Division of Mental Retardation Services. Need identified was the purchasing of new lift vans, because current vans have high mileage.

Montgomery Veterans Affairs

Montgomery County Veterans Transportation Services provide transportation for veterans and their dependents to and from Nashville Medical Centers. This service runs five (5) days a week and is free of charge. The only criteria for use of this service are that the rider must be a Veteran or a dependent of a Veteran. They cover all of Montgomery County, with three pickup points (will pickup at house if needed). From Montgomery County the passengers are transported to Nashville Medical Centers. They do not receive Federal Funding, but are funded from various organizations that volunteer to support their operation. Needs identified include transportation of Veterans locally and the need for better service between Nashville and Murfreesboro, with more Medical Centers moving.

Tennessee Vocational Re-Habilitation

The Clarksville-Tennessee Rehabilitation Center provides transportation with CTS, MCHRA, and a contracted service. The users of these services are low-income and disabled. They serve Houston, Stewart, Montgomery, and Robertson Counties, and do not receive Federal Funding. Needs identified were expanded services to rural areas and expanded hours in the evening.

Mid-Cumberland Human Resource Agency

The MCHRA provides public demand response transportation to elderly, low-income, disabled, and the general public. Their service area includes Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson Counties. They receive Federal 5311 and JARC Funding. No needs were identified.

Pennyrile Allied Community Services

PACS, Inc. provides public transportation to elderly, Medicaid participants, and the general public. They also provide contracted services. They serve Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd, and Trigg Counties in Kentucky. They receive Federal 5311 and JARC funding. No needs were identified.

Clarksville Transit System

Clarksville Transit System provides public transit fixed-route and paratransit transportation services. They receive Federal (FTA) Section 5307, 5303, 5309, 5310, and (JARC) 5316 funding to provide these services. The composition of riders includes individuals with disabilities, older adults, persons with low income, and the general public. CTS has sixteen (16) active buses and two (2) active Trolley buses. These buses run twelve (12) fixed routes within the City limits of Clarksville as well as providing service to the Fort Campbell Military Installation. Trolleys are used for special community events in the downtown and Riverpark areas as well as replacement vehicles for regular route service.

Standard bus fare is a dollar (\$1.00) and exact change is required. Senior citizens (aged sixty-five (65) years and older) and disabled passengers ride for half fare, fifty-cent (\$.50), while students pay seven-five cents (\$.75). Children aged four (4) and under ride free when accompanied by an adult. Transfers to connect from one route to another cost an additional twenty-five cents (\$.25). CTS also offer a wide array of passes and tickets for its passengers.

CTS buses operate thirty minutes service on five (5) major routes and hourly service on 2 routes. Service beginning at 4:40 am on weekdays and ends at 9:00 pm. Saturday service starts at 6:40 am and ends at 9:00 pm. There is no Sunday bus service.

A demand response service provides curb-to-curb transportation to individuals with disabilities that qualify under the Americans with Disabilities Act (ADA) for paratransit service. The intent of ADA is to insure that persons with specific disabilities have equal access to public transportation. The paratransit service has ten (10) wheelchair lift equipped vehicles, eight (8) primary vehicles and two (2) spare vehicles. These vehicles operate within the city limits of Clarksville and Fort Campbell Military Installation during the same hours as the fixed route buses. The fare for this service is two dollars (\$2.00) a trip. This service has experienced tremendous growth over the past few years. No needs were identified.

Queen City Bus Line Inc.

Queen City Bus Line provides charter and special event transportation. The composition of riders is unknown, but the busses are not lift equipped. They serve a 300 mile radius around the Nashville area. They do not receive federal funding and are a private, for profit provider. The need of an education program for the public to understand their transportation options was identified.

Public

The public stated that they mainly relied on CTS service from Monday-Saturday. They used taxi service on Sundays and holidays. The majority of those who commented were either low-income, elderly, had a disability, or a combination of these populations. The needs identified were Sunday service, holiday service, longer hours of operation, and shorter headways.

4. Assessment of Transportation Needs

4.1. Methodology Used

Several methods were used to identify transportation needs for this plan. First, Census data and Geographic Information Systems (GIS) were used to identify areas with high densities of low-income, elderly, and individuals with disabilities and compared to transit providers' service areas. Next, surveys were made available at meetings, the CTS station, and on the CUAMPO website (www.cuampo.com), to identify the needs of public transportation riders.

4.2. List of Identified Needs

The following is a summary of the top needs identified in the Clarksville area:

1. Bus service on Sundays
2. Night service
3. Shorter headways for all routes
4. Holiday service
5. Service to rural areas
6. Transportation of Veterans locally
7. Better service between Nashville and Murfreesboro
8. Service to Industrial Park
9. Service to Exit 1
10. New vehicles
11. More availability of Day passes
12. Educational programs

5. Strategies and/or Activities to Address the Identified Gaps

5.1. Process used to Identify Strategies

To identify strategies for 5316, 5310, and New Freedom needs, a survey was provided to stakeholders at meetings and on the CUAMPO website, www.cuampo.com. From the comments received from the surveys and the specific needs that were identified, logical categories of strategies were made evident (listed in 4.2.).

5.2. List of Strategies

Below is a list of strategies that help address the identified needs and/or the gaps in services. However, these strategies are not supposed to represent a final collection and it is hoped that as the coordination and collaboration process continues other ideas may surface. And, as an adopted Study, this list does not represent an agreed upon list of service to be funded by local government. Collectively, this list exceeds available financial resources.

Provide additional, affordable, and accessible service.

1. Expand service areas to industrial Park and Exit 1
2. Lower fares
3. Expand days of operation to Sundays and holidays
4. Expand hours of operation for night service

Educate citizens and about the availability of transit services.

1. Create Clarksville area Transportation choices flyer and website
2. Show public how to ride

Coordinate services and increase efficiency.

1. Reduce headways and wait times
2. Better coordination between service areas

6. Relative Priorities for Implementation

6.1. Prioritized Strategies for Implementation

To prioritize strategies for implementation of 5316, 5310, and New Freedom funded projects, a survey was sent to all stakeholders. The survey was used to rank strategies identified in section 5.2. Below are the prioritized strategies identified by responses to the survey (**Appendix E**).

1. Educate citizens and about the availability of transit services.
2. Coordinate services and increase efficiency.
3. Provide additional, affordable, and accessible service.

6.2. List of Detailed Strategies

To prioritize strategies for implementation of 5316, 5310, and New Freedom funded projects, a survey was sent to all stakeholders. The survey was used to rank strategies identified in section 5.2. Below are the prioritized strategies identified by responses to the survey (**Appendix E**).

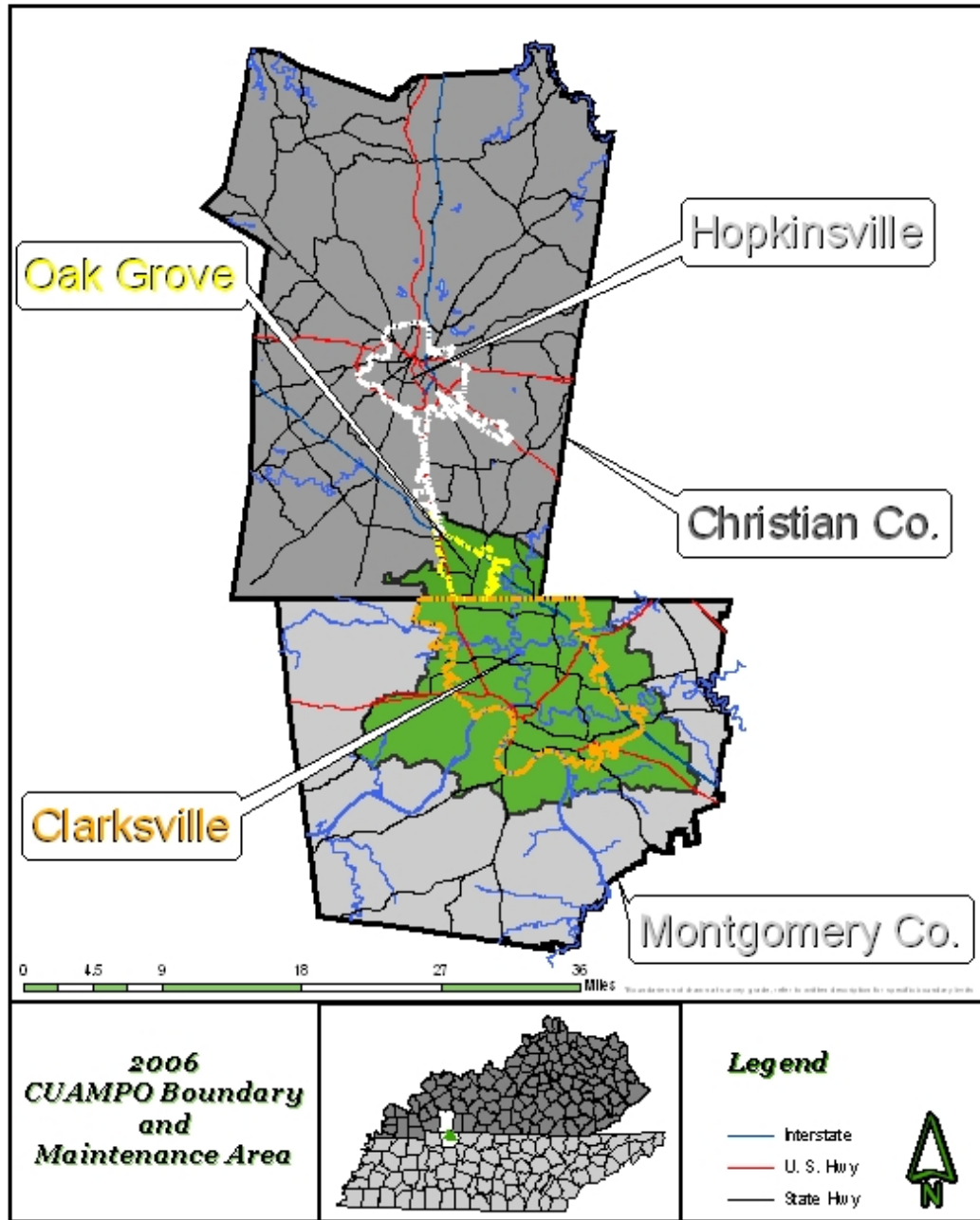
1. Create Clarksville area Transportation choices flyer and website
2. Show public how to ride
3. Expand service areas to industrial Park and Exit 1
4. Better coordination between service areas
5. Lower fares
6. Expand hours of operation for night service
7. Expand days of operation to Sundays and holidays
8. Reduce headways and wait times

11. Where does the transportation service usually take you?

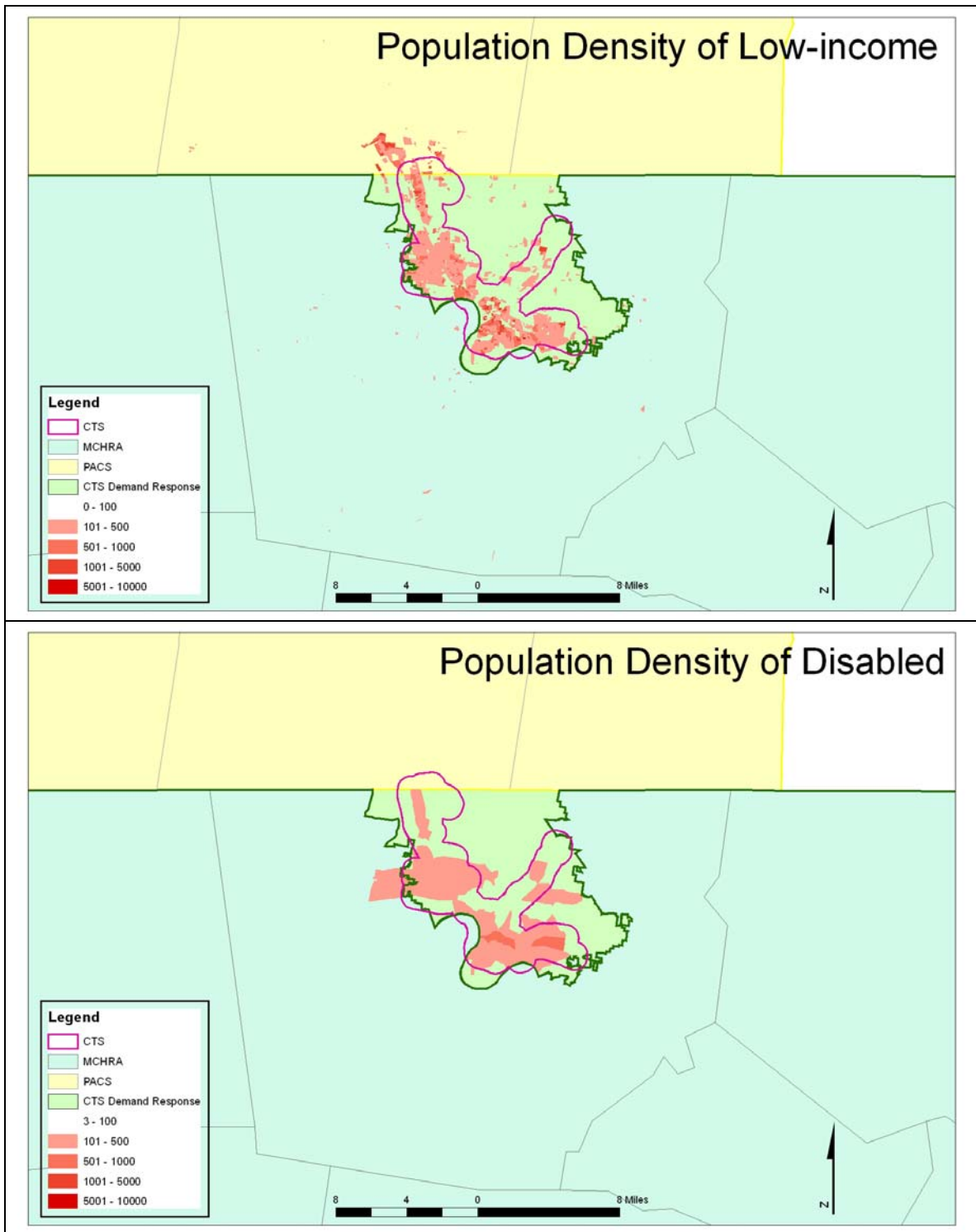
12. What time do you usually use these transportation services?

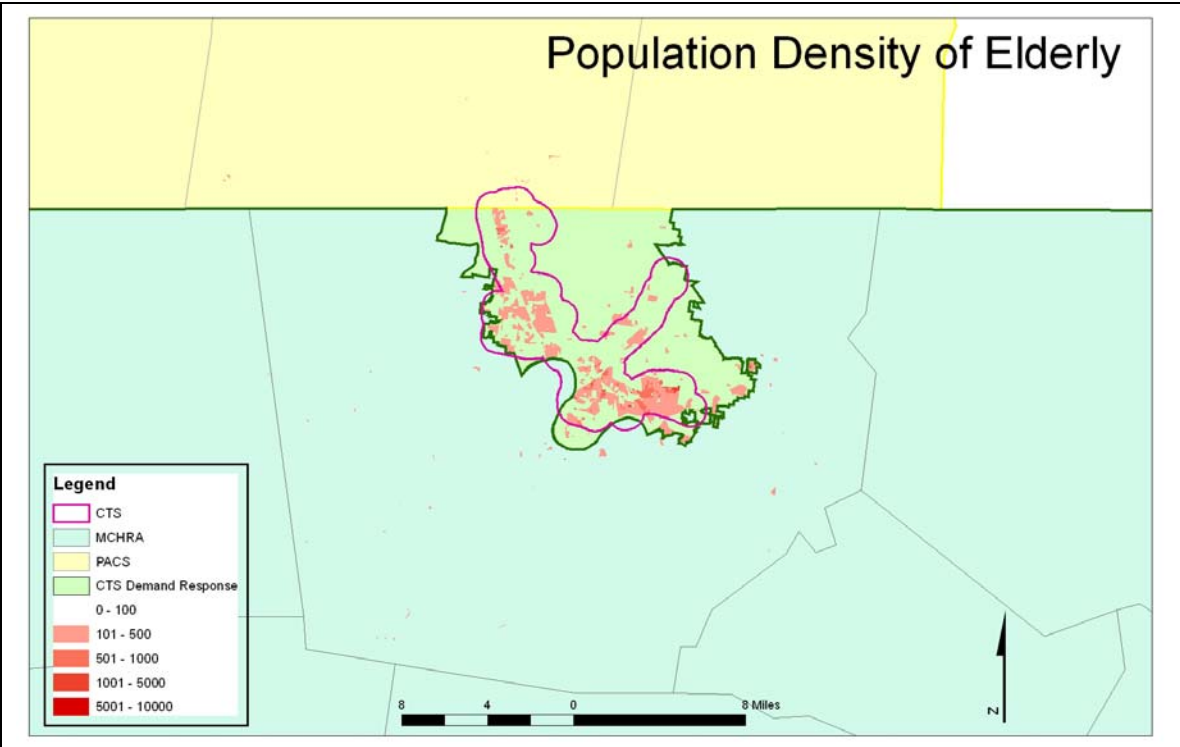
13. What needs for the transportation services used are going unmet?

Appendix C



Appendix D





Appendix E

Strategy	Rank (1-3)
Provide additional, affordable, and accessible service	3
Educate citizens and about the availability of transit services	1
Coordinate services and increase efficiency	2

Detailed Strategies	Rank(1-8)
Expand service areas to industrial Park and Exit 1	2
Lower fares	5
Expand days of operation to Sundays and holidays	7
Expand hours of operation for night service	6
Create Clarksville area Transportation choices flyer and website	1
Show public how to ride	2
Reduce headways and wait times	8
Better coordination between service areas	4