



2020

Southern Nevada

# Coordinated Transportation Plan

July 2020

# ACKNOWLEDGEMENTS

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All Images from Nelson\Nygaard, except where otherwise noted





# Executive Summary

## INTRODUCTION

The Southern Nevada Coordinated Public Transit-Human Services Transportation Plan (Coordinated Transportation Plan) aims to enhance mobility for individuals with disabilities, older adults, and people with low incomes.

The plan brings together public, private, and non-profit transportation and human service providers and includes the following elements:

- Inventory of existing transportation services
- Identification of transportation needs, duplication of services, and regional service area gaps
- Assessment of existing and potential funding sources
- Goals, strategies and an action plan

The Coordinated Plan assesses a spectrum of mobility services, policies, and programs for improving coordinated planning between public transit agencies (Figure ES-1) and human service transportation providers throughout Clark County.

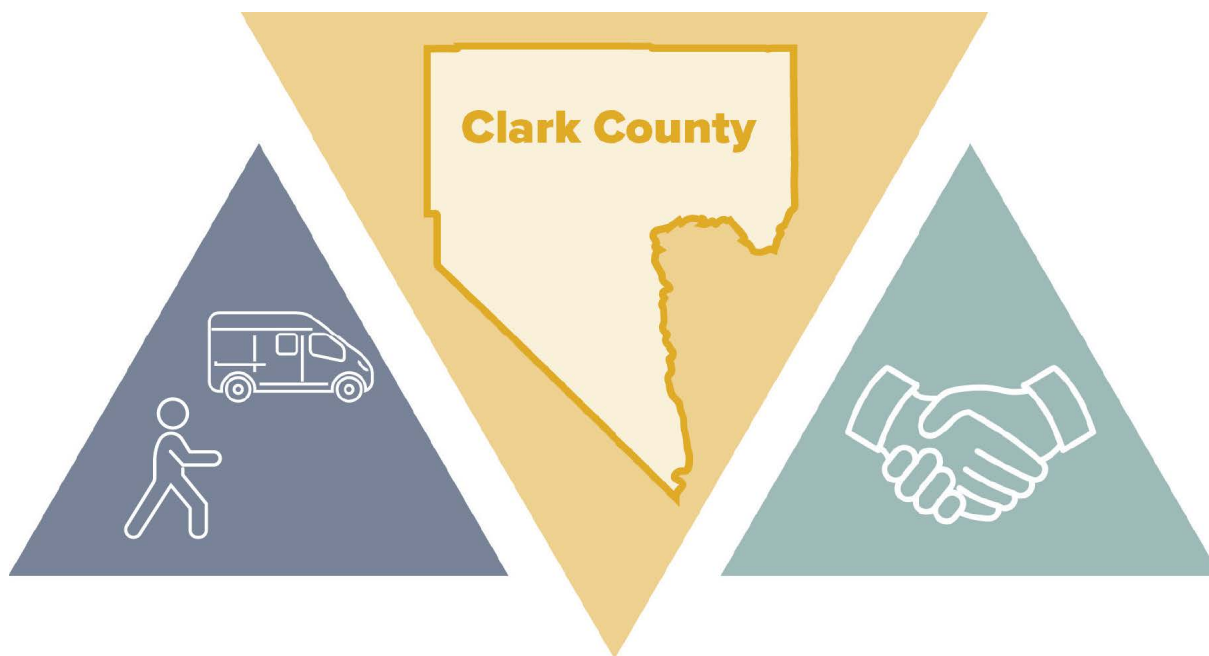
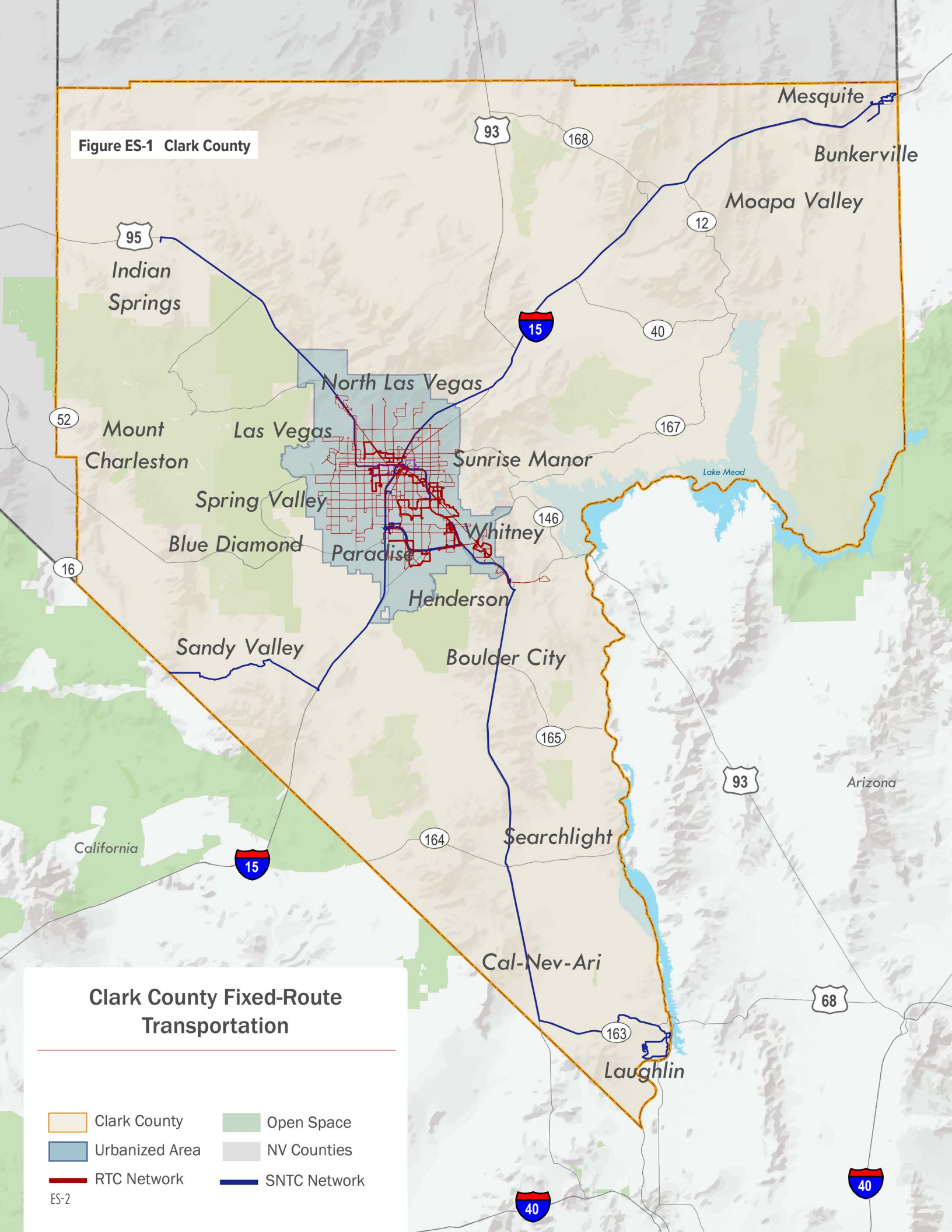


Figure ES-1 Clark County



### Clark County Fixed-Route Transportation

- Clark County
- Open Space
- Urbanized Area
- NV Counties
- RTC Network
- SNTC Network



## GROWING DEMAND

Since the last Coordinated Plan update, Clark County's population has increased by 9% (Figure ES-2 Clark County Population Factors (2013 and 2017)). Today, a larger portion of seniors live in Clark County. This population group is expected to increase by 8.7% by 2060. The portion of low-income households and persons with disabilities has remained the same since the last Plan update; however, these sub-groups have increased in numbers.

Almost 20% of Clark County households have incomes below \$25,000, which is slightly higher than rate for the state and country. Clark County's low-income population accounts for roughly two-thirds of the County's public transportation trips; however, a majority of low-income workers drive alone.

Clark County's unemployment rate improved by 8.8% since 2013; however, future

projections predict unemployment will resume an upward trend given the economic downturn resulting from the COVID-19 pandemic. Two out of every five workers are in industries that have been impacted by the pandemic, including educational services, healthcare, recreation, accommodation, and food services. Unemployment rates and the pandemic will likely have a continued impact on transportation modes and needs. Social distancing mandates and the unprecedented large-scale adoption of telecommuting across multiple industries have halted travel altogether. Discretionary transit riders are expected to shift away from public mobility options towards private vehicles while transit-dependent riders will continue to rely on transit, even as agencies gradually scale back operations.

**Figure ES-2 Clark County Population Factors (2013 and 2017)**

Factors	2013	Percent of Total Population (2013)	2017	Percent of Total Population (2017)
Total Population	2,027,868	—	2,204,079	—
Persons age 50+	626,611	31%	718,362	33%
Seniors (65+)	216,595	11%	317,116	14%
Low-Income (<\$25,000 per HH)	150,105	21%*	157,701	21%**
Persons with Disabilities†	249,201	12%	260,942	12%
Persons with Medicaid Coverage	258,596	13%	431,157	20%

\* Based on 710,058 households in 2013.

\*\*Based on 749,858 households in 2017.

† U.S. Census (2018). Disability Characteristics – 2017 American Community Survey 1-Year Estimates and U.S. Census (2018). Disability Characteristics – 2013 American Community Survey 1-Year Estimates. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1810&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1810&prodType=table)

## GAPS AND NEEDS

### Built Environment Does Not Easily Support Transit Connectivity

The landscape of Southern Nevada in general makes utilizing public transportation or active transportation modes like walking, rolling, and bicycling difficult. Sidewalks are not fully present everywhere or may be in poor condition, making it difficult to walk or use a mobility device uninterrupted. Long distances between destinations, a lack of street connectivity, and wide roads result in lengthy pedestrian crossing distances. Not all transit stops have benches and shelters; some are simply flag or pole stops. In areas where there are no shelters, it is difficult for vulnerable populations to wait long periods of time for the bus due to extreme temperatures.

### Inconsistent Access to Social Services

The distribution of specialized services in Southern Nevada is not uniform; specifically, adult day care services (Figure ES-3 Transit Accessibility to Social Services). Grocery stores, outpatient and dialysis centers, and senior centers are generally not well served by fixed-route transit. Some services are concentrated in certain areas of the Las Vegas Valley, making it difficult for people to access them.

### Would-Be Riders and Existing Riders are Discouraged by Duration, Frequency, Safety, and Reliability of the Transit Experience

Infrequent service on some transit routes, long trip times, and concerns over safety and reliability deter some would-be riders from using public transit across Clark County. Additionally, long trips are especially

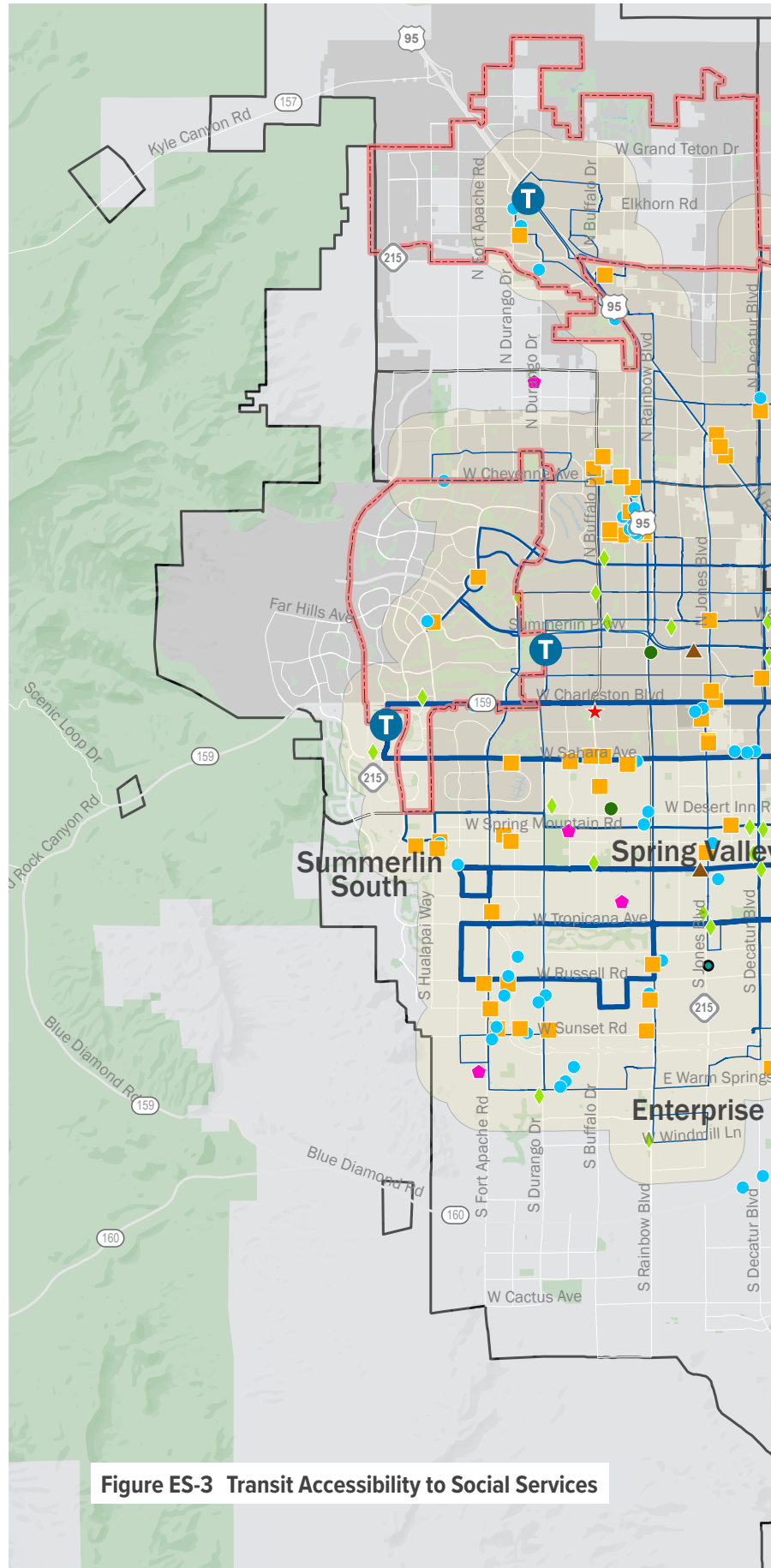


Figure ES-3 Transit Accessibility to Social Services





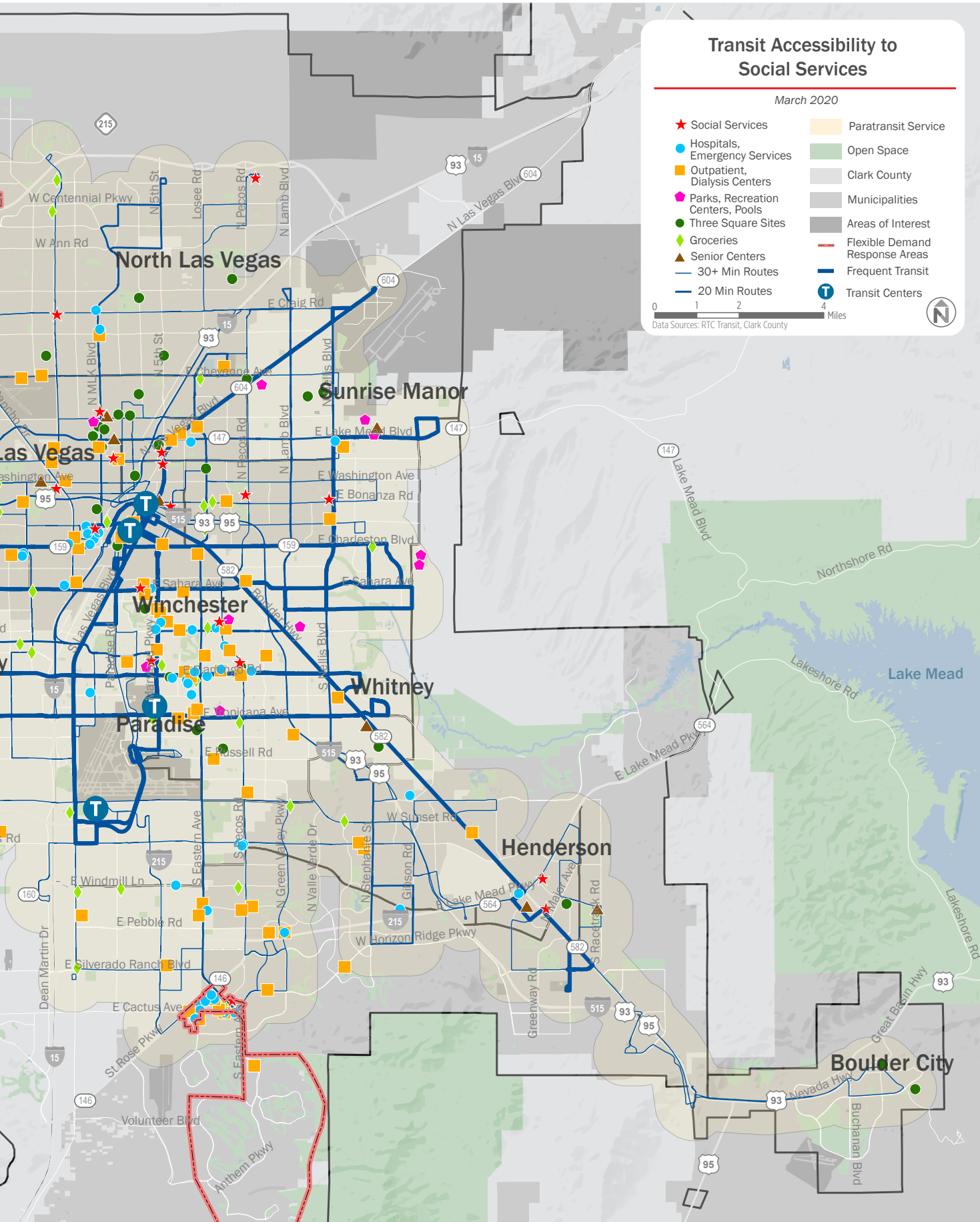
### Transit Accessibility to Social Services

March 2020

- ★ Social Services
- Hospitals, Emergency Services
- Outpatient, Dialysis Centers
- ◆ Parks, Recreation Centers, Pools
- Three Square Sites
- ◆ Groceries
- ▲ Senior Centers
- 30+ Min Routes
- 20 Min Routes
- Paratransit Service
- Open Space
- Clark County
- Municipalities
- Areas of Interest
- Flexible Demand Response Areas
- Frequent Transit
- T Transit Centers

0 1 2 4 Miles

Data Sources: RTC Transit, Clark County





Stakeholder Advisory Committee Meeting

challenging for transit-dependent parents and caregivers traveling with infants and small children, low-income residents making reverse commutes, youth traveling between school and after-school activities, and people with physical, sensory, and cognitive disabilities.

Additionally, although the urbanized area of the Las Vegas Valley holds a massive majority of Clark County's population, there are towns in outlying areas that are significant distances away. As a result, routes connecting between cities often have long headways and service is infrequent and unreliable. Riders transferring from one service to another often experience long wait times at key transfer points.

### **Shared Demand-Response and On-Demand Services are Limited**

The productivity of shared demand-response services is limited by service hours and eligibility criteria. Many shared demand response services provided throughout Clark County operate a limited schedule several days a week. Specific days and hours of operation can vary by route, though service is typically concentrated in the mornings or afternoons. Service is limited during certain times of the day, which constrains the mobility of populations needing this service. Service is also often limited to riders who meet specific eligibility criteria, such as veteran status or residing in a specific geographic area or housing complex. Additionally, on-demand

services through Lyft, Uber, or Tango are mostly limited to pilot projects.

### **New Partnerships Reflect Ongoing Needs in the Region**

The proliferation of new partnerships between private, public, and non-profit providers in recent years illustrates a desire for creative solutions to address ongoing transportation challenges across the region. Constrained funding, limited resources, demographics, and the unprecedented COVID-19 health crisis have prompted organizations to share resources, funding, and responsibilities to reduce cost and streamline access for vulnerable populations with unmet needs.

### **Funding Shortfalls for Transportation and Human Services Programs**

Funding constraints limit the availability of essential services and programs for seniors, people with disabilities, and people with low incomes. The reliance on grants for non-ADA funding also threatens the consistent availability of some programs. These limitations have implications for the affordability and quality of life in Southern Nevada.





RTC Mobility Training Center

## SUMMARY OF GOALS

The development of this Plan's recommendations stems from multiple key goals. The goals of the Plan are derived from multiple sources, including:

- Input from the Stakeholder Advisory Committee for this Plan
- Input from over 300 representatives of transportation, health, and human services organizations reached through interviews, roundtables, presentations at partner meetings, and a stakeholder survey
- Review of relevant plans and studies, including the 2015 Coordinated Plan
- Gaps and needs analysis particular to the critical Southern Nevada populations served by this Plan (people with disabilities, older adults, and people with low incomes)

### Goals

Proposed goals of this plan are as follows:

#### Goal 1: Expand Mobility Options and Resources

Continue expanding the capacity of transportation services available to populations of all abilities and means in Southern Nevada.

#### Goal 2: Increase Awareness of Transportation

Regularly educate and inform residents and visitors of all available transportation services and resources through user-friendly and accessible educational tools.

#### Goal 3: Leverage Technology

Explore the use of emerging mobility options to complement existing transportation services.

#### Goal 4: Improve Connections to Transit Facilities

Optimize land use and transit, bicycle, and pedestrian facilities to improve the efficiency, accessibility, safety, and quality of first and last mile trips.

#### Goal 5: Expand Regional Collaboration

Continue expanding on existing coordination and collaboration efforts between non-profits and government agencies.

## SUMMARY OF STRATEGIES

Coordinated Transportation Plan strategies are big picture initiatives that Southern Nevada's transportation and human services providers can implement or facilitate and include:

- **Programs.** Activities and convenings which are related to sharing information and facilitating interested in coordinated transportation.
- **Policies.** Government principles and actions in support of coordinated transportation.
- **Services.** The direct provision of transportation itself.
- **Infrastructure.** The management, maintenance, development, and procurement of transportation facilities and vehicles.
- **Funding.** Approaches related to financing and programming coordinated transportation.
- **Personnel.** Human resources for transportation.

Proposed strategies are subject to change in the future based on community needs and available resources, which are evolving as a result of the COVID-19 pandemic. The list in Figure ES-4 on the following page provides a framework for implementing plan goals and may be modified due to potential changes in travel behavior, population and unemployment levels, funding availability, and capacity of transportation and health and human service providers.





Figure ES-4 List of Strategies

Type	Strategy
Programs	Establish Formal Statewide Transit Association*
	Develop and Distribute Consumer-Friendly and Accessible Materials*
	Establish Mobile Travel Training Program*
	Provide Transparent and Accessible Section 5310 Information online
	Develop TNC Ride Assistance Program
	Develop Single Contact/App/Site for Regionwide Trip Planning, Scheduling, and Payment
	Broaden Awareness of Community Mobility Fund
	Expand Customer Satisfaction and Planning Surveys
Policies	Advocate for Integration of Transit and Compact Development into New and Redevelopment Planning to Promote Transit Access*
	Incentivize/Encourage Neighborhood Social Service Centers and Pop-Ups for All People*
	Expand In-Kind Donations, Awareness, and Distribution of Complimentary and Discounted Transit Passes to Target Populations*
	Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships
	Allow TNC Trips as a Medicaid-Eligible Transportation Mode
	Consider Fare Policies for Improved Transit Affordability and Access
	Establish Standards for Purchase of Service
Services	Continue to Expand Use of Technology in Paratransit Scheduling and Education*
	Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*
	Explore Expanding Services to Connect People in “Food Deserts” to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites*
	Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips
	Connect Transit Service to Regional and Intercity Hubs
	Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes
	Explore Partnerships and Collaboration for School Transportation for All
	Explore Utilizing Rural Vehicle Layover Time to Expand Urban Service
	Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule
	Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators
Infrastructure	Improve Transit Navigation for People with Disabilities Through the Use of Technology*
	Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*
	Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*
	Leverage GIS Tools to Map ADA Accessible Paths
Funding	Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*
	Coordinated Funding and Related Policies*
	Identify Alternative Revenue Sources for Transit Capital and Operations
Personnel	Establish Regional Mobility Managers*
	Share Support Services Across Multiple Agencies and Organizations*
	Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*
	Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition
	Explore Options to Expand Demand-Response Dispatch Staffing
	Increase Custodial, Security, and Ambassador Staffing at Bus Stops

\* Priority strategy identified by the Plan’s Stakeholder Advisory Committee

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PEDESTRIAN CROSSING  
DON'T CROSS  
BUTTON  
CROSS





# 1

## Background

### ABOUT THIS PLAN

Federal transit law requires that projects selected to receive funding under the Enhanced Mobility for Individuals and Individuals with Disabilities (Section 5310) Program are “included in a locally developed, coordinated public transit-human services transportation plan,” and that the plan be “developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of the public, private, and nonprofit transportation and human service providers and other members of the public” utilizing transportation services.

The Regional Transportation Commission (RTC) of Southern Nevada, functioning as the sole metropolitan planning organization (MPO) in Clark County, the Las Vegas Valley, and the urbanized area of Southern Nevada, has commissioned the 2020 iteration of the Coordinated Transportation Plan. This plan is an update of a Coordinated Transportation Plan from 2015, and will revisit the extent to which the demographics and mobility landscape of Southern Nevada has changed.

The 2020 update to the Coordinated Transportation Plan depended on the participation from numerous organizations and individuals throughout the region. Highlights of the planning process included:

- **Five meetings involving a Stakeholder Advisory Committee** composed of regional transportation providers and human services in the public and non-profit sectors

- **Input from over 300 representatives of transportation, health, and human services organizations** reached through interviews, roundtables, presentations at partner meetings, and a stakeholder survey distributed online
- **Review of all relevant plans and studies since 2015**, including the 2015 Coordinated Plan
- **Gaps and needs analysis particular to the critical Southern Nevada populations served by this Plan** (people with disabilities, older adults, and people with low incomes)

Although this Plan notes that there is much long-term work to be done to expand mobility and accessibility to the marginalized communities throughout the Southern Nevada region, this Plan presents an opportunity to build new partnerships and pilots. When the COVID-19 pandemic swept the region, many of the inequities and challenges facing Southern Nevada were illuminated. In response, new creative partnerships emerged (such as paratransit fleets delivering groceries to seniors). In the spirit of collaboration, education, and empowerment, it is the hope that all who read this Plan and have a vested interest in the success of Southern Nevada work with the many partnering organizations listed in the “Acknowledgements” section to help implement meaningful strategic improvements to the transportation landscape, and with it, change lives for the better.



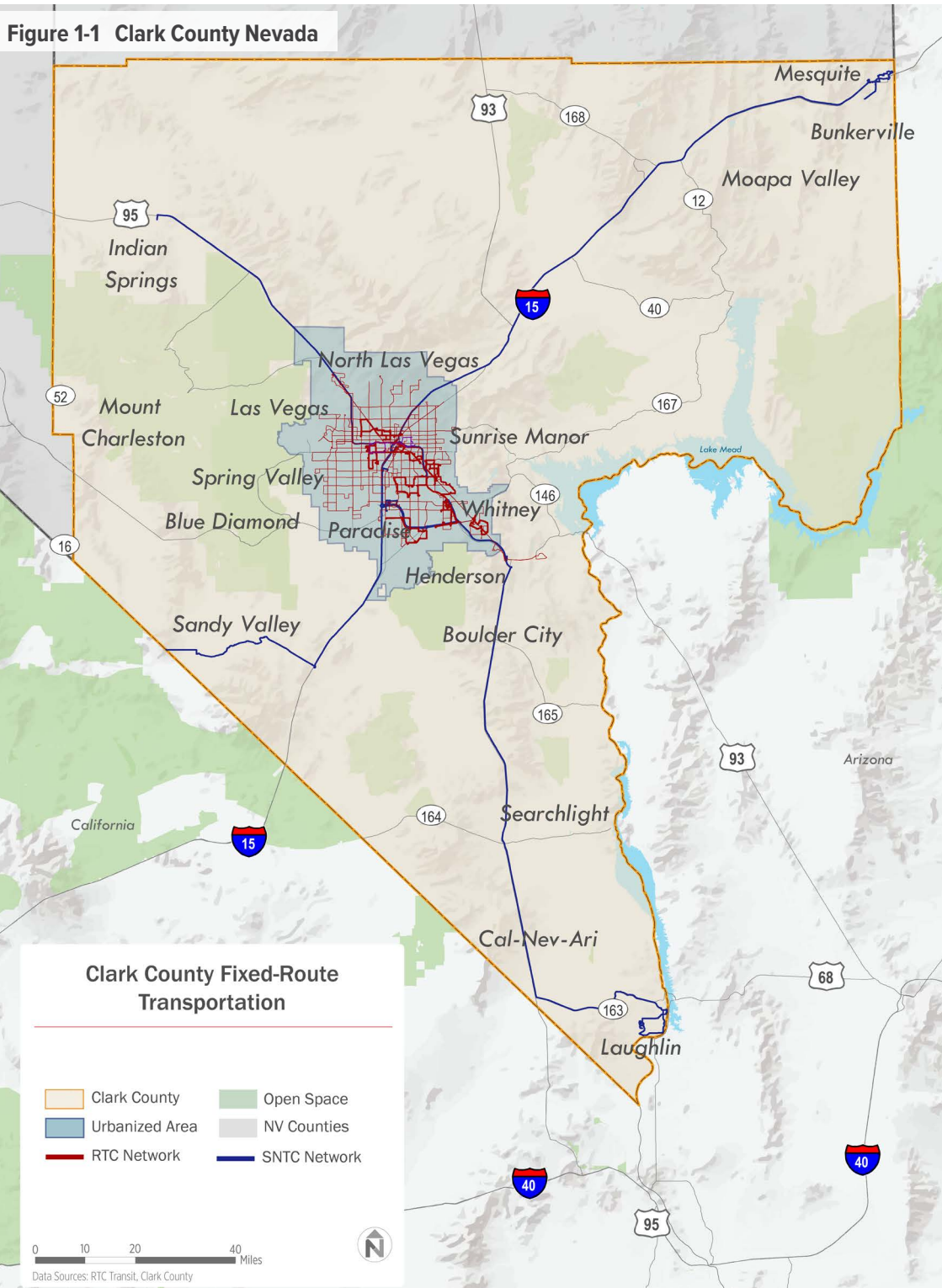


# ABOUT SOUTHERN NEVADA

## Regional Demographics

Clark County is the southern tip of Nevada and is bound by the State of California and Nye County to the west, Lincoln County to the north, and the State of Arizona to the east and

south (Figure 1-1). It has been and continues to be one of the fastest growing urbanized areas in the country. It covers an area of 7,910 square miles, approximately 90% of which is under federal ownership.







## Population

Since the last Coordinated Transportation Human Services Plan Update, the County’s population has increased by 9%—from 2,027,868 residents in 2013 to more than 2,204,079 residents in 2017<sup>1</sup>. As shown in Figure 1-2, this trend is noticeable in the population change seen across Clark County’s resident groups. Today, a larger portion of seniors (adults aged 65 and older) live in Clark County. According to the Center for

Business and Economic Research’s long-term population projections for Clark County, the senior population is to increase by 8.7% by 2060.<sup>2</sup> The portion of low-income households and people with disabilities has remained the same, however, these sub-groups have increased in numbers. This is likely attributable to the overall increase in population and seniors choosing to age in place.

- 1 U.S. Census (2018). Total Population – 2017 American Community Survey 1-Year Estimates and U.S. Census (2018). Total Population – 2013 American Community Survey 1-Year Estimates. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_B01003&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_B01003&prodType=table)
- 2 Center for Business and Economic Research (2019) – 2019-2060 Population Forecasts: Long-Term Projections for Clark County, Nevada

**Figure 1-2 Clark County Population Factors (2013 and 2017)**

Factors	2013	Percent of Total Population (2013)	2017	Percent of Total Population (2017)
<b>Total Population</b>	2,027,868	--	2,204,079	--
<b>Persons age 50+</b>	626,611	31%	718,362	33%
<b>Seniors (65+)</b>	216,595	11%	317,116	14%
<b>Low-Income (&lt;\$25,000 per HH)</b>	150,105	21% <sup>†</sup>	157,701	21% <sup>**</sup>
<b>Persons with Disabilities<sup>†</sup></b>	249,201	12%	260,942	12%
<b>Persons with Medicaid Coverage</b>	258,596	13%	431,157	20%

<sup>\*</sup> Based on 710,058 households in 2013.

<sup>\*\*</sup> Based on 749,858 households in 2017.

<sup>†</sup>U.S. Census (2018). *Disability Characteristics – 2017 American Community Survey 1-Year Estimates* and U.S. Census (2018). *Disability Characteristics – 2013 American Community Survey 1-Year Estimates*. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1810&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1810&prodType=table)



## Employment

According to the Nevada Department of Employment, Training and Rehabilitation, Clark County’s unemployment rate stood at 4.9% in December 2017, down from 8.8% in 2013.<sup>3</sup> Two out of every five workers work in either educational services, healthcare, and social assistance or entertainment, recreation, accommodation, and food services. Both the total population and the rate of employment

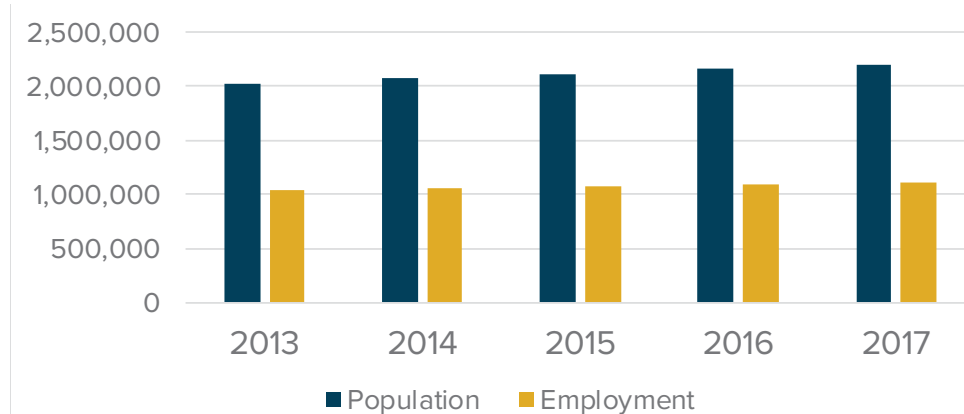
within Clark County have increased steadily between 2013 and 2017 (Figure 1-3 and Figure 1-4). Due to the ongoing challenges of employment in the northern reaches of Clark County, it can be presumed that most employment gains have occurred within the Las Vegas Valley.

3 Nevada Department of Employment, Training and Rehabilitation Research and Analysis Bureau (2018). 2017:IVQ Nevada Unemployment Rate Demographics Report. Retrieved from [https://cms.detr.nv.gov/Content/Media/2017\\_4QTR\\_IVQ\\_final.pdf](https://cms.detr.nv.gov/Content/Media/2017_4QTR_IVQ_final.pdf)

**Figure 1-3 Clark County Population and Employment History – 2013 to 2017**

Year	Population	Employment (1000s)	Population Change	Population Change (%)	Employment Change (1000s)	Employment Change (%)
2013	2,027,868	1,041	--	--	--	--
2014	2,069,681	1,054	41,813	2.1	13	1.2
2015	2,114,801	1,071	45,120	2.2	17	1.6
2016	2,155,664	1,090	40,863	1.9	18	1.8
2017	2,204,079	1,119	48,415	2.2	29	2.7

**Figure 1-4 Clark County Population and Employment Growth – 2013 to 2017**







RTC Fixed-Route Bus  
Source: RTC

## Jobs Housing Balance

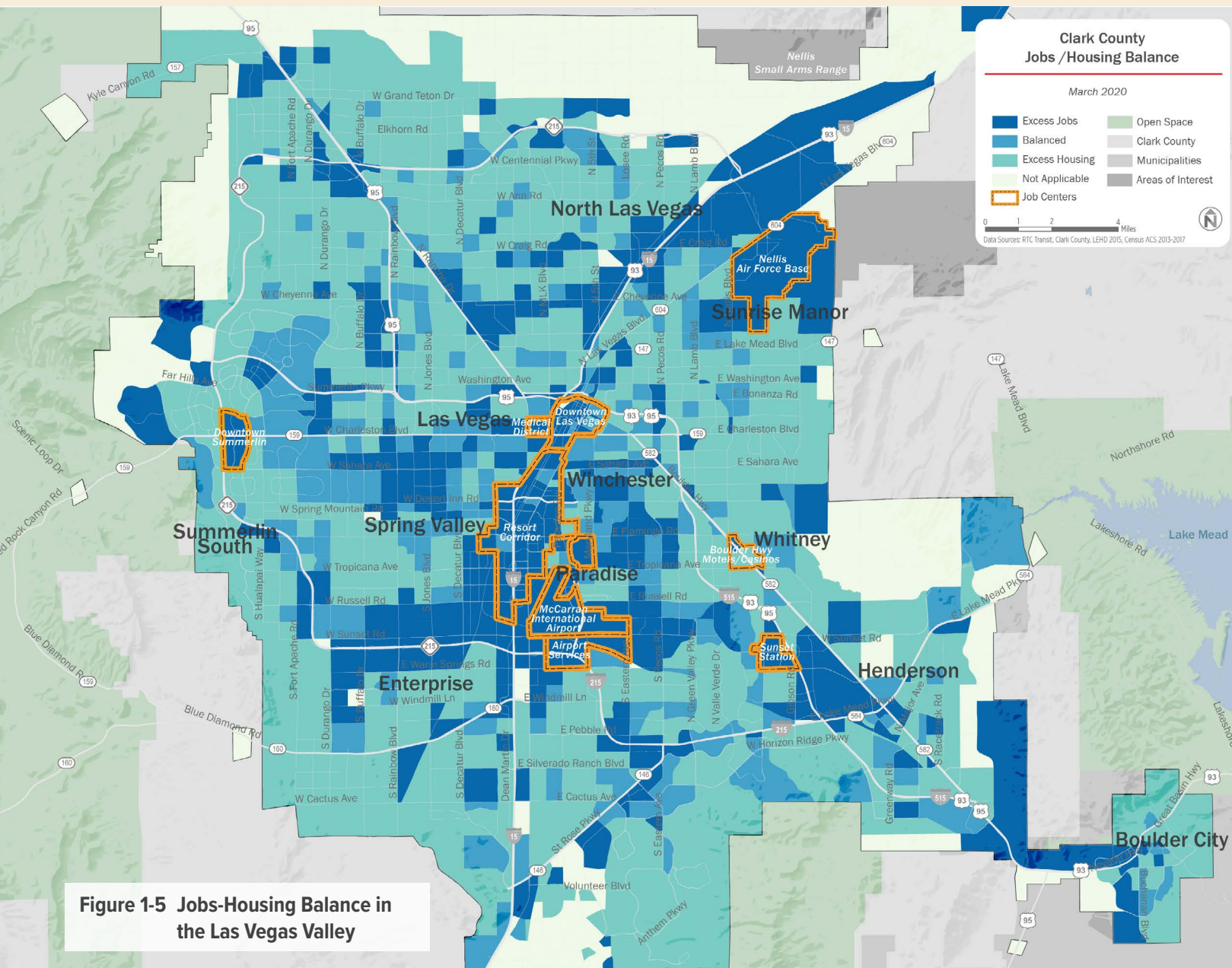
Jobs-housing balance is one metric used to gauge demand for public transportation services. Jobs-housing balance refers to the distribution of employment relative to the distribution of housing within a given geographic area. If a given area has a much greater concentration of jobs than housing, workers are likely drawn from other areas. It may also suggest adequate housing may be unaffordable or unavailable to workers in that area. Similarly, if housing units greatly exceed job opportunities, people must seek jobs in more distant areas. This form of imbalance may indicate inadequate job availability for residents.

Figure 1-5 illustrates the Traffic Analysis Zones<sup>4</sup> (TAZs) within Las Vegas Valley that indicate a balance between jobs and housing. Darker shades of blue indicate TAZs with excess jobs,

lighter shades of blue indicate TAZs that have balanced concentrations of jobs and housing, and TAZs colored in teal indicate excess housing.

Since 2015, there are more balanced TAZs south of Desert Spring Road in Spring Valley and Winchester, along Route 146 near Henderson, and near Whitney. As expected, the strip within the Resort Corridor and the McCarran International Airport contain high concentrations of employment, as do areas along I-15. Since 2015, there are more TAZs with excess jobs filling out East Tropicana Avenue corridor, and more TAZs with excess housing north of Downtown Summerlin along Interstate 215.

<sup>4</sup> A TAZ is a geographic area designated by the RTC for calculating traffic-related data.







## Age

The median age of Clark County’s population in 2017 was 37.3, almost a year older than the median age in 2013 (36.5).<sup>5</sup> As of 2017, adults over 65 make up 14% of the County’s population, which is slightly below the percentage of senior residents within the U.S. as a whole (15%). Of those adults over 65, 65.5% are over 70 years old.

## Income

According to the Census, the median household income in 2017 in Clark County was \$57,189, which is almost the same as that for the state overall. Yet, 19.2% of Clark County households have incomes below \$25,000<sup>6</sup>, which is slightly higher than the 18.8% rate for the state and the 15.6% rate for the country.

While Clark County’s low-income population accounts for roughly 66% of the County’s public transportation trips and 41% of carpool trips, the majority of low-income workers drive alone (Figure 1-6).

## People with Disabilities

According to the 2017 American Community Survey from the U.S. Census Bureau, 260,942 residents of Clark County have a disability. Approximately 6% of the employed population ages 16 and older have a disability—a slight decrease from the 7% rate in 2013. Of that population, 72.1% commute to work by driving alone, 10.6% carpool, 6% use transit, 3.7% walk, and 3.6% commute via taxicab, motorcycle, bicycle, or other means.<sup>7</sup>

5 U.S. Census (2018). *Median Age by Sex – 2017 American Community Survey 1-Year Estimates* and U.S. Census (2018). *Median Age by Sex – 2013 American Community Survey 1-Year Estimates*. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_B01002&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_B01002&prodType=table)

6 U.S. Census (2018). *Income in the Past 12 Months – 2017 American Community Survey 1-Year Estimates*. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1901&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1901&prodType=table)

7 U.S. Census (2018). *Selected Economic Characteristics for the Civilian Noninstitutionalized Population by Disability Status – 2017 1-Year Estimates*. Retrieved from [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1811&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1811&prodType=table)

**Figure 1-6 Commute Patterns, By Income**

Income	Total Workers (n = 1,027,965)	Drive-Along (n = 810,940)	Carpool (n = 94,370)	Public Transportation (n = 33,633)
\$1 to \$9,999 or less	9.9%	8.0%	15.2%	24.2%
\$10,000 to \$14,999	6.6%	5.9%	7.6%	13.5%
\$15,000 to \$24,999	16.3%	15.4%	18.4%	28.7%
Low Income (Sum)	32.8%	29.3%	41.2%	66.4% (22,332)





## EXISTING TRANSPORTATION PROVIDERS

### Public Systems

Of the many transportation providers in Southern Nevada, only two are open to the general public. The two main providers for the general population in Southern Nevada are RTC and the Southern Nevada Transit Coalition, the rural transit agency.

### Regional Transportation Commission of Southern Nevada (RTC)

Established by the State of Nevada in 1965, the RTC is both the metropolitan planning organization (MPO) and the primary mass transit authority for the Southern Nevada region. This arrangement is unique; a majority of MPOs of similarly sized regions are separate entities which do not directly provide public transportation. The RTC's board membership consists of two Clark County Commissioners, two Las Vegas City Council members, and a representative each from the cities of Henderson, North Las Vegas, Boulder City, and Mesquite.

**Fixed-Route Service** is provided on 39 local and express routes. In 2017, RTC's fixed-route ridership was over 64 million passenger trips (see Figure 1-7). Among the highest ridership corridors, 11 million rides were taken on the Strip (on the Deuce and SDX lines).

Service is operated by Keolis, MV, and SNTC, which are under separate contracts.

The fleet for fixed-route service includes at least 404 vehicles.

**ADA Paratransit Service** is provided within a 0.75-mile radius of RTC's fixed-route stops, as required by federal law. In 2017, RTC provided 1,305,186 passenger trips via its demand response service. As of January 1, 2020, service is operated by MV Transportation.<sup>8</sup> RTC oversees scheduling while contractor operations include dispatching, service delivery, and maintenance.

Contractors will also assist the eligibility process, which is managed by RTC. Trips are scheduled by RTC Customer Service staff.

<sup>8</sup> *MV Expands Partnership with Southern Nevada RTC*, Mass Transit (October 2019) <https://www.masstransitmag.com/bus/paratransit/press-release/21109638/mv-transportation-mv-expands-partnership-with-southern-nevada-rtc>

**Figure 1-7 Annual Unlinked Trips Comparison for RTC Services 2013-2017**

	2013	2014	2015	2016	2017
Fixed-Route	60,337,002	59,730,037	65,626,524	66,073,485	64,229,792
Demand-Response	1,367,307	1,234,661	1,230,365	1,272,787	1,305,186
Total	61,704,309	60,964,698	66,856,889	67,346,272	65,534,978

Source: National Transit Database



The fleet, which is owned by RTC, consists of 333 fully accessible vehicles, with a majority containing a model year of 2014 or newer.

**Silver STAR**, which stands for Specialized Transportation Access Routes, is a series of fixed bus routes intended for senior residents. The Silver STAR routes were designed as loops connecting senior residences, senior centers, nearby shopping centers, and the RTC fixed-route network. During Fiscal Year 2019, Silver STAR provided 55,897 rides.

**Flexible Demand Response (FDR)** services provided by RTC are door-to-door rides which “allow residents to call and schedule rides on a public transit system that would not otherwise be available in their area.”<sup>9</sup> The FDR services, which primarily operate during weekday daytime hours (specific days and hours vary by route), may also connect riders to the fixed-route RTC network. During Fiscal Year 2019, 4,421 rides were provided through the FDR service.

Similar to the Silver STAR routes, FDR services are targeted to older riders, but anybody is eligible to ride them. However, all riders must still register (and are allowed one guest to accompany them).

Fares are \$0.50 per ride and are scheduled by calling RTC’s main phone number. Communities currently served by FDR include Centennial Hills, Sun City Anthem, and Sun City Summerlin.

## Southern Nevada Transit Coalition

The SNTC was established in 2002. As a not-for-profit organization, its mission is “to serve and lead its diverse membership through advocacy, innovation and information sharing to strengthen and expand public transportation in Southern Nevada.” The primary service area for SNTC covers the developed extent of Clark County beyond the Las Vegas Valley—particularly Laughlin, Boulder City, and Mesquite.

**Silver Rider** is an SNTC service under which **fixed-route** and **ADA complementary paratransit** operate. Local fixed-route service is based in Laughlin, Boulder City, and Mesquite 365 days per year, and paratransit service matches service times accordingly. There are additional express services to Las Vegas, originating from Laughlin, Mesquite, Indian Springs, and Sandy Valley/Goodsprings. In 2017, Silver Rider combined to have an annual ridership of 422,832 unlinked trips, spanning 670,403 vehicle revenue miles.

<sup>9</sup> RTC. Ways to Travel: Services for Senior Citizens. Access November 2019. Retrieved from <https://www.rtcnv.com/ways-to-travel/transit-services/services-for-senior-citizens/>



Silver Rider vehicle



## Veterans Transportation

The **Veterans Medical Transportation Network (VMTN) for Senior and Disabled Veterans**, is a door-to-door service operated by SNTC. Eligible riders are those who are eligible to receive treatment through the VA Southern Nevada Healthcare System. Riders can use the service for any qualifying medical appointments in the VMTM service area that are approved by the VA. Clients must book their rides in advance.

VA Southern Nevada Healthcare System also provides a **Homeless Program Shuttle** connecting homeless shelters and service locations with the VA Medical Center and the Northeast Primary Care Clinic.

Both of the above services are available during daytime hours on weekdays.

Veterans residing in Clark County may also be able to purchase reduced fixed-route transit passes through RTC.

## Other Mass Transportation

The **Las Vegas Monorail** operates on a 3.9-mile elevated track parallel to the Las Vegas Strip. Its route currently serves seven ADA accessible stations and is within RTC's paratransit service area. The Monorail was constructed entirely with private capital and operated by a not-for-profit. Three tram systems also connect casino properties along the Strip.

**Greyhound** has a national network of bus lines stopping at locations in Henderson, Pahrump, North Las Vegas, and three locations in Las Vegas (200 Main Street, the Bonneville Transit Center, and the South Strip Transfer Terminal). Intercity bus provider **Megabus** also has a stop at South Strip Transfer Terminal.

There is no **Amtrak rail** service in Clark County. However, there are connecting **Amtrak Thruway** shuttles to the Kingman, Arizona station via McCarran Airport and Laughlin; and the Los Angeles, California station via the Greyhound Station at 200 Main Street.

## Community Mobility Program

The RTC provides matching funds to a variety of non-profit organizations through the Community Mobility Program. The most recent iteration of the program provided funding for six organizations. Funding is provided at the discretion of the RTC Executive team and the Board with review during committee and/or public meetings. These organizations collectively round out the first wave of coverage and coordination for the Las Vegas Valley's transit, reaching populations of potential riders who may not be eligible for ADA complementary paratransit or living within the service area provided by RTC and Silver Rider branded services. In Fiscal Year 2019, program grantees provided over 100,000 rides.

## Other Forms of Mobility Assistance

### Taxi Assistance Program

Financed by the Nevada Health and Human Services, the Taxi Assistance Program is for people aged 60 years and older and/or people with a permanent disability. Participants must also provide proof that their monthly income is below 300% of the Federal Poverty Guideline. Recipients may purchase discounted coupon books, which are accepted by all taxicab companies operating in Clark County.<sup>10</sup>

### Medicaid Recipients

Eligible Medicaid recipients seeking Non-Emergency Medical Transport (NEMT) to Medicaid-eligible providers must go through Medical Transportation Management, Inc. (MTM), the State of Nevada's current broker, to schedule rides.

### Summary of Additional Transportation Services

Additional health and human service entities have publicly stated they provide transportation, services related to mobility (such as bus passes and travel training), or a combination of both. The 2015 Coordinated Plan included over 60 organizations. A full directory of providers is in Appendix A.

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<sup>10</sup> Department of Health and Human Services: Aging and Disability Services Division. Taxi Assistance Program (TAP). Accessed November 2019. Retrieved from [http://adسد.nv.gov/Programs/Seniors/TAP/TAP\\_Prog/](http://adسد.nv.gov/Programs/Seniors/TAP/TAP_Prog/)









W 55th St



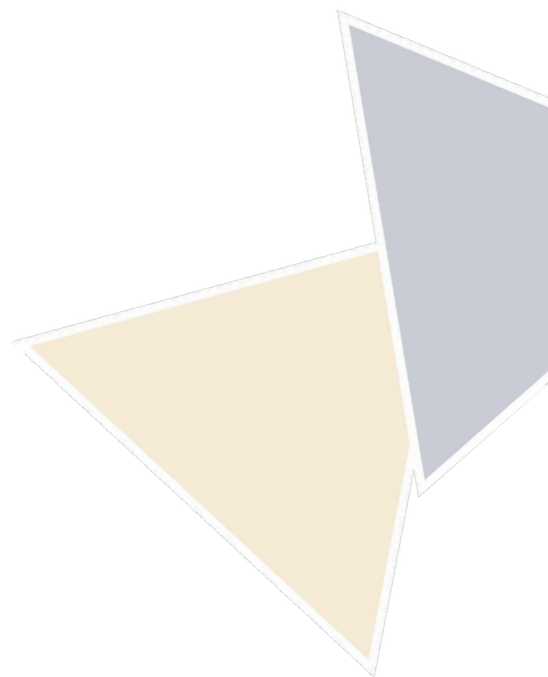
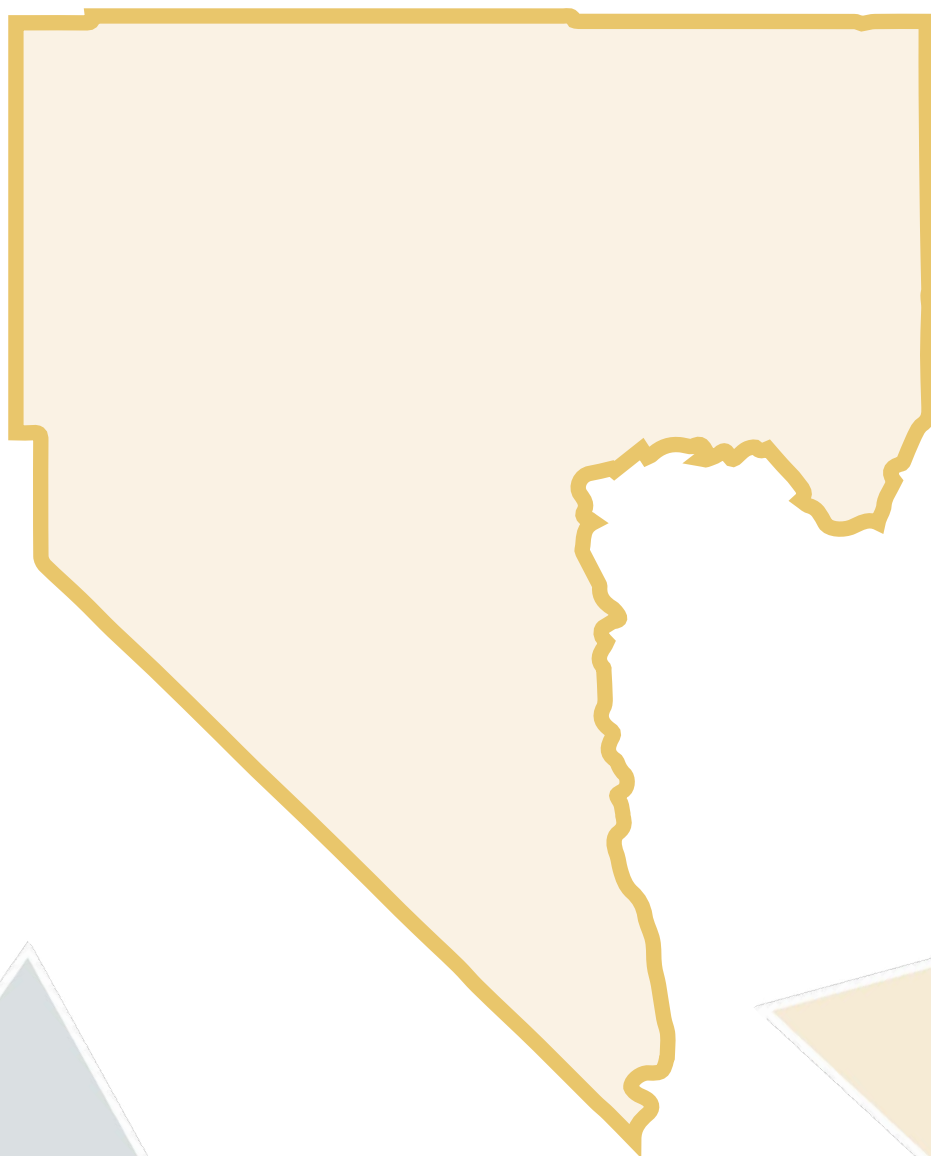




# 2

## Regional Gaps and Needs

This section builds off planning efforts since the approval of the prior Coordinated Transportation Plan, and points to existing services and challenges providing access going forward. This is intended to be an overview of existing conditions and gaps in the years leading up to the production of the 2020 Coordinated Transportation Plan’s goals and strategies.





## REVISITING THE 2015 COORDINATED TRANSPORTATION PLAN

### Goals

The previous plan update for the Southern Nevada region set a list of goals for what coordinated transportation should be. They envisioned a system which is:

- Flexible
- Accessible and convenient
- Timely
- Reliable
- Meeting the needs of individuals with disabilities
- Available in rural and suburban areas beyond existing transit and paratransit service areas
- Affordable
- Safe and security oriented
- Meeting customer expectations (customer satisfaction)

The strategies set by the prior plan were shaped by stakeholder and public feedback. These “potential strategies to address gaps and needs” were stated as follows in descending priority:

- Creative funding options
- Innovative transportation solutions

“All Southern Nevadans with disabilities, as well as those who are elderly, low income or displaced are able to go where and when they need to go.”

— Mission Statement from 2015 Coordinated Transportation Plan

- Support for rural areas
- Collaboration
- Located nearer to need
- Driver training includes greater sensitivity to the needs of riders
- More wheelchair capacity
- Waiting areas are sheltered and protected, accessible, good lighting
- Travel is on-demand and easy to schedule
- Expanded hours of service though sharing capacity



- Inform people about travel options; current database, shared sources, ‘211’
- Time/Length of travel is within set limits, e.g., 1 hour for typical trips
- Eligibility determination is based on standard eligibility criteria that can be used by all participating agencies
- More vehicles are adapted for target group riders
- Same day service includes personalized service and assistance is provided

Many developments in access and mobility have transpired on the local, state, and national landscape since 2015. Some of these have contributed toward a more inclusive and effective service, while others may be challenging the status quo of public transportation. Major developments include:

- In 2016, RTC secured \$7 million in federal funding at an 80/20 match to build the Mobility Training Center. The MTC is a state-of-the-art facility where paratransit assessments take place and where the non-profit, Angela’s House, is located. Angela’s House is dedicated to training the blind, from childhood through adulthood. The facility houses a simulated outdoor environment, including retired RTC vehicles where individuals with disabilities may be travel trained and become accustomed to what to expect when using RTC’s fixed-route services.
- RTC has dedicated funding for specialty service providers in the Las Vegas Valley through the Community Mobility Program.
- Transportation network companies (TNCs) have come into play in the Las Vegas Valley, providing the population with yet another alternative transportation option.

TNC pilots included the State of Nevada Aging and Disability Services’ Go Nevada program, and the RTC’s Lyft pilot, which provided same-day service and shorter travel times. However, the prevalence of TNCs—especially in locations and times when transit service is scarce—are alleged to contribute to a reduction in fixed-route transit ridership, which translates into a shortfall of expected revenue for transit services.

- The Nevada Department of Transportation Subrecipient Advisory Committee, a forum for coordination among rural transportation providers in Southern Nevada, has been formed.
- Non-profits have led community forums focused on mobility, including the Engaging with Aging Conference and the Nevada Governor’s Council on Developmental Disabilities Statewide Transportation Summit held in 2019, and the Henderson Senior Transportation Summit held in 2020.

The goals originating from this current plan should continue their focus on the needs of marginalized communities, but they must work within the changed transportation landscape. For the efficiency of future plan development and the accountability of all who seek to provide coordinated and human service transportation in the region, the goals set by this plan should be tied to a measurable definition of progress. Such measures may include the key performance indicators listed alongside each proposed strategy.





## Strategies

The strategies from the prior Coordinated Transportation Plan were listed in a single category and ranked against one another. Based on their presentation, the extent to which the listed strategies were detailed and actionable is difficult to objectively qualify or compare. However, an example could be pointed toward in each strategy listed in Figure 2-1.

**Figure 2-1 Example Accomplishments Towards Past Coordinated Transportation Plan Strategies**

<b>2015 Coordinated Transportation Plan Strategy</b>	<b>Status and/or Example of Implementation as of 2020</b>
<b>Creative funding options</b>	RTC created the Community Mobility Program to fund transportation provided by non-profit providers.
<b>Innovative transportation solutions</b>	Health Plan of Nevada (HPN) collaborated with Uber and Lyft on pilot to provide door-to-door service for certain non-emergency medical trips.
<b>Support for rural areas</b>	NDOT is working on a dispatching software to serve rural areas.
<b>Collaboration</b>	RTC launched a workforce mobility partnership with Lyft to provide first- and last-mile service from 13 designated RTC bus stops for employees of a North Las Vegas warehouse not served by transit.
<b>Located nearer to need</b>	RTC and non-profits acted to serve the new VA Hospital in North Las Vegas with express and demand-response service.
<b>Driver training includes greater sensitivity to the needs of riders</b>	The Mobility Training Center (MTC) in the Las Vegas Valley co-locates transit staff with advocates of people with disabilities.
<b>More wheelchair capacity</b>	RTC developed a transportation network company (TNC) pilot program with Lyft and Tango to provide on-demand and WAV service to paratransit clients.
<b>Waiting areas are sheltered and protected, accessible, good lighting</b>	SNTC is assisting with recycling and improving older bus shelters in Laughlin and Mesquite.
<b>Travel is on-demand and easy to schedule</b>	The continued roll-out of on-demand TNC service in urban areas includes ride scheduling.
<b>Expanded hours of service through sharing capacity</b>	RTC developed a transportation network company (TNC) pilot program with Lyft and Tango to provide on-demand and WAV service to paratransit clients.
<b>Inform people about travel options: current database, shared sources, “211”</b>	NDOT used Section 5311 funding to hire a Mobility Coordinator for the Southern Nevada Mobility Management Region, which includes Clark County.
<b>Time/Length of travel is within set limits, e.g., 1 hour for typical trips</b>	RTC enacted more frequency service along nine popular RTC transit routes with 40% of RTC’s 39 routes running every 20 minutes or better during weekday daytime hours.
<b>Eligibility determination is based on standard eligibility criteria that can be used by all participating agencies</b>	RTC Paratransit rider’s guides are accessible on the internet (including audible versions) and paratransit customer service is available by phone seven days a week.
<b>More vehicles are adapted for target group riders</b>	Cutaway vehicles have been adapted and customized by in-house SNTC staff.
<b>Same day service includes personalized service and assistance is provided.</b>	Caretakers may accompany eligible riders for services such as paratransit and flexible demand-response.



## EXISTING SOUTHERN NEVADA PLANS, STUDIES, AND REPORTS (SINCE 2015 PLAN)

The following is a summary of recent **plans, studies, and reports that consider specialized transportation services** in the Southern Nevada region. In each plan, the relevant

strategies specific to transit or paratransit as well as identified needs, gaps, and barriers are listed out for easy reference.

### Southern Nevada Strong Regional Plan (2015)

Southern Nevada Strong (SNS) is a regional plan with a comprehensive vision for housing, land use, economic and workforce development, transportation, and infrastructure for the Las Vegas Region. The vision of this plan is the following:

- Improve economic competitiveness and education
- Invest in complete communities
- Increase transportation choice
- Build capacity for implementation

Strategies specific to transportation and health and human services include:

- Development of a comprehensive transit master plan.
- Support safe neighborhood connections in marginalized communities, including upgrading transit facilities and expanding rider education to reduce dependence on paratransit.
- Identify alternative and secure funding sources for the overall improvement of the mass transit system, including the expansion, operation, and maintenance of transit systems and routes.
- Integrate future land-use planning with existing and future transportation improvements, including facilitating greater coordination between governments while considering impact fees to support transit amenities and sidewalk requirements.
- Update design standards and other streetscape amenities along key transportation corridors to make walking to transit stops more welcoming for riders.
- Ensure the region is a welcome place for people with varying degrees of mobility



and independence, including continued and tailored outreach to meet the needs of people with disabilities.

- Support and connect existing committees working on the needs of people with disabilities and continue to conduct outreach and gather input on the needs of this target audience.
- Encourage the co-location of healthcare and behavioral health services to increase access to care, potentially with a one stop shop or resource center for all types of social services, including an employment opportunity center.

The following **needs, gaps, and barriers** were identified:

- Uncoordinated development and disconnected land uses
- Economic volatility and over-reliance on gaming, tourism, and construction
- Social disparities and vulnerable communities
- Continued population growth and changing demographics



Mobility Training Center  
Source: RTC

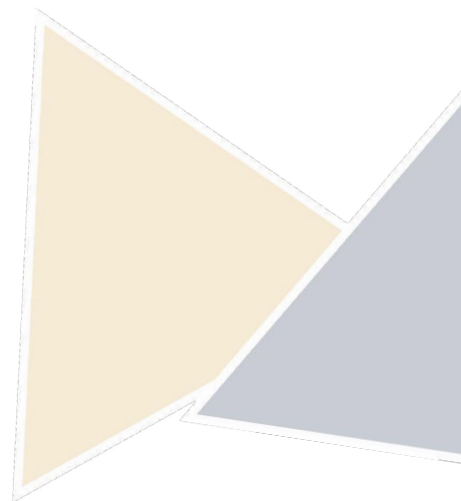
### Mobility Training Center (2016)

The Mobility Training Center (MTC) is a facility containing a simulated urban environment to determine eligibility for riders of ADA complementary paratransit in the Southern Nevada region. The MTC partnered with the Angela's House program, housed under non-profit Blindconnect, in 2016. Blindconnect is the only training program in the State of Nevada for training blind adults, and paired with MTC in order to jointly train riders under one roof. Angela's House trains everyone under blindfolds at the facility, while the MTC allows program participants to explore the textures in the safe training area.

Safe housing is one of the top concerns identified by this working group of organizations, followed by transportation,

technology, and mental health. Blindconnect is working on a sustainability plan now and has a committee working on these issues.

Through the MTC, Angela's House trains program participants on how to use Uber and Lyft, how to navigate with speech on phones, and how to safely board and alight from vehicles. The biggest challenges the program participants face is inconsistency in locating bus stops, and knowing which amenities are at the stops.







### Access 2040 Vision: Regional Transportation Plan (2017)

Access 2040 is RTC’s most recent four-year regional transportation plan, and is the primary planning document through which RTC’s regional transportation planning process is implemented. **Strategies** specific to transit and paratransit include:

- Improve safety
- Enhance multimodal connectivity
- Improve access to essential services
- Provide accountable and transparent planning processes
- Use innovative planning to address emerging technologies and trends



### Regional Bicycle and Pedestrian Plan (2017)

RTC’s Regional Bicycle and Pedestrian Plan (RBPP) for Southern Nevada serves as a framework for improving the bicycle and pedestrian environment in urbanized Southern Nevada. This plan, which was last updated in 2008, recognizes the region’s growing awareness and demand for active transportation facilities and identifies targeted investments that will advance the vision of improving non-motorized transportation facilities. Relevant **transit and paratransit strategies include:**

- Developing policies for accommodating pedestrians in rural preservation areas near schools
- Analyzing mode share and traffic operations near senior living areas to improve infrastructure for safer access

#### Identified needs, gaps, and barriers:

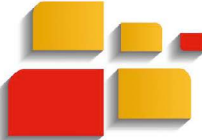
- Non-freeway roadways within isolated subdivisions are disconnected to the regional bicycle facilities network
- Lack of pedestrian accommodations for students in rural preservation zones
- 28% of Southern Nevada residents, most of whom are elderly or low-income, have no access or only shared access to an automobile



# ROADBLOCKS

January 2017  
POLICY REPORT

Transportation Barriers to  
Community Mobility  
& Independence



## Roadblocks: Transportation Barriers to Community Mobility & Independence (2017)

Partially funded by a grant from the Nevada Governor's Council on Developmental Disabilities, the Kenny Guinn Center for Policy Priorities developed this report to identify multiple actions the State can act on better serving people with intellectual or developmental disabilities. **Strategies relevant to transit and paratransit** include:

- Increase Medicaid reimbursement rates for providers
- Increased funding for programs supporting the provision of transit services
- Identify new sources of State funding for transit services, including the Fuel Revenue Indexing program and expanding the sales tax base
- Establishing a State-sponsored matching fund program
- Requirements for providers to plan for improving mobility and independence of people with disabilities
- Establishing a Statewide coordinating committee

- Requiring disability awareness training for taxi and TNC drivers
- Requiring development incentive recipients to support transit services
- Partnerships between public transit providers and school districts
- Piloting carpool incentive programs

### Identified needs, gaps, and barriers:

- Non-profits are not applying for Section 5310 funds due to an inability to meet a 50% local matching requirement
- Accessibility of transit due to 2012 increases in RTC fares and relatively high paratransit fares in rural areas
- Few non-profit organizations directly providing transportation services due to expenses



RTC Paratransit Boarding in Progress  
Source: RTC

### Paratransit Compliance Review (2018)

The Federal Transit Administration (FTA) most recently reported on complementary paratransit service at RTC with respect to meeting the agency's ADA obligations in April 2018. Commendation was made in the report for the RTC's customer-focused operation, including an in-person eligibility assessment facility containing a simulated urban environment, as well as a travel training office co-located with Blindconnect and Angela's House.

**Strategies** were simply in the form of remedies to identified deficiencies in ADA compliance.

#### Identified needs, gaps, and barriers:

- A burdensome eligibility process for visitors
- A lack of accessible paths of travel, alternative paths, and curb ramps for applicants using wheelchairs to and from their home locations (reflected in the report's identified deficiencies in how eligibility determinations are made by the agency)
- A significant (at least 27% monthly) number of drop-offs occurring at least 30 minutes early

### Paratransit Peer Review (2018)

RTC's paratransit operation was compared to 41 peer agencies. The reason for this effort was to support serving customers outside of the ADA complementary paratransit service area. Comparisons were made on metrics identified in the National Transit Database (NTD), as well as survey responses. Recommendations from this study were intended to help RTC's paratransit reach parity with peer agencies.

#### Strategies include:

- Run cost-benefit and economic impact analyses of providing outside the service area (OOSA) service
- Seek new and additional local funding sources
- Maintain efficiency operating expenses, increase the efficiency of capital expenses
- "Consider altering the within-the-ADA-mandate fare structure"

#### Identified needs, gaps, and barriers:

- Higher RTC paratransit budget as percent of total transit budget, when compared to other agencies
- Limited state and local funding for RTC transit and paratransit compared to peer agencies





### Food Deserts Maps (2018)

In an effort to advance food-related strategies outlined in the Southern Nevada Strong (SNS) Regional Plan, RTC’s Regional Planning staff conducted spatial analysis to identify census tracts that meet the U.S. Department of Agriculture’s (USDA) criteria for a food desert.<sup>1</sup> SNS’s analysis found that approximately 134,568 Southern Nevadans live in USDA-defined food deserts in the valley and that 42% of Southern Nevadans living in a food desert cannot access a grocery store within 30 minutes of using transit and/or walking.

<sup>1</sup> According to the USDA, food deserts are caused by the shortage of grocery stores in low-income areas. USDA’s measures of food access based on distance to a supermarket include: (1) low-income census tracts where a significant number (at least 500 people) or share (at least 33%) of the population is greater than 1.0 mile from the nearest supermarket, supercenter, or large grocery store for an urban area or greater than 10 miles for a rural area, (2) low-income tracts in which a significant number of households are located far from a supermarket and do not have access to a vehicle.



### Medical Deserts (2016)

According to the U.S. Census Bureau, the number of people with Medicaid or means-tested public coverage within Clark County doubled between 2010 and 2017.

**Figure 2-2 Number of People with Medicaid (Clark County)**

Year	# with Medicaid/ means-tested public coverage	Percent Change
2010	215,376	--
2011	231,853	8%
2012	253,748	9%
2013	258,596	2%
2014	333,416	29%
2015	393,372	18%
2016	428,574	9%
2017	431,157	1%

Source: U.S. Census Bureau, American Community Survey 1-Year Estimates

To understand the spatial distribution of medical deserts in Southern Nevada, the Southern Nevada Health District (SNHD) created a map that illustrates the density of Medicaid recipients by ZIP code. SNHD’s analysis found that the highest concentrations of Medicaid recipients are in North Las Vegas, Paradise, and Henderson. When compared to the spatial distribution of high-scoring Health Professional Shortage Areas (HPSA) these same areas scored greater than 16. HPSA scores range from zero to 25 for primary care and mental health, and from zero to 26 for dental health services, with higher scores indicating greater need. This comparison suggests that Medicaid recipients in parts of North Las Vegas, Paradise, and Henderson face barriers in accessing healthcare due to the shortage of available healthcare practitioners in their areas.



### **Statewide Coordinated Plan (2018)**

The Las Vegas urbanized area is not the primary beneficiary of funds under the NDOT Statewide Coordinated Plan, which is responsible for statewide coordination with attention to rural coordinated and human services transit. However, there are tangible findings that affect Clark County, and several needs identified may resonate in the urbanized Las Vegas area as well. Relevant **transit and paratransit strategies** from NDOT's 2018 Statewide Coordinated Plan include:

- Develop Coordinating Councils statewide, including one covering Clark, Esmeralda, Lincoln, and Nye Counties
- Intercity routes from McCarran Airport to Boulder City via Henderson, as well as Las

Vegas VA Hospital routes going to and from Ely, Fish Lake Valley, and Fallon

- Regularly update 211
- Create coordinated volunteer driver programs

#### **Identified needs, gaps, and barriers:**

- Significantly higher travel distances between communities and regional resources such as health care, human services, veterans' services, and major employers
- Feeder service (fixed-route and demand-response) to intercity bus stops



### On Board Specialized Transportation Survey (2018)

RTC released its latest On Board Specialized Transportation Survey in 2018. The survey seeks to identify opportunities for service improvements, common trip types, and barriers to paratransit utilization. Out of over 15,000 responses, the following **relevant needs, gaps, and barriers** were identified:

- Service at a higher frequency and speed were the most valued improvements to transit, over higher quality services such as light rail, streetcar, and bus rapid transit
- Of all locations where transit service improvements were desired, no single location captured a majority of responses, although Downtown Las Vegas (40%), North Las Vegas (32%), The Strip (26%), Henderson (24%), and the Southwest (21%) rounded out the top five responses
- 42% of responses were not interested in riding in a driverless vehicle or using e-hailing for trips to RTC bus stops

### Paratransit Customer Satisfaction Wave 3 Results (2018)

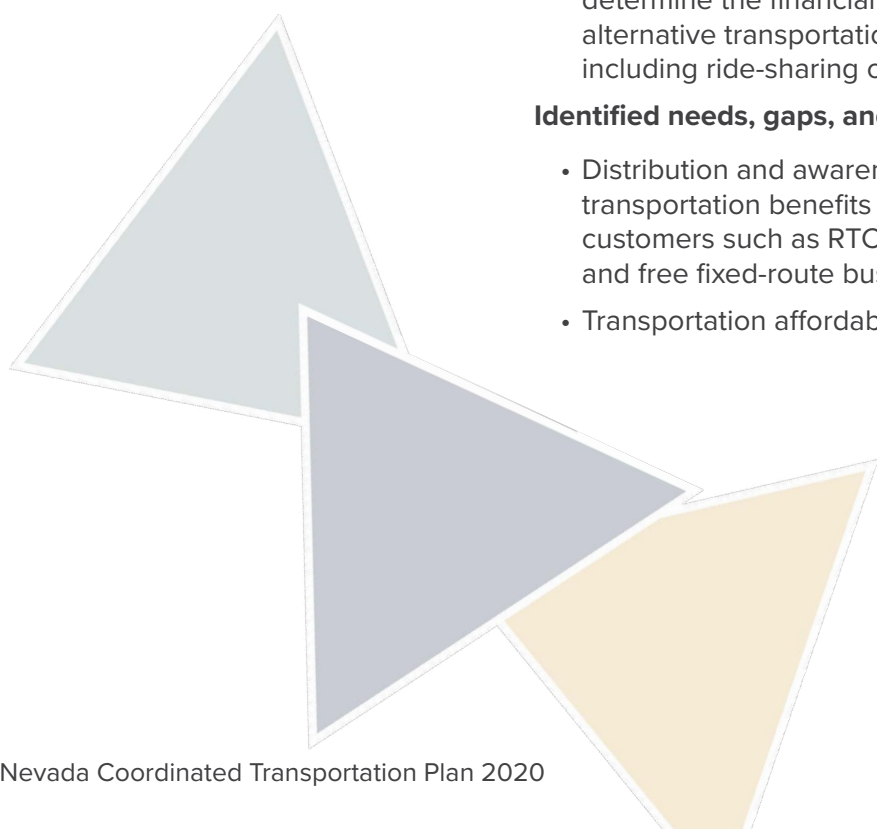
In 2018, RTC conducted a third wave of customer satisfaction surveys specifically for its paratransit customers. The survey’s purpose was to evaluate paratransit service performance across a broad range of customer satisfaction parameters, including convenience, wait times, service availability, customer service, and awareness of other eligible services. A total of 382 random surveys were completed via telephone by active customers and caretakers of customers.

#### Transit and paratransit strategies include:

- Researching demographic trends to forecast elderly populations to help plan for future capacity needs
- Creating a communications and marketing campaign for RTC paratransit customers identifying the benefits of riding fixed-route service
- Conducting feasibility analysis to determine the financial viability of alternative transportation services, including ride-sharing options

#### Identified needs, gaps, and barriers:

- Distribution and awareness of additional transportation benefits for paratransit customers such as RTC Senior Services and free fixed-route bus service
- Transportation affordability







### RTC Fixed Route Wave 11 Results (2018)

RTC released a report of the results for the eleventh iteration of the RTC Customer Satisfaction Survey, which was conducted in November 2018. Residents and tourists completed surveys on board RTC fixed-route buses. The survey sought to identify important elements of service to bus customers and to evaluate customer satisfaction using an index scorecard that factored on-time performance, departure times, bus comfort, and customer service. Relevant **transit and paratransit strategies** include:

- Promoting to customers the actual travel time and on-time performance of the RTC system
- Conducting feasibility study for launching RTC-operated shared-ride on-demand service
- Working with local governments to provide cleaning services to heavily used bus shelters

#### Identified needs, gaps, and barriers:

- Extensive travel times
- Fixed-route service is not traveling to locations where customers need to travel

### Paratransit Client Satisfaction Survey Spring Wave Results (2019)

In 2019, RTC conducted a fourth wave of customer satisfaction surveys specifically for its paratransit customers. Similar to previous iterations, the survey's purpose was to evaluate paratransit service performance across a broad range of customer satisfaction parameters, including convenience, wait times, service availability, customer service, and awareness of other eligible services. More than 400 random surveys were completed via telephone by active customers and caretakers of customers over a three-week period. Relevant **needs, gaps, and barriers** were identified:

- While over 75% of respondents use a mobility device, only about half ride with a personal care assistant.
- A lower proportion of respondents are aware of RTC's RideCheck compared to previous survey waves.



Signs for RTC Paratransit Stop and TNC Loading Zone

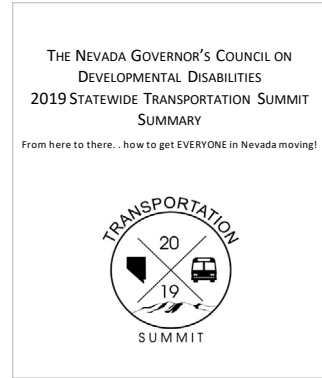
## Elder Issues in Nevada (2019)

The Commission on Aging Subcommittee Concerning Legislative Issues' Elder Issues in Nevada, an information sheet for legislators, suggests addressing all core social determinants of health: transportation, nutrition, housing, and social isolation. Accessible transportation to reach health care, groceries, social activities and is identified as one of the top needs for aging in place.

## State of Nevada, Department of Health and Human Services Crosswalk (2019)

The State of Nevada, Department of Health and Human Services, Aging and Disability Services Division's Needs Assessment Crosswalk (a summary report on planning documents) identified transportation as the most frequently cited gap and need in recent planning documents, including:

- Nevada Substance Abuse, Mental Health, and Suicide Prevention Needs Assessment Report (2015)
- Statewide Community Needs Assessment (2016)
- Victims of Crime Needs Assessment
- Summary Report: A Discussion of Services Needed by Individuals who are Blind or Visually Impaired (2014)
- Nevada's Olmstead Report (2016)
- State Fiscal Year 2014-2015, Provider Network Access Analysis (2015)
- Nevada's Strategic Plan on Integrated Employment (2015-2025)
- Generations to Come: Nevada's Strategic Planning Framework (2016-2020)
- Nevada's Strategic Plan for Integration of Developmental Services and Early Intervention Services (2014)
- Nevada's Integrated Workforce Plan (2016-2021)



## Statewide Transportation Summit Summary Report (2019)

The Nevada Governor's Council on Developmental Disabilities' Statewide Transportation Summit brought together over 150 people to "move toward expanded, sustainable, universally designed, and accessible transportation for Nevadans with developmental disabilities." The resulting summary report identified the following policy recommendations:

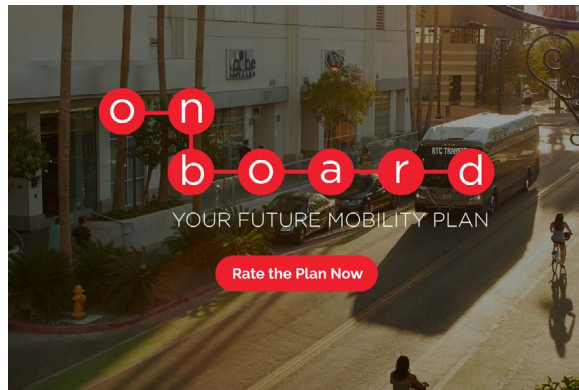
- Increase funding for mass transit programs (including paratransit)
- Encourage pooled use of vehicles purchased so that underutilized vehicles may be shared
- Simplify the coordinated planning process for the programs that serve people with developmental disabilities and create transparency and accountability
- Promote incentives that encourage greater mobility for people with developmental disabilities.
- Advocate that transportation providers have up to 15% of their fleet include accessible vans or taxi cabs—and require training for drivers on how to assist passengers with developmental disabilities.
- Support a coordinated human services and public transportation planning process and its structure
- Encourage the use of uniform data collection to evaluate customer satisfaction and to support coordination of transportation efforts



### Dignity Health - St. Rose Dominican Community Health Needs Assessment

Rose de Lima, San Martín, Siena, Blue Diamond, North Las Vegas, Sahara, & West Flamingo

May 2019



### On Board: Your Future Mobility Plan (2020)

The RTC’s draft On Board: Your Future Mobility Plan establishes a 20-year transportation plan for the region. The plan identifies key strategies in order to make transportation safer, more convenient, and comfortable; make the transportation system more reliable and provide more travel choices; and maximize regional economic competitiveness and improve transportation sustainability.

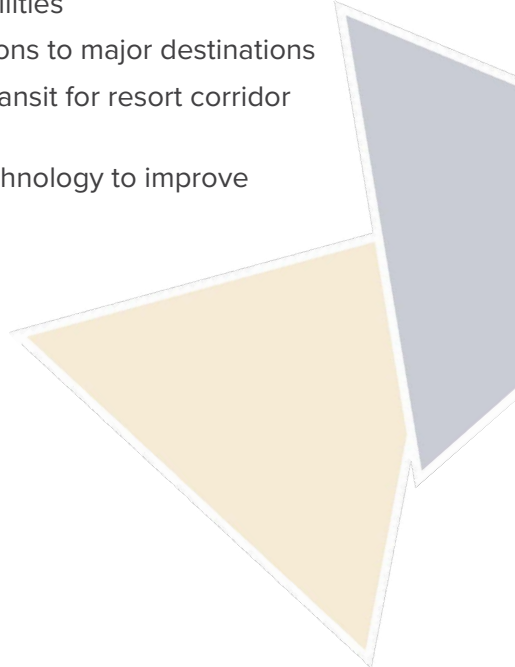
The plan’s 8 Big Mobility Moves include:

- Build a high capacity transit system
- Expand transit service to maximize access to jobs and housing
- Make all travel options safer and more secure
- Make short trips easier
- Expand service for seniors, veterans, and people with disabilities
- Improve connections to major destinations
- Provide reliable transit for resort corridor employees
- Leverage new technology to improve mobility

### Clark County Health Needs Assessment (2019)

The 2019 Southern Nevada Community Health Needs Assessment, prepared through a collaboration of Dignity Health, Southern Nevada Health District, and the Nevada Institute for Children’s Research and Policy, identifies and prioritizes significant health needs. Affordability, which includes transportation expenses, was identified as the second largest barrier to health.

Additionally, the assessment’s focus groups shared that access to transportation limits use of existing services. Among older adults (aged 55 and older), transportation and finances were the most important factors for whether a person would be able to obtain the services they needed. Older adults also identified the public bus as an opportunity to disseminate information regarding upcoming events, programs, and education. Parents identified a need for physicians that are reachable via public transportation.



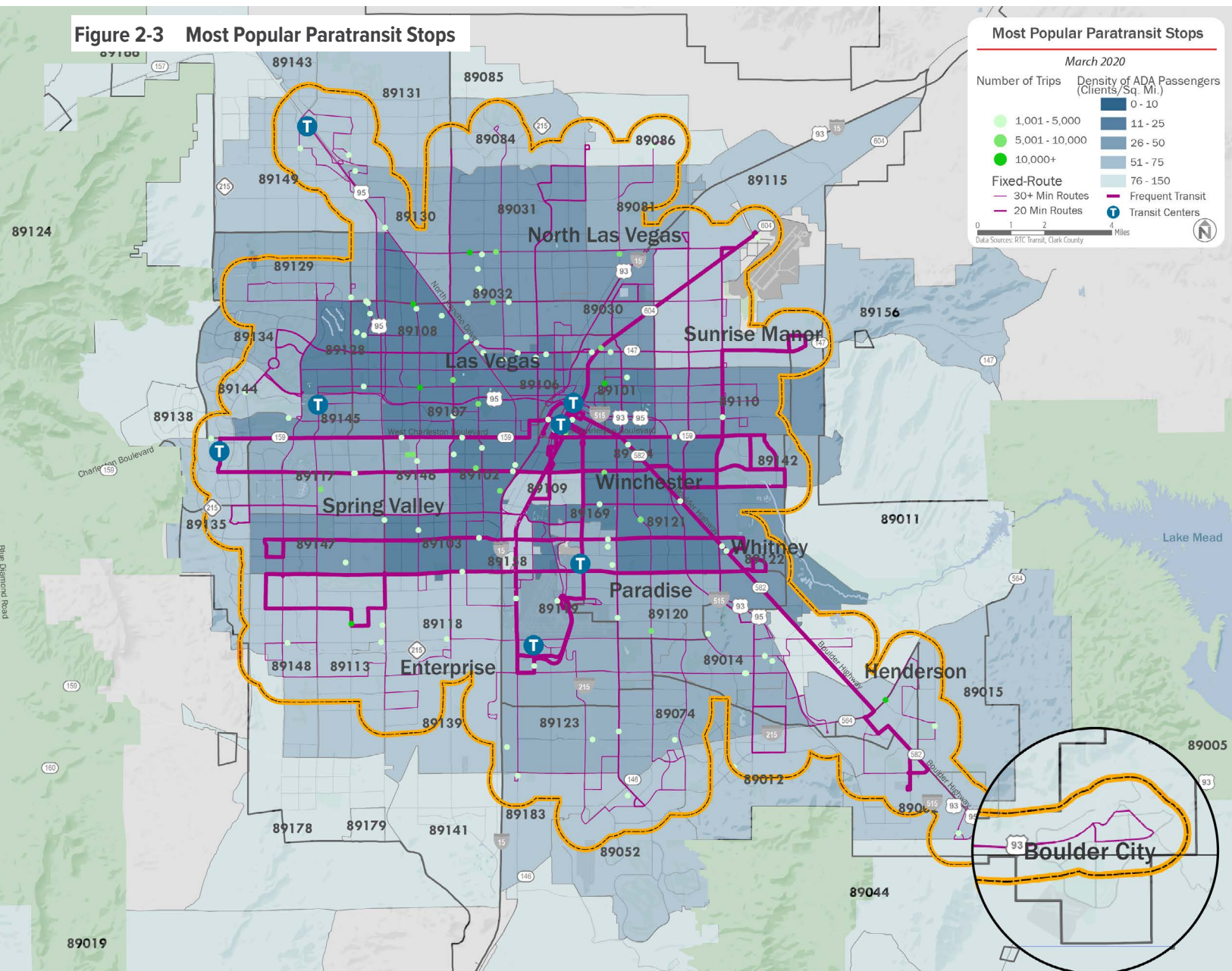


## TRANSIT ACCESSIBILITY AND SERVICE

The most popular RTC paratransit stops by the number of trips served are illustrated in Figure 2-3. The top 100 paratransit stops are shown in varying shades of blue green, with the darkest shade corresponding to paratransit stops with the highest ridership.

RTC’s fixed-route transit is shown in purple with heavier line weights reflecting frequent routes with headways of under 20 minutes.

Although there are several well-served paratransit stops north and east of Las Vegas, these same areas are heavily underserved by frequent, fixed-route transit service. This gap in frequent, fixed-route transit service suggests that certified ADA paratransit riders lack adequate alternatives to paratransit.





RTC transit accessibility to social services and amenities is illustrated in Figure 2-4. Hospitals, emergency services, and recreational centers are well-served by frequent fixed-route transit service in Spring Valley, Winchester, and Paradise.

Groceries, outpatient and dialysis centers, and senior centers are generally not well served by fixed-route transit. Social services and amenities in the north and south of Las Vegas Valley and Boulder City are not easily accessible by fixed-route transit service.

**Figure 2-4 Transit Accessibility to Social Services**

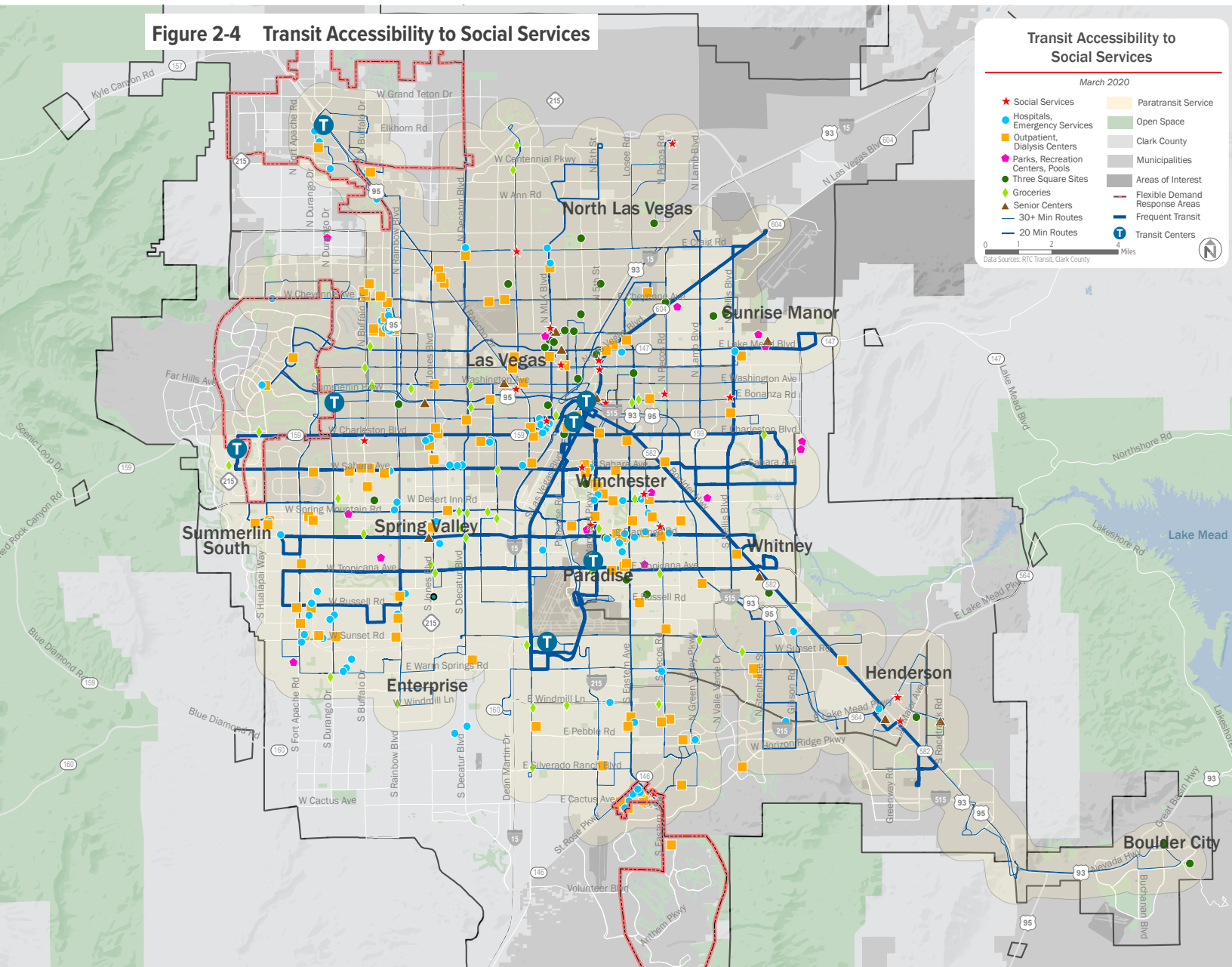






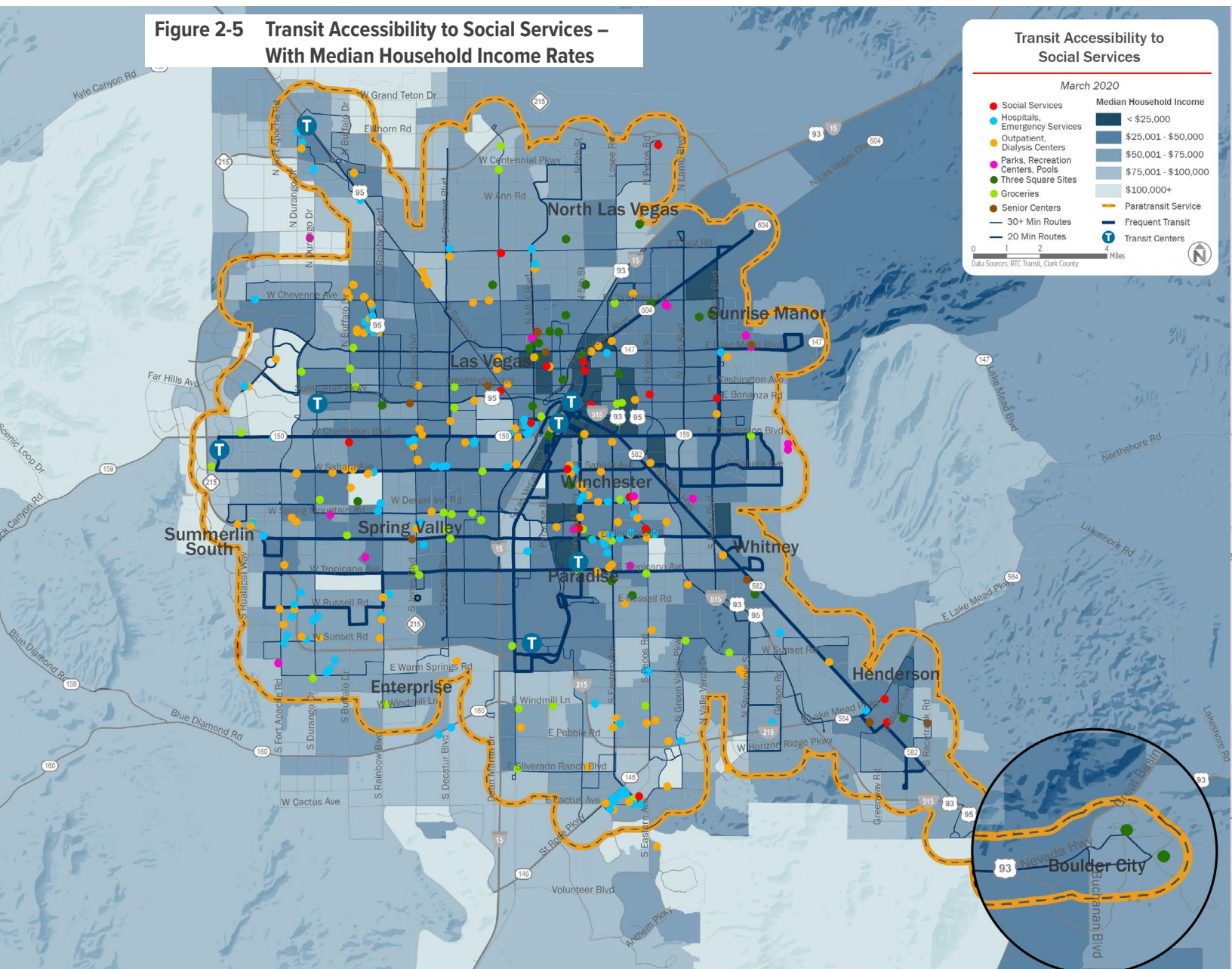
Figure 2-5 shows transit accessibility to social services, with median household income rates from the American Community Survey included. Coverage of low-income areas immediately to the north and east of Downtown Las Vegas is substantial. On the outskirts, some gaps emerge.

Immediately south of the Strip, a small pocket of low-income households between Windmill Lane and Silverado Ranch experiences a substantial decrease in frequent transit

service. Similar pockets include the Valley View area of Henderson, and the Northridge area of North Las Vegas.

Beyond the ADA Paratransit service area, the Blue Diamond corridor, Southern Highlands, and Sun City/Anthem are all relatively low-income areas unserved to the south. In the northern side of the Valley, parts of Nellis Air Force Base family housing stand out as unserved as well.

**Figure 2-5 Transit Accessibility to Social Services – With Median Household Income Rates**







High concentrations of senior residents (as shown in Figure 2-6) are due east and west of the Resort corridor, where fixed-route transit service is substantial and senior centers (in the case of Spring Valley) are available.

On the outskirts, some locations with a high density of seniors, like Sun City/Anthem and Summerlin, have the benefit of additional FDR service from the RTC (although service is limited to a few days a week). However, small pockets in Summerlin South and Southern Highlands lack FDR service or ADA Paratransit

Service from the RTC. In such unserved locations throughout the region, transit options for older adults wishing to conduct non-medical errands or be socially active without a vehicle are virtually nonexistent.

Unless residents happen to either live in a development providing transportation or pay for certain home care services, such needs must be fulfilled through a taxi driver, TNC driver, volunteer driver, or a friend.

**Figure 2-6 Transit Accessibility to Social Services – With Density of Senior Residents**

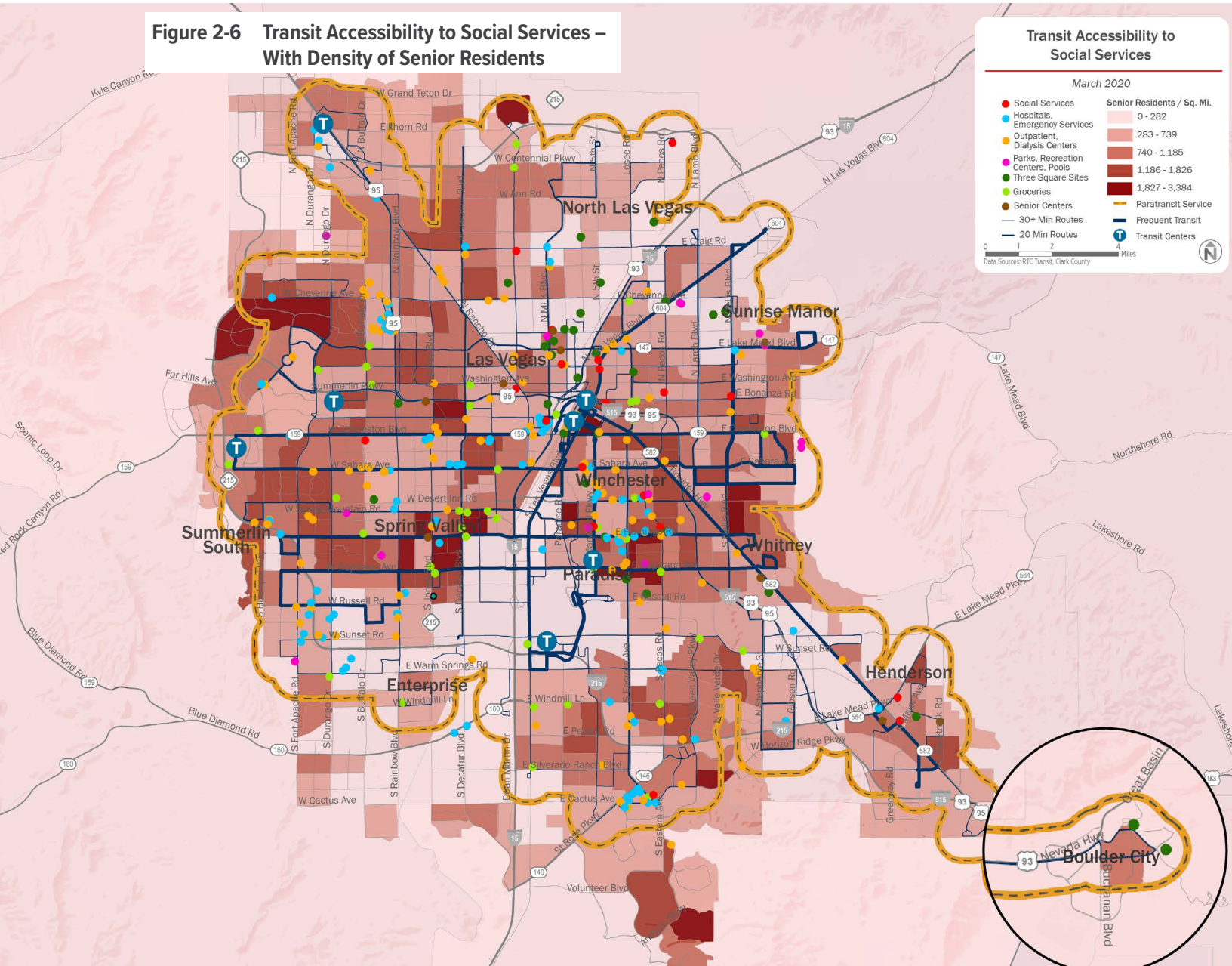
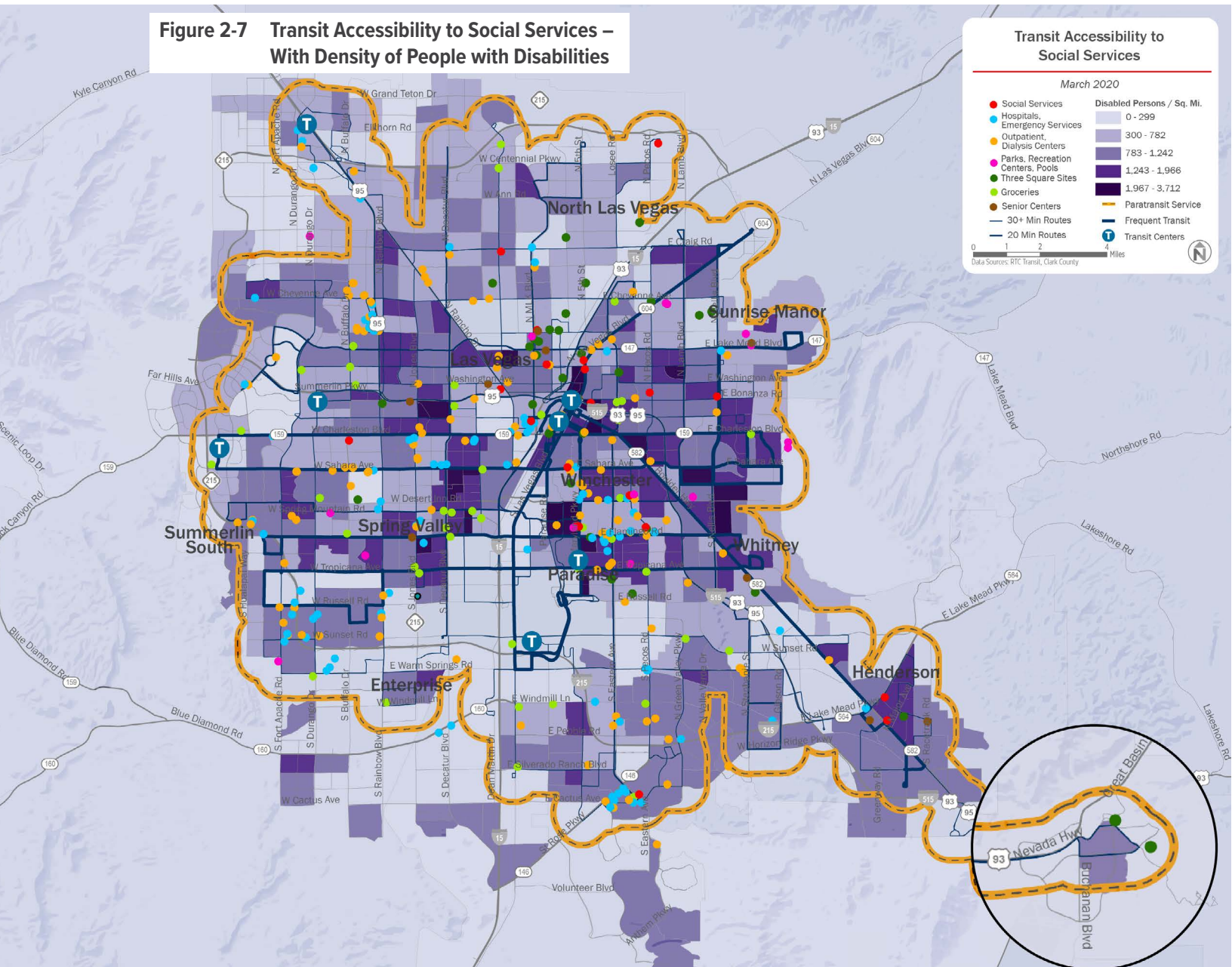


Figure 2-7 shows transit accessibility to social services along with locations where there is a high density of people with disabilities. A chain of communities flanks the south edge of the Valley (from Enterprise to Henderson) that has a high concentration of people with disabilities living outside of the ADA paratransit service area, while also relatively distant from any social services.

**Figure 2-7 Transit Accessibility to Social Services – With Density of People with Disabilities**







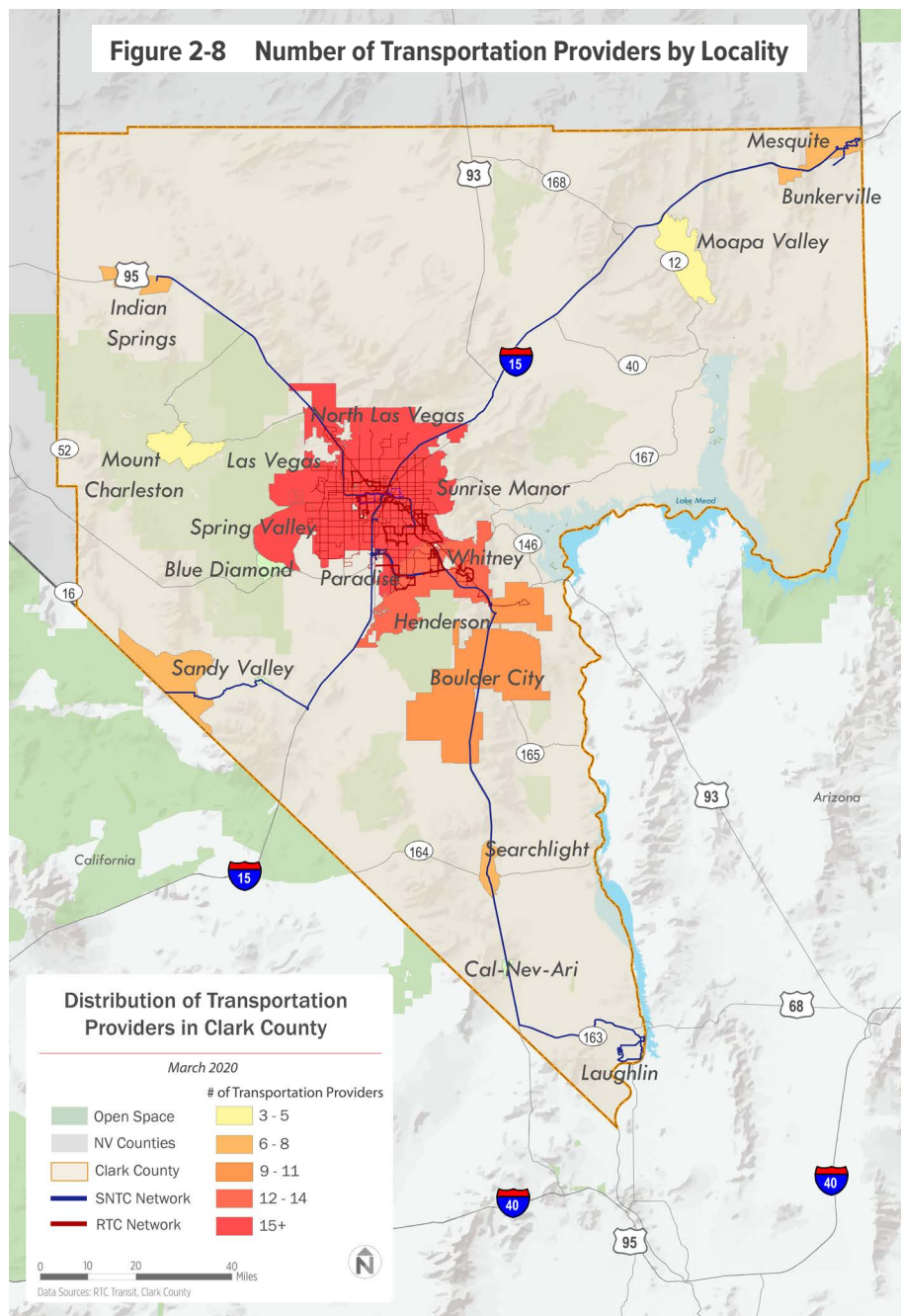
## COORDINATED NETWORK SERVICE

Figure 2-8 illustrates the overlap of transportation provider service areas within Clark County. A large proportion of public transit agencies, human service agencies, and nonprofits provide transportation service in Las Vegas, North Las Vegas, and unincorporated urbanized areas in the Las Vegas Valley,<sup>2</sup> where a majority of fixed-

route service offered by RTC and SNTC also operate.

Conversely, few transportation providers serve outlying areas such as Mesquite, Sandy Valley, and Indian Springs. Several public and nonprofit transportation providers operate in Moapa Valley and Mount Charleston; however, these areas are not connected to the regional fixed-route network.

2 Includes the Las Vegas Strip/Resort Corridor, UNLV, Chinatown, Enterprise/Southwest, portions of Lone Mountain, Winchester, Spring Valley, Sunrise, Whitey, and Summerlin south of Charleston.

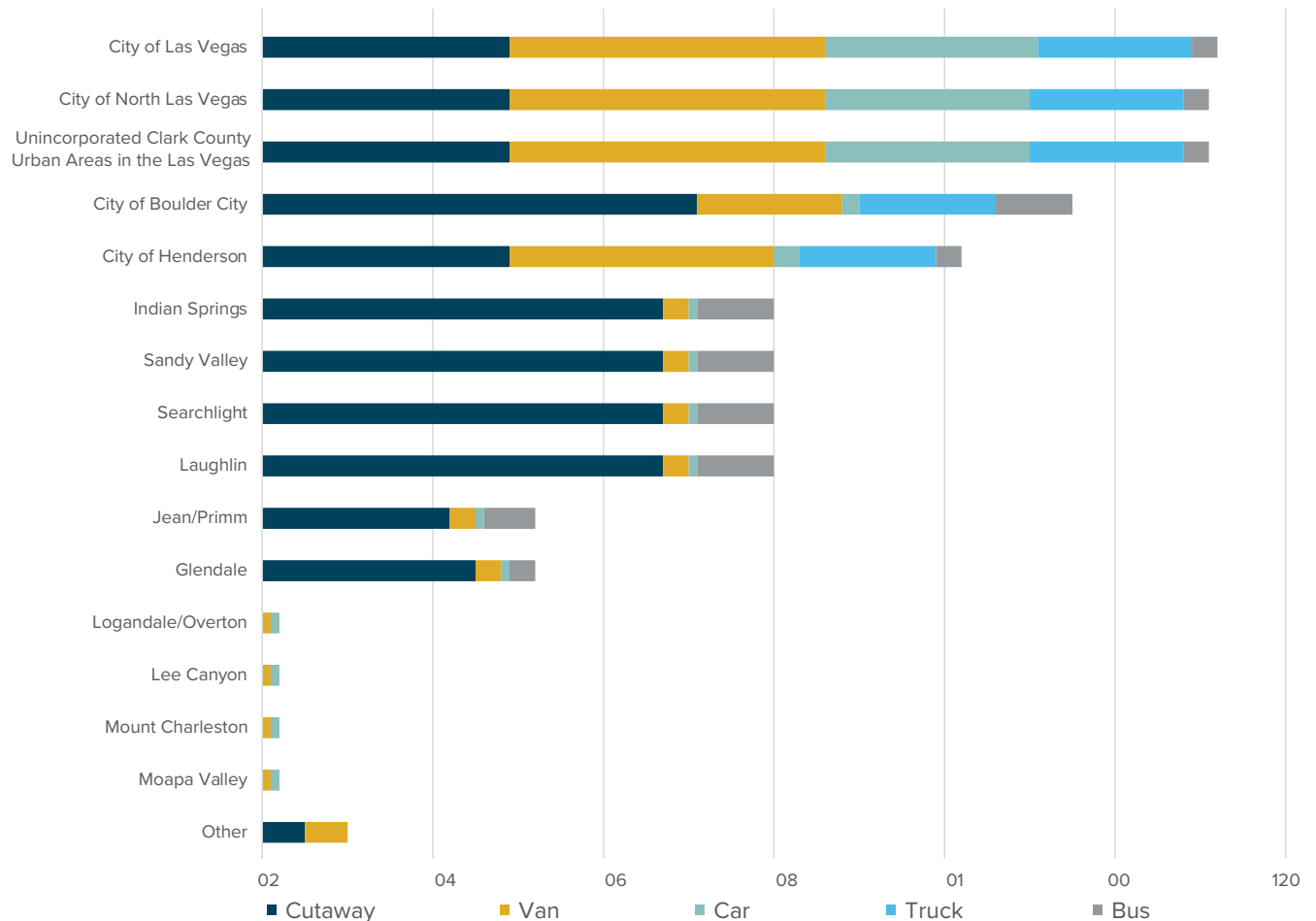






Organizations partnering on this plan were asked to provide the total number of various types of vehicles they own and maintain. Amongst transportation providers that identified as nonprofit human services agencies or nonprofit transportation providers, cutaways are the most common vehicle type in stakeholder fleet followed by vans and cars (Figure 2-9). Nonprofits that serve urbanized areas in the Las Vegas Valley rely more on vans and passenger vehicles than cutaway buses. Nonprofits serving outlying areas heavily use cutaway buses that are approximately 40-45' compared to their counterparts in urbanized areas. Differences in fleet composition may be attributed to the types of trips being served and travel distances.

**Figure 2-9 Composition of Nonprofit Provider Fleets by Area Served**





## EXISTING FUNDING SOURCES AND GAPS

The Las Vegas region is Nevada’s largest urbanized area (UZA) in line to receive funding from the Federal Transit Administration (FTA).

In general, Section 5310 and Section 5307 funds are used to purchase RTC vehicles, and local funds (via a sales tax) are used for the Community Mobility Program of Projects.

### Federal Funds for Public Transit

Federal funding for public transit comes primarily through the U.S. Department of Transportation (U.S. DOT). Funding for the U.S. DOT is authorized by the Fixing America’s Surface Transportation (FAST) Act, the first federal transportation authorization in over a decade to fund federal surface transportation programs through 2020.

The FAST Act was signed into law in December 2015. The Act provides \$305 billion in funding over Fiscal Year 2016-2020 for the U.S. DOT and its subsidiary agencies, including the Federal Transit Administration and the Federal Highway Administration (FHWA).

A full overview of federal funding sources for public transportation is detailed in Appendix B.

Figure 2-10 Overview of RTC Transit Financial Information

	Category	2013	2014	2015	2016	2017
Operating	Fare Revenues	\$69,680,086	\$71,585,375	\$74,018,917	\$72,707,522	\$69,888,759
	Local Funds	\$0	\$0	\$0	\$0	\$0
	State Funds	\$100,284,356	\$100,851,720	\$107,795,148	\$116,039,411	\$131,494,530
	Federal Assistance	\$8,415,617	\$5,807,152	\$5,624,679	\$6,042,354	\$4,259,099
	Other Funds	\$2,270,554	\$4,408,014	\$2,973,745	\$0	\$4,596,361
	<b>Total</b>	<b>\$180,650,613</b>	<b>\$182,652,261</b>	<b>\$190,412,489</b>	<b>\$194,789,287</b>	<b>\$210,238,749</b>
Capital	Local Funds	\$0	\$0	\$0	\$0	\$0
	State Funds	\$6,448,725	\$30,652,132	\$5,460,188	\$24,917,500	\$17,681,052
	Federal Assistance	\$33,677,461	\$17,376,072	\$41,466,713	\$120,850,445	\$67,713,362
	Other Funds	\$0	\$0	\$0	\$0	\$0
	<b>Total</b>	<b>\$40,126,186</b>	<b>\$48,028,204</b>	<b>\$46,926,901</b>	<b>\$145,767,945</b>	<b>\$85,394,414</b>

Source: National Transit Database

## Other Funds for Public Transit

The RTC provides far more unlinked passenger trips with far less total operational funding than its peer agencies; however, peers that provide paratransit service within the ADA mandate of 0.75 miles from fixed-route service receive a much higher amount of federal funding for overall transit operations and transit capital compared to the RTC.

The State’s Motor Vehicle Fuel Tax (MVFT), which was extended by voters to be indexed to inflation, is currently used by the Nevada DOT to finance highway projects in Nevada.

However, specific to coordinated and human services transit, the Nevada Aging and Disability Services Division also allocates

funding grants to a variety of transportation service providers.

Fare revenues are another source for public transit operations. Total fare revenues for RTC services in 2017 were at roughly the same level as they were in 2013, despite having 3.8 million more annual rides (Figure 2-11). This decrease in fare revenue is also a decrease in \$4.1 million from a peak amount in 2015. A stagnant amount of fare revenue is a challenge for the agency, as the only other major dedicated local source for transit is a 0.25% sales tax within Clark County (also known as Question 10).

**Figure 2-11 Fare Revenue Comparison for RTC Services 2013-2017**

	2013	2014	2015	2016	2017
Fixed-Route	\$66,364,173	\$68,929,250	\$71,445,366	\$70,005,164	\$67,073,068
Demand-Response	\$3,315,913	\$2,761,818	\$2,573,551	\$2,702,358	\$2,815,691
<b>Total</b>	<b>\$69,680,086</b>	<b>\$71,691,068</b>	<b>\$74,018,917</b>	<b>\$72,707,522</b>	<b>\$69,888,759</b>

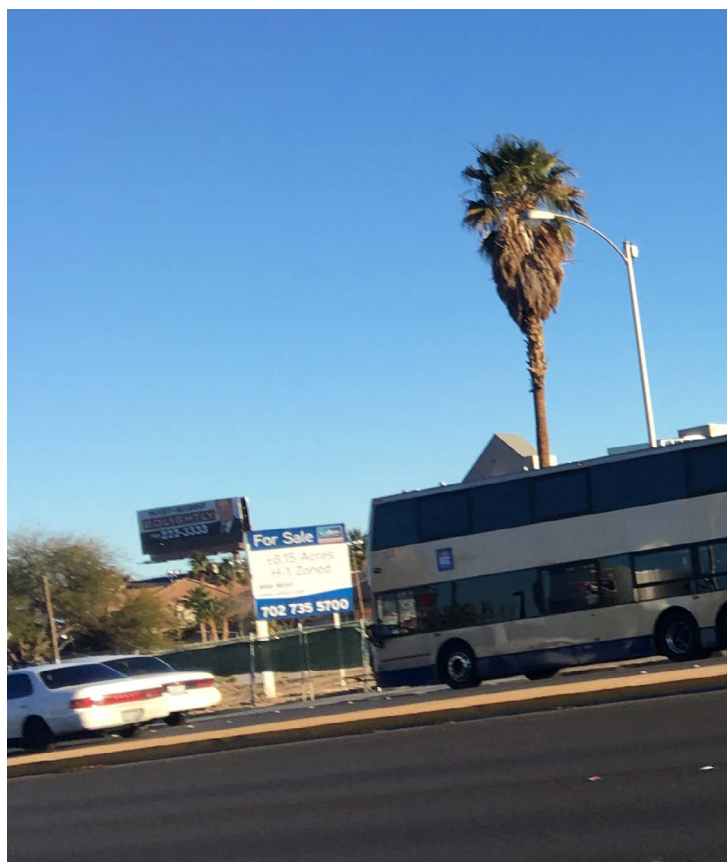
Source: National Transit Database

There are significant relative differences between each of Clark County’s two main public transit providers and where they source operating expenses. RTC is more dependent on fare revenue than SNTC, which is more dependent on federal assistance. Also notable are the lack of reported locally funded operating expenses by RTC in 2017 (Figure 2-12).

**Figure 2-12 Comparison of 2017 Expenses by Source**

	SNTC	RTC
Fare Revenue	\$442,154	\$69,888,759
Local Funds	\$828,792	\$0
State Funds	\$136,656	\$131,494,530
Federal Assistance	\$2,287,771	\$4,259,099
Other Funds	\$20,106	\$4,596,361
<b>Total Operating</b>	<b>\$3,715,479</b>	<b>\$210,238,749</b>

Source: National Transit Database







## Funds for Specialized Transportation Services

### RTC Community Mobility Program

The RTC Community Mobility Program is a reimbursement program that financially assists eligible non-profit transportation programs delivering non-emergency, essential, and otherwise unobtainable transportation services for senior, disabled, and/or low-income residents.

RTC matches program funds with the hopes of encouraging the continuity of currently available transportation options, generating new transportation options, bolstering client

self-sufficiencies within the community, and enhancing resident quality of life.

As shown in Figure 2-13, recent recipients of Community Mobility Program funds provided over 105,000 rides through coordinated transportation services during Fiscal Year 2019. In addition, two providers provided services through taxi vouchers and brokering rides through transportation network companies.

**Figure 2-13 Non-Profit Transportation Providers Receiving Fiscal Year 2020 Community Mobility Program Funds for Coordinated Transportation Service**

Provider	Areas Served	FY19 Rides	Eligibility
Jewish Family Services Agency	Boulder City, Enterprise, North Las Vegas, Summerlin	4,094	People 60 years and older
Helping Hands of Vegas Valley	Las Vegas, North Las Vegas	7,845	Residents 60 years and older
Lend a Hand	Boulder City	5,094	Boulder City residents
Dignity Health (Helping Hands of Henderson)	Henderson	16,395	Henderson residents 60 years and older and/or with disabilities
Easter Seals Nevada	Throughout Las Vegas Valley	5,500	Clients with disabilities
Opportunity Village	Throughout Las Vegas Valley	15,463	Clients with disabilities
Acres Nevada	Throughout Las Vegas Valley	50,789	Clients with disabilities



## Aging and Disability Services Division (ADSD)

The Aging and Disability Services Division of the Department of Health and Human Services provides funding opportunities to partner organizations that provide services to older adults and their families in Nevada. Funding sources and amounts vary based on program type. ADSD notifies the public of funding opportunities via their Notices of Funding Opportunities website.

In Fiscal Year 2020, subrecipients in Clark County were awarded \$635,938 in social

services related to transportation services and vouchers (Figure 2-14). Most of these grants were funded by independent living grants related to the State’s Master Tobacco Settlement and Fund for a Healthy Nevada. Transportation grants to the Blind Center of Nevada were funded by the Older Americans Act, Title III-B – Social Supportive Services.

**Figure 2-14 Summary of ADSD Social Service Program Awards for Transportation and Transportation Voucher Services in Clark County, Fiscal Year 2020\***

Subrecipient	Transportation/Voucher	Total Award
Blind Center of Nevada	Transportation	\$13,752
Blind Center of Nevada	Voucher	\$22,818
Dignity Health – St. Rose Dominican, Helping Hands of Henderson	Transportation	\$128,622
Helping Hands of Vegas Valley	Transportation	\$213,756
RTC of Southern Nevada	Transportation	\$100,500
Southern Nevada Transit Coalition	Transportation	\$136,658
United Seniors (Overton)	Transportation	\$20,832

\* State of Nevada, Aging and Disability Services (2019). Social Service Programs Fiscal Year 2020. Retrieved from <http://adsd.nv.gov/uploadedFiles/adsdnvgov/content/Programs/Grant/ADSDFundedProg/SocialServicePrograms.pdf>

ADSD recently created a funding program in support of family caregivers of older adults. The funding source for this program is the Older Americans Act, Title III-E—National Family Caregiver Support Program (NFSCP). The Older Americans Act establishes the framework for funding allocations to states to support services for older adults, age 60 or older.

Funds specifically cover innovative projects that assist family and informal caregivers of individuals age 60 and older to care for their loved ones at home for as long as possible. The program encourages applicants to propose new, innovative solutions to

increase access to or provide respite care for family and informal caregivers, or to provide supplemental services that complement the care provided by caregivers.

Although administered by ADSD, the Taxi Assistance Program is funded by proceeds through the Nevada Taxicab Authority and a portion of rides taken within Clark County.<sup>3</sup>

<sup>3</sup> Department of Health and Human Services Aging and Disability Services (2019). *Aging and Disability Services Division Fact Sheet*. Retrieved from <http://adsd.nv.gov/uploadedFiles/agingnvgov/content/Programs/ADSD%20Fact%20Sheets%202019.pdf>



Photo by Tom Strecker on Unsplash

## EXISTING USE OF NEW EMERGING TECHNOLOGY

Over the past few years, a growing number of transit agencies have turned to emerging mobility options to explore ways in which new transportation technologies can support existing transit service in areas underserved by fixed-route or frequent service.

Clark County, and the Las Vegas Valley in particular, have had extensive exposure to several emerging mobility options since the Coordinated Public Transit and Human Services Transportation Plan was last updated. The following examples examine how the RTC and the Nevada Department of Health and Human Services Aging and Disability Services Division (ADSD) have worked with emerging mobility providers to creatively serve the needs of its residents.

### Emerging Technology Pilot Programs

Transportation Network Companies (TNCs), more colloquially referred to as ridesharing companies, have become fixtures in U.S. cities and counties, providing on-demand transportation services to residents and visitors. Uber and Lyft officially launched in Las Vegas in September 2015 with service areas covering all of Clark County. Each company worked with hotel partners and several large venues to create designated pickup and drop-off zones along the Strip.

### Trip to Strip

In May 2019, the RTC launched an on-demand microtransit pilot program in partnership with TNC Via to connect residents and visitors from the Las Vegas Strip and surrounding destinations. The program, which has been discontinued as of December 2019 due to financial constraints, utilized existing RTC bus and paratransit stops along the Strip, McCarran International Airport, and the Convention Center.

Similar to traditional TNCs, passengers were required to download the Trip to Strip app where they could select a pickup and drop-off location and designate the number of passengers. The Trip to Strip program had no surge pricing and utilized high capacity vehicles, each holding up to 11 passengers.

### Ride On-Demand Pilot Program

In February 2018, the RTC launched its Ride On-Demand pilot program in partnership with Lyft to provide on-demand ground transportation to a select group of specialized service customers, previously provided by the Southern Nevada Transit Coalition (SNTC). To reduce the wait time for wheelchair-accessible vehicles, RTC later added a second partner, Tango. Tango serves trips requiring wheelchair-accessible vehicles as well as non-smartphone user trips.

Pilot participants can request rides through the Lyft app. Participants pay the first \$3 of





the trip while RTC subsidizes up to \$15 each way. Participants who do not have access to a smartphone or need a wheelchair-accessible vehicle may arrange rides via the RTC customer service department.

Rides involving wheelchair-accessible vehicles and non-smartphone-reserved trips are provided by Tango. Participants who do not have access to a credit card can request rides over the phone and use the RTC website to fund their Ride On-Demand account. Within six months of launching the pilot, RTC has provided over 6,000 trips with a total cost savings of almost 50%.<sup>4</sup>

### **Go Nevada!**

During November 2017, the State of Nevada Aging and Disability Services and Uber began collaborating on the Go Nevada! ride share voucher program. Uber Central provided ADSD a platform for scheduling and collecting payments for individuals who participated in the pilot program.

Twenty-eight individuals enrolled in the pilot project. Of those, 24 individuals actively participated. Program participants provided positive feedback on the short trip duration compared to lengthy bus trips, service reliability, and the ability of family members to track trips. Program participants reported having difficulties understanding the enrollment, paperwork, and reimbursement processes.

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4 RTC of Southern Nevada (2018). *RTC On-Demand Pilot Program Frequently Asked Questions*. Retrieved from <https://www.rtcnv.com/wp-content/uploads/2018/01/RTC-Ride-On-Demand-Pilot-FAQs.pdf>

### **Workforce Mobility Program**

Following the success of its Ride On-Demand pilot program, RTC partnered with Lyft again on a six-month pilot program to enhance job access and to encourage multimodal commuting options for employees at the Northgate Distribution Center in North Las Vegas.<sup>5</sup>

Under RTC's new Workforce Mobility Program, registered employees can use Lyft at a reduced rate to connect to 13 designated RTC bus stops along six transit routes. RTC subsidizes one dollar per trip while employers subsidize the remaining balance for each employee for trips between designated bus stops and its worksite.

### **Mobile Ticketing**

The RTC has also engaged in mobile ticketing partnerships specifically with Uber. In 2018, Uber and RTC's mobile ticketing partner, Masabi, signed a deal to combine their services, enabling RTC to integrate its transit passes into the Uber app. Additionally, RTC bus passes may be purchased through the Transit and rideRTC mobile apps.

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5 RTC of Southern Nevada (2018). *RTC, Lyft partner on pilot program to enhance commuting options for Northgate Distribution Center employees, save on transportation costs*. Retrieved from <https://www.rtcnv.com/press-archive/rtc-lyft-partner-on-pilot-program-to-enhance-commuting-options-for-northgate-distribute-center-employees-save-on-transportation-costs/>

## Autonomous Vehicles

### Planned Autonomous Shuttle Connection to Las Vegas Medical District

GoMed is a planned project to connect the Bonneville Transit Center with the 640-acre Las Vegas Medical District and relieve congestion within the Medical District. The four autonomous shuttles of GoMed will also be able to detect pedestrians at crossings, therefore reducing potential conflicts. The 23 existing transit stops served by GoMed will also receive additional upgrades including Wi-Fi, real-time arrivals, and sensor technology to indicate that riders are waiting for the shuttle.

### Other Examples of Autonomous Vehicles (AVs)

Global technology company, Aptiv, and Lyft launched a commercial autonomous taxi service in the Las Vegas Area in May 2018. Aptiv has 75 AVs operating in Las Vegas, 30 of which are part of its pilot program with Lyft.

As of June 2019, the pilot program has logged more than 50,000 self-driving rides to Lyft passengers, making Lyft and Aptiv the largest commercial self-driving program in the U.S.<sup>6</sup> The pilot program operates for 20 hours a day within a 20-square-mile section of Las Vegas that includes the Strip and 2,000 hotels, casinos, restaurants, and other attractions.

<sup>6</sup> *One Year In, 50,000 Self-Driving Rides Later*, Lyft (May 2019); <https://blog.lyft.com/posts/2019/5/30/one-year-in-50000-self-driving-rides-later>

However, the pilot program does not include a subsidy program for low-income or senior riders.

AVs are regularly tested during the Consumer Technology Association's convention (CES) annually hosted by the Las Vegas region. As of 2019, multiple ventures continue to share driverless shuttle vehicle prototypes with Las Vegas as a backdrop. With regards to the future coordination of automated fleets, limited discussions have surfaced in CES around the potential of filling vehicles with cargo during times of less demand for passenger transportation<sup>7</sup>.

While AVs continue to be prototyped, policy experts have challenged the idea that AVs are a one-size-fits-all solution to transportation problems. At an event hosted by Zappos in 2018, the chief innovation officer of the Los Angeles County Metropolitan Transit Authority stated, "You can have as many AVs and electric vehicles as you want all over town, but if there's too many of them trying to go to the same place at the same time, you're going to have the same congestion problem."<sup>8</sup>

<sup>7</sup> *The New Mobility: Redefining the Auto Industry*, Consumer Technology Association (July 2019) <https://www.cta.tech/News/i3/Articles/2019/May-June/The-New-Mobility-Redefining-the-Auto-Industry.aspx>

<sup>8</sup> *Experts Take on Challenges of Mass Transit in Las Vegas*, Las Vegas Review-Journal (November 2018) <https://www.reviewjournal.com/traffic/experts-take-on-challenges-of-mass-transit-in-las-vegas-1538728/>



Photo by Kevin LEE on Unsplash

## SUMMARY OF GAPS AND NEEDS RELATED TO SPECIALIZED PUBLIC TRANSPORTATION

### Funding Shortfalls for Transportation Providers

RTC has recently faced funding challenges that have vastly impacted the agency's services. The agency has long depended on ridership along the Strip to bring enough revenue to subsidize other services. With the onset of TNC service along the Resort Corridor, the agency has faced decreasing ridership, translating to a revenue shortage. Additionally, rural transit and non-profit transportation providers also face funding challenges to meet growing demands.

### Limited Funds Available for Paratransit and Specialized Services

Previous transit service reductions impacted the paratransit service area. In addition to the retraction of fixed-route service (which impacts the paratransit service as well), the agency limited ADA paratransit services to the federally mandated 0.75-mile buffer from fixed-route stops in 2011. RTC once offered paratransit services double that standard—1.50 miles from fixed-route stops. As such, paratransit service was one of RTC's most expensive services. When the RTC retracted the paratransit service area to 0.75 miles, the agency agreed to exempt all current clientele that were using the services from 1.50 miles—as long as those individuals did not move from their current locations.

The variation of the paratransit service area over the past decade has created confusion as to what areas have access to paratransit services and which ones do not have access. In response to a need for more public information, the RTC launched the Call Before You Move campaign and online mapping tool.

When RTC permitted paratransit eligible clientele still living within 0.75 and 1.50 miles from mandated fixed-route service to access services, it helped to contribute to the already high cost of providing paratransit service and some dissension resulted. For example, two paratransit eligible customers may live in the same neighborhood, with one grandfathered customer receiving service, and the second resident not eligible due to the timing of the service boundary change.

To fill gaps in service, the Community Mobility Program recipients and other transportation providers reach additional customers located outside of the service area. However, the demand for service exceeds existing resources. Long lead times exist between scheduling and rides, with limited availability for same-day services.

The RTC paratransit area is not the only program to suffer due to limited funding streams. The Taxi Assistance Program, a provider of discounted taxi vouchers to low-income seniors and people with disabilities, implemented significant limitations due to a cut in funds from the Nevada Taxicab Authority from 2015 to 2017.

Taxi Assistance Program clients are now limited to purchasing two coupon books per month, a decrease from six per month in 2015. Additionally, coupon books are now charged at a 10-dollar rate. The exclusion of five-dollar book rates is believed to have affected “approximately 75% of the client base.”<sup>9</sup>

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9 DHHS Factbook (August 2017)





## Coverage Gaps Exist Today

Passengers who live outside the ADA complementary paratransit area are advised to use alternative providers (particularly the FDR services and other demand-response travel offered by recipients of the Community Mobility funds), but popular awareness of those services may be limited.

Therefore, when comparing the locations of ADA-certified recipients and the existing ADA paratransit and FDR service areas—along with additional demographic map analyses—the following gaps in coverage appear to exist in the following locations (among others):

- Parts of Enterprise in the southwest Valley, particularly the Blue Diamond and West Cactus corridors (Southern Highlands)
- Areas immediately west of Summerlin
- Areas north of Route 564 and south of Interstate 11 in Henderson
- Locations north of Route 93's Business Spur in Boulder City
- Portions of the Las Vegas Valley to the northwest of the Bruce Woodbury Beltway

- There is a transit coverage gap in growing areas. Of the four fastest growing ZIP codes in the Las Vegas region, only one (89148, or Rhodes Ranch in Spring Valley) is served by the fixed-route transit network.<sup>10</sup>

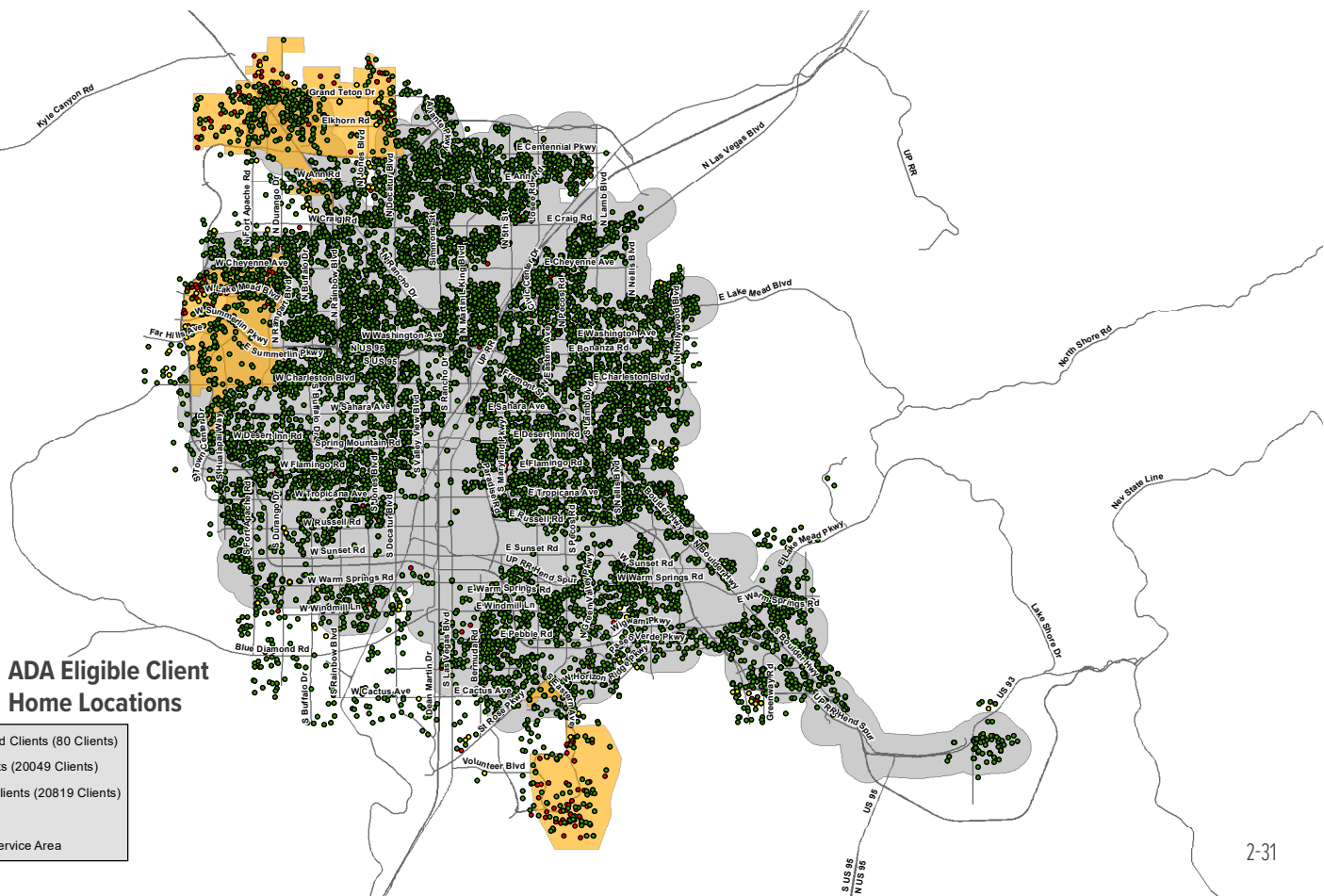
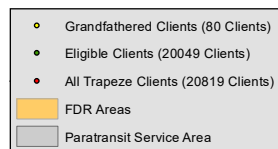
## Would-Be and Existing Riders are Discouraged by Duration, Frequency, Safety, and Reliability of the Transit Experience

Infrequent service, long trip times, and concerns over safety and reliability deter would-be riders from using public transit across Clark County. Additionally, long trips are especially challenging for transit-dependent parents and caregivers traveling with infants and small children, low-income residents making reverse commutes, youth traveling between school and after-school activities, and people with physical, sensory, and cognitive disabilities.

Additionally, although the Las Vegas Valley holds a massive majority of Clark County's

<sup>10</sup> Nevada Current (2019). *Demand for Bus Service Grows Even as Fare Revenue Plummets*, Nevada Current. <https://www.nevadacurrent.com/2019/10/09/demand-for-bus-service-grows-even-as-fare-revenue-plummets/>

Figure 2-15 ADA Eligible Client Home Locations



population, there are towns in outlying areas that are significant distances away. As a result, routes connecting between cities often have long headways and service is infrequent and unreliable. Riders transferring from one service to another often experience long wait times at key transfer points.

### Imbalanced Location of Jobs and Housing

The distribution of housing versus jobs in Las Vegas is imbalanced. There are fewer jobs in the Valley, and the distribution of jobs is not equally or evenly located throughout the Valley. People with disabilities encounter additional continuous challenges. In 2018, the national unemployment rate for people with disabilities (8.0%) was over double the rate than for people without disabilities (3.7%).<sup>11</sup>

11 *Persons with a Disability: Labor Force Characteristics – 2018*, Bureau of Labor Statistics (February 2019) <https://www.bls.gov/news.release/pdf/disabl.pdf>

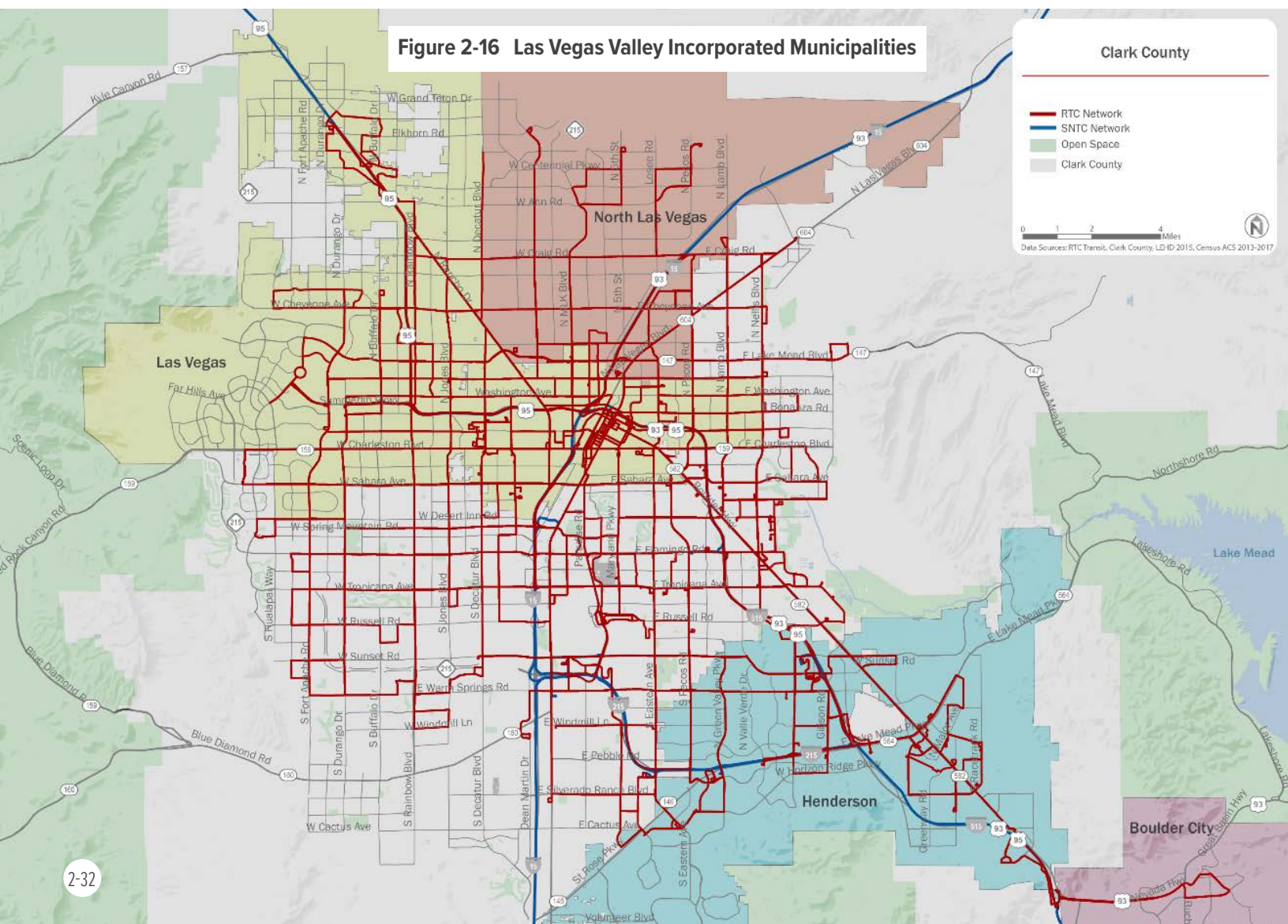
### Inconsistent Access to Food and Social Services

The distribution of specialized services in the Valley is not uniform; specifically, adult day care services and services for people with sensory impairments. Grocery stores and some social services are only located in certain areas of the Valley, making it difficult for everyone to access them.

### Rider Processes Not Standardized

RTC is unique among transportation institutions in that the County’s metropolitan planning organization and largest fixed-route and paratransit provider are under the same umbrella. However, the other specialized transportation services in the Valley are somewhat siloed—each one has separate standards and selection process for its riders.

Figure 2-16 Las Vegas Valley Incorporated Municipalities







Sidewalk Conditions Near Maryland Parkway and Charleston Blvd, Las Vegas

## A Challenging Environment for People Who Walk or Use Mobility Devices

The landscape of the Valley in general is not conducive to utilizing public transportation, or active transportation such as walking. Sidewalks are not fully present everywhere, there is often construction throughout the region, and roads are extremely wide. Not all stops have benches and shelters; some are simply flag or pole stops. Inconsistent bus stop design and a lack of wayfinding also makes navigation for people with disabilities difficult.

Safety from traffic dangers is a crucial need for pedestrians and people waiting at bus stops. Drunk driving is a common challenge, with 29% of all traffic fatalities in both the State of

Nevada and the entire United States involving a driver impaired by alcohol in 2018.<sup>12</sup>

The climate of Southern Nevada and lack of high-comfort pedestrian facilities is often not conducive to waiting outside for vehicles during the hot summer. In areas where there are no shelters, it is difficult for vulnerable populations to wait long periods of time for the bus.

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<sup>12</sup> National Highway Traffic Safety Administration (2017). *Alcohol-Impaired Driving*. Retrieved from <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812630>



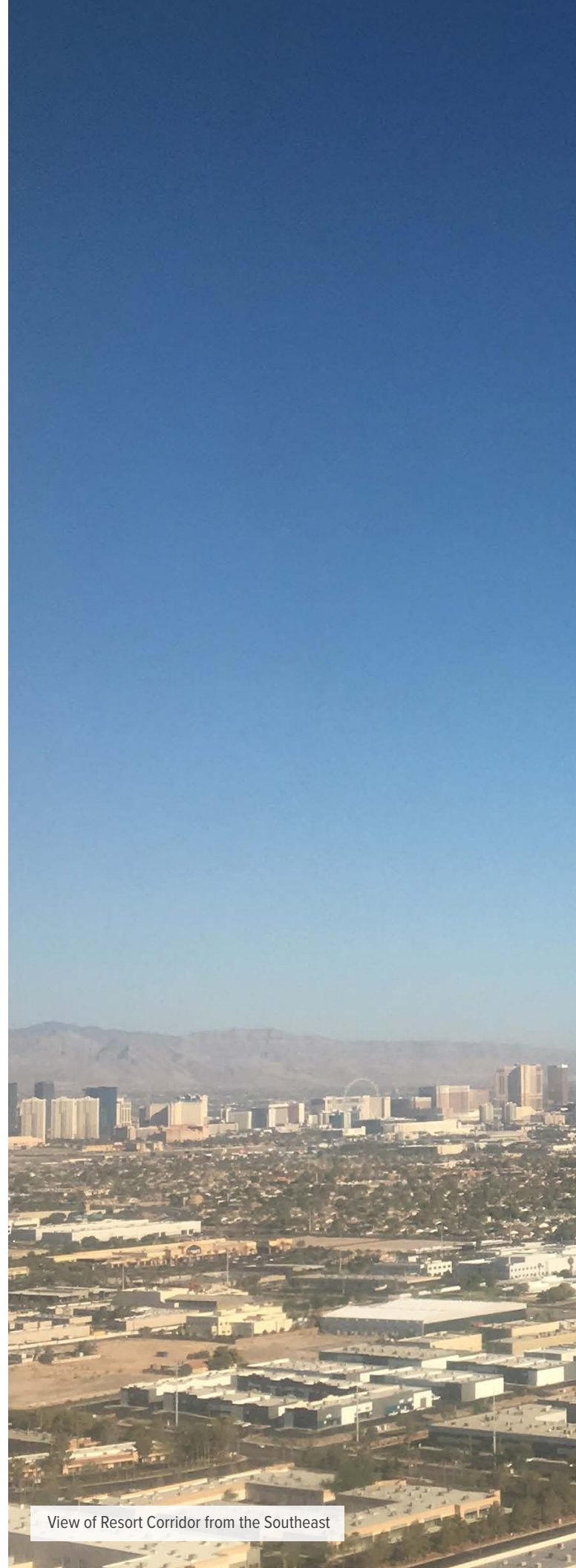
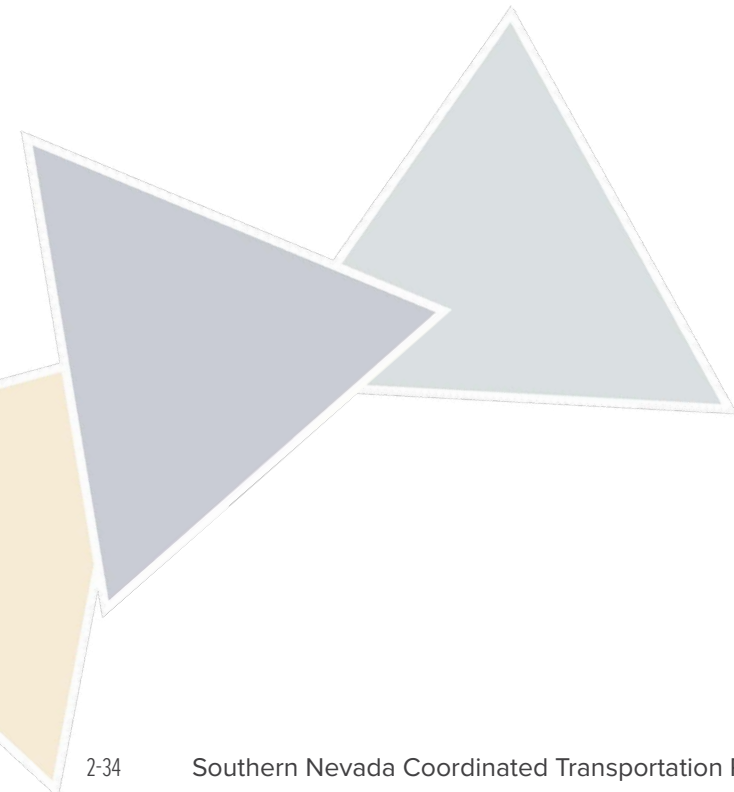


## **Southern Nevada Weather and Geography Impact Transit Operations and Service**

The warm climate may also impact transit operations. The heat on roads wears down vehicle tires, cooling systems, hydraulics, and air conditioning units. These issues all contribute to breakdowns and maintenance costs.

The region's geography is also challenging for rural transit providers. Although the Las Vegas Valley houses a majority of Clark County's population, there are towns in outlying areas that are a significant distance away (Mesquite is about 80 miles from Downtown Las Vegas). These distances result in long headways on routes connecting between cities.

At the same time, the need for connections from Clark County's outlying towns may not necessarily depend on accessing Las Vegas. For example, people living in Laughlin can access Social Security offices in Needles, CA instead of Las Vegas, cutting their roundtrip distances by as much as 120 miles (or two hours).



View of Resort Corridor from the Southeast







Marcia Blake  
Helping Hands

Participants at one of the project's public outreach events.



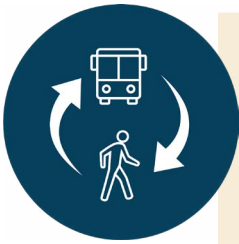


# 3

## Goals, Strategies, and Implementation

### PROPOSED COORDINATED TRANSPORTATION PLAN GOALS

The development of this plan’s recommendations stems from multiple key goals. Proposed goals of this plan are shown below:



#### Goal 1: Expand Mobility Options and Resources

Continue expanding the capacity of transportation services available to populations of all abilities and means in Southern Nevada.



#### Goal 2: Increase Awareness of Transportation

Regularly educate and inform residents and visitors of all available transportation services and resources through user-friendly and accessible educational tools.



#### Goal 3: Leverage Technology

Explore the use of emerging mobility options to complement existing transportation services.



#### Goal 4: Improve Connections to Transit Facilities

Optimize land use and transit, bicycle, and pedestrian facilities to improve the efficiency, accessibility, safety, and quality of first and last mile trips.



#### Goal 5: Expand Regional Collaboration

Continue expanding on existing coordination and collaboration efforts between non-profits and government agencies.


## PROPOSED STRATEGIES TO ADDRESS GAPS AND NEEDS

### Strategy Categories

Coordinated Transportation Plan Strategies are categorized by the strategy's approach to filling gaps and needs in Southern Nevada. The categories listed below are intended to include strategies carrying the following definitions:

- **Programs.** Activities and convenings which are related to sharing information and facilitating interest in coordinated transportation.
- **Policies.** Government principles and actions in support of coordinated transportation.
- **Services.** The direct provision of transportation itself.
- **Infrastructure.** The management, development, and procurement of transportation facilities and vehicles.
- **Funding.** Approaches related to financing and programming coordinated transportation.
- **Personnel.** Human resources for transportation.

By breaking down strategies into categories, the Plan recognizes that strategies to help solve the challenges of meeting transportation gaps and needs do not need to be mutually exclusive. One can meet the goal of leveraging technology, for example, through a combination of infrastructure and policy strategies. Likewise, when considering how to implement this plan, introducing a new service will depend on personnel and funding. Therefore, filling transportation gaps and meeting transportation needs requires a holistic approach to transportation.

When draft strategies were presented to the Plan Stakeholder Advisory Committee, members were asked to vote for the strategies in each category they deemed a priority. The top recipients of votes in each category are marked below with the  **TOP PRIORITY** header.

### Implementation Guidance

The coordination strategies in this plan are designed to meet Southern Nevada's key transportation gaps, needs, and goals. Each strategy is followed with key attributes and considerations necessary for a successful implementation. These items include:

- **Goals Addressed.** The applicable 2020 Coordinated Transportation Plan goals covered by the strategy.
- **Geography.** The extent of Southern Nevada which this strategy should be a priority.
- **Resourcing Implications.** An approximation of the necessary staffing and other resources required to implement the strategy.
- **Key Performance Indicators.** A list of important metrics for gauging the success of a strategy upon implementation.
- **Potential Implementation Lead.** Possibly the most crucial part of implementation will be a champion and/or lead agency to bolster support.
- **Potential Partners.** These are potential entities to work with the lead to gain the necessary support of multiple agencies and communities to ensure continued success in implementation.

Proposed strategies are subject to change in the future based on community needs and available resources, which are evolving as a result of the COVID-19 pandemic. The following list provides a framework for implementing Plan goals and may be modified due to the potential changes in travel behaviors, population and unemployment levels, funding availability, and capacity of transportation and health and human service providers.



## List of Strategies

Type	Strategy
Programs	Establish Formal Statewide Transit Association*
	Develop and Distribute Consumer-Friendly and Accessible Materials*
	Establish Mobile Travel Training Program*
	Provide Transparent and Accessible Section 5310 Information online
	Develop TNC Ride Assistance Program
	Develop Single Contact/App/Site for Regionwide Trip Planning, Scheduling, and Payment
	Broaden Awareness of Community Mobility Fund
	Expand Customer Satisfaction and Planning Surveys
Policies	Advocate for Integration of Transit and Compact Development into New and Redevelopment Planning to Promote Transit Access*
	Incentivize/Encourage Neighborhood Social Service Centers and Pop-Ups for All People*
	Expand In-Kind Donations, Awareness, and Distribution of Complimentary and Discounted Transit Passes to Target Populations*
	Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships
	Allow TNC Trips as a Medicaid-Eligible Transportation Mode
	Consider Fare Policies for Improved Transit Affordability and Access
	Establish Standards for Purchase of Service
Services	Continue to Expand Use of Technology in Paratransit Scheduling and Education*
	Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters*
	Explore Expanding Services to Connect People in “Food Deserts” to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites*
	Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips
	Connect Transit Service to Regional and Intercity Hubs
	Support Fixed-Route Service Improvements to Increase Ridership and Reduce Burdens on Demand-Response Routes
	Explore Partnerships and Collaboration for School Transportation for All
	Explore Utilizing Rural Vehicle Layover Time to Expand Urban Service
	Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule
	Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators
Infrastructure	Improve Transit Navigation for People with Disabilities Through the Use of Technology*
	Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements*
	Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe and/or Inaccessible Conditions on Sidewalks and at Bus Stops*
	Leverage GIS Tools to Map ADA Accessible Paths
Funding	Sustain and Expand Funding for Existing Transit and Specialized Transportation Services*
	Coordinated Funding and Related Policies*
	Identify Alternative Revenue Sources for Transit Capital and Operations
Personnel	Establish Regional Mobility Managers*
	Share Support Services Across Multiple Agencies and Organizations*
	Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit*
	Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition
	Explore Options to Expand Demand-Response Dispatch Staffing
	Increase Custodial, Security, and Ambassador Staffing at Bus Stops



## PROGRAM STRATEGIES

### Establish Formal Transit Association



#### Rationale

Multi-agency coordination councils are already regularly meeting to discuss and address public transit and human service transportation issues in Southern Nevada. This effort, spearheaded by Southern Nevada Transportation Coalition (SNTC), is a step in the right direction for reducing duplicative services, coordinating providers on long-distance regional trips, and educating agencies about each other’s capabilities and limitations.

The next step is to formally establish the transit association to facilitate meaningful collaboration between all transportation providers across Clark County and neighboring locations, including Nye, Lincoln, and White Pine counties.

#### Description

- Develop a mission statement and charter for the transit association.
- Determine the partnership organizational structure that meets the group’s mission, goals, and capacity (e.g., project of existing non-profit, fiscal sponsorship, non-profit formation).
- Convene quarterly meetings at rotating sites throughout the County. Members of the public may be invited to speak and submit comments for a specified portion of time. Follow up each meeting with clear documentation and responsibilities.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Staff time to administer and attend meetings
Potential Funding Sources	Possible state partnership funding (for training), dues structure for member agencies, and sponsorships.
Key Performance Indicators	Number of attendees per meeting, sponsors, number of trainings delivered, annual conference outcomes.
Potential Implementation Lead	Southern Nevada Transportation Coalition
Potential Partners	RTC Transit Division, NDOT Transit Division, Section 5311 and 5310 award recipients, regional and statewide mobility managers, Helping Hands of Vegas Valley, MLK Senior Center

#### Precedent

The Washington State Transit Association (WSTA) consists of 32 public transit agencies serving rural, small urban, urban, and regional areas. WSTA’s leadership, which is governed by a board of directors comprised of general managers of each of its transit agency members, adopts and establishes policies, legislative priorities, and budgets and provides strategic direction for public transit operations in Washington.



## PROGRAM STRATEGIES *(continued)*

### Develop and Distribute Consumer-Friendly and Accessible Materials



#### Rationale

Various transportation options, social services, and resources are offered throughout Clark County; however, residents may be unaware of what is available and for what they may be eligible. Developing and distributing consumer-friendly, accessible educational materials can help to increase public awareness of services and connect residents to the vital resources.

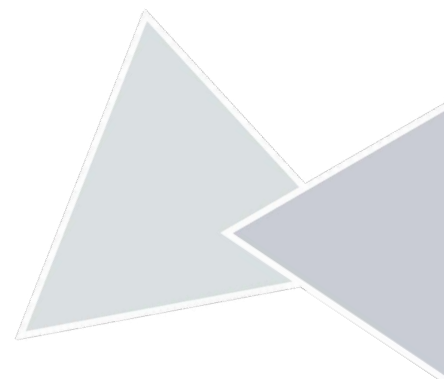
Several agencies and non-profits already distribute educational materials through various forms of media. A next step may involve a coordinated public awareness campaign targeting at-risk populations in the region.

#### Description

- Collaborate with partner organizations, non-profits, and social services to identify opportunities for coordinated engagement and production of educational materials.
- Educational materials should be available in various forms of media (e.g., website, social media, printed materials, posted ads, e-newsletters, etc.).
- Consider disseminating online and paper surveys to gauge public awareness of existing services and to identify opportunities of improvement.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources; Increase Awareness of Transportation
Geography	Countywide
Resourcing Implications	Hire additional staff or contractors dedicated to facilitating coordination of public awareness campaign with local partners may be needed.
Potential Funding Sources	National Center for Mobility Management grants, in-kind donations from service providers
Key Performance Indicators	Post-campaign survey with questions gauging awareness of services and effectiveness of materials
Potential Implementation Lead	Blindconnect
Potential Partners	Southern Nevada Transit Coalition, Regional Transportation Commission of Southern Nevada, Department of Health and Human Services, Clark County, non-profits, private sector partners (e.g. Lyft, Tango)



## PROGRAM STRATEGIES *(continued)*

### Establish Mobile Travel Training Program



#### Rationale

The RTC currently offers a free on-site training program that educates seniors and persons with disabilities about traveling by public transportation, and received an FTA Mobility for All grant for a mobile RTC Transit learning lab during June 2020. Transit agencies and human service providers can expand on these efforts by working with the RTC and the SNTC to establish a mobile travel training program. Transportation providers would travel to different sites (e.g. senior centers, community centers, medical centers, non-profits) to offer hands-on travel training that includes trip routing, finding the nearest bus stop, a free demo ride on a city bus, and training on how to maneuver a mobility device onto a vehicle.

Training sessions would also involve resource sharing and a review of eligibility requirements and certification process for different services. Expanding awareness of transportation resources can increase confidence and independence and could potentially shift existing paratransit riders to the more cost-effective fixed-route service.

#### Description

- Conduct a knowledge share between the RTC, SNTC, human service providers, and non-profits to discuss travel training programs and areas for improvement.
- Assess demand for travel training at various social service agencies and sites.

#### Implementation Summary

Goals Addressed	Increase Awareness of Transportation
Geography	Countywide
Resourcing Implications	Hiring and training full-time staff to oversee mobile travel training program
Potential Funding Sources	FTA Access & Mobility Partnership grants
Key Performance Indicators	Number of sites visited; Number of clients trained
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	Southern Nevada Transit Coalition, NDOT Transit Division, all Section 5311 and 5310 award recipients, all regional mobility managers, non-profit transportation providers, Opportunity Village, MLK Senior Center

#### Precedent

Capitol Hill Village in Washington D.C. received an FTA Access and Mobility Partnership grant to improve health outcomes of low-income seniors and people with disabilities through a travel training program designed to increase clients' transportation awareness, knowledge, and confidence in using public transportation.





## PROGRAM STRATEGIES *(continued)*

### Provide Transparent and Accessible Section 5310 Information Online

#### Rationale

The metropolitan planning organizations (MPOs) for Nevada’s large urbanized areas— RTC Southern Nevada and RTC Washoe County—are responsible for administering Section 5310 funds independently of the Nevada Department of Transportation. This designation of “MPOs as the recipients of the Section 5310 funds for these [urbanized] areas” is listed in the 2020 Nevada DOT State Management Plan.

In the absence of the State deciding the full priorities of Section 5310 funding for the urbanized area of Clark County, the onus is thus placed on the MPO to “use their own project selection and prioritization process<sup>1</sup>.” The role of the MPO should also include the publicization of such funds to potential sub-recipients.

#### Description

- As an MPO, establish a simplified website homepage including any posted calls for funding, deadlines, reports of recipients, and links to provider directory; and include any current or future committee pages dedicated towards accessibility, mobility management, equity, fare policy, and needs for the senior and disability community.
- Upload linked attachments and update header content on an annual to semi-annual basis.
- Set up a platform for recipients and subrecipients to report.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources; Increase Awareness of Transportation; Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Staff time to administer, approve documents for posting, establish web page, and update links—all on an average of an annual to semi-annual basis
Potential Funding Sources	Use existing staff and platforms
Key Performance Indicators	Number of visitors
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	All Section 5310 award recipients

#### Precedent

For the 2018-2020 funding cycle, RTC Washoe County placed an open and publicly accessible call for project proposals on its main website. Placing the call for proposals, a program management plan, and a guide for existing and prospective subrecipients allows for the clear spread of information of RTC Washoe County’s project selection and prioritization processes.

<sup>1</sup> Nevada DOT State Management Plan Draft (2020), Retrieved from <https://www.nevadadot.com/home/showdocument?id=17544>

## PROGRAM STRATEGIES *(continued)*

### Develop TNC Ride Assistance Program

#### Rationale

The State of Nevada Department of Health and Human Services administers a Taxi Assistance Program, which provides discounted taxicab coupon books to qualified individuals. A similar program for rides through transportation network companies (TNCs) could be developed with its own funding source and set of eligibility requirements.

Consider collaborating with TNCs to pilot a diverse set of acceptable payment options, such as pre-paid paper coupons and electronic credit access, and ride discounts to further expand access to users who are unbanked or do not have access to smartphones.

#### Description

- Convene with TNC companies to determine contracting elements.
- Collaborate with TNC companies to establish a dispatch service to allow clients without smartphones to reserve rides.
- Create an onboarding program to train clients on how to reserve TNC rides through the mobile app and via the dispatch service.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Staff time to administer program and convene meetings with TNC companies
Potential Funding Sources	Can be funded with sponsorships from transit providers, as well as 5310 funding; possible Easter Seals and/or Community Action grants
Key Performance Indicators	Dollar amount used for shared TNC rides
Potential Implementation Lead	Aging and Disability Services Division
Potential Partners	Lyft, Uber

#### Precedent

The Fresno Council of Governments established the Measure C Senior Scrip program<sup>2</sup>, which provides alternative and affordable transportation to Fresno County residents aged 70 and older. Eligible clients can receive a 75% discount on ride fares by purchasing either paper scrip used for covering taxi fares, or electronic credit access to Lyft or Uber rides. RTC Paratransit, State of Nevada Department of Health and Human Services, and local non-profits have also completed pilots for subsidizing rides provided by Lyft, Tango, and Uber.

<sup>2</sup>



## PROGRAM STRATEGIES *(continued)*

### Develop Single Contact/App/Site for Regionwide Trip Planning, Scheduling, and Payment

#### Rationale

A mobility management system that serves as a resource database and provides trip planning support and travel training can be a major asset to providers and their clients. Integrating this clearinghouse with trip planning, scheduling, and payment functionalities within a user-friendly app and website makes this information more readily accessible to customers seeking to understand the transportation options available throughout the region.

The Transit and rideRTC apps incorporate many of these services; however, due to the regional nature of this plan, a more extensive platform would aid riders throughout the County who may not directly rely on RTC services for transportation. By combining information and trip planning services from multiple agencies and non-profits into a single app and website, customers would no longer have to search multiple websites or download several apps to plan their trips. Creating and managing a single database that is accessible via mobile app or website enables clients to make well-informed decisions on the services that best suit their needs.

#### Description

- Create a mobility manager position for the region and hire and train staff to oversee the mobility management system.
- Consolidate and document resources for all transportation services within Clark County, including service area, eligibility verification, fare subsidy, and use restrictions.
- The app should enable regionwide trip planning, scheduling, and fare payment across multiple systems and should incorporate transportation services offered by non-profits.
- The app should be integrated with the mobility management system.
- A link to the single resource should be accessible from the websites and apps of all transit providers and human service organizations throughout Clark County.

#### Implementation Summary

Goals Addressed	Increase Awareness of Transportation; Leverage Technology
Geography	Countywide
Resourcing Implications	Hiring and training full-time staff to oversee mobility management system; hiring a developer to create app and website that are integrated with the mobility management system
Potential Funding Sources	Mobility management is an eligible capital activity under the FTA Section 5310 program. Up to 80% of mobility management costs could be federally funded and a 20% local match would be required. Mobility management may also be covered as an administrative activity (10% formula draw down) from any federal formula fund, as well as 5303 and 5304 funding dollars. It may also be jointly funded between multiple agencies.
Key Performance Indicators	Number of rides arranged by mobility management system; overall customer satisfaction; customer awareness of app or website
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	NDOT Transit Division, All Section 5311 and 5310 award recipients, All regional mobility managers, non-profit transportation providers

#### Precedent

Way to Go Connecticut is a mobility management program that helps senior citizens and people with disabilities navigate transportation options by creating a point of access for all services available in the north central region of Connecticut.



**PROGRAM STRATEGIES** *(continued)***Broaden Awareness of Community Mobility Fund****Rationale**

Contingent on the annual RTC budget and following a public comment and meeting process, recipients of the Community Mobility Fund are tasked to serve the transportation needs of the region's seniors, people with disabilities, and low-income residents. The FY 2020 iteration of the Community Mobility Program received six applications and all six received funding.

Although grant recipients serve different (yet sometimes overlapping) service areas intended to provide coverage throughout the whole of the Las Vegas Valley, the availability of each recipient to target populations will depend on the organization's eligibility requirements. A client with a disability, for instance, may only be eligible to use one Community Mobility Fund service even though several recipients also serve the same target population.

While each organization's requirements cannot be changed, RTC should consider broadening the awareness of the Community Mobility Fund to encourage more providers in more geographic areas to participate.

**Description**

- Identify gaps in coverage areas and commonalities in eligibility requirements between non-profits by target populations.
- Working with a stakeholder committee, identify champions of local match support for the Community Mobility Fund and encourage their communication with other municipalities.
- Consider the possibility of reducing barriers for potential recipients, including percentage of minimum local match for operating assistance or provision of certain support services.

**Implementation Summary**

Goals Addressed	Expand Regional Collaboration; Increase Awareness of Transportation
Geography	Countywide
Resourcing Implications	Staff time to explore changes in regulations and expand marketing of the next round of Community Mobility funds
Potential Funding Sources	Joint funding project amongst the regional agencies or funded through mobility management project.
Key Performance Indicators	N/A
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	All Fiscal Year 2019 Community Mobility Fund Recipients; Coordinated Plan Stakeholder Committee members; Local match providers



## PROGRAM STRATEGIES *(continued)*

### Expand Customer Satisfaction and Planning Surveys

#### Rationale

RTC currently surveys customers twice a year to gauge customer satisfaction with overall fixed-route and paratransit services. The survey tracks several metrics including safety and security, timeliness, and bus stop conditions, and provides important feedback that informs service improvements.

RTC and other agencies that provide grant funding to non-profits should consider expanding customer satisfaction surveys to include passengers using transportation services provided by all grant recipients to better understand their experiences and to identify opportunities for improvement. Feedback collected from the surveys can inform funding allocation and gaps in service. Additionally, planning surveys could capture disability status in order to better understand travel patterns and needs.

#### Description

- Collaborate with Community Mobility Fund Recipients to draft survey questions.
- Identify key performance metrics to track over time (i.e. timeliness, driver friendliness, ease of service, etc.).
- Sync distribution of Community Mobility Fund survey with Fixed-Route and Paratransit surveys.
- Explore adding a demographic question regarding disabilities to future transit and transportation planning surveys.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Staff time to create, administer, and analyze surveys
Potential Funding Sources	Jointly funded amongst agencies; nominal cost
Key Performance Indicators	Number of survey responses; overall customer satisfaction with Community Mobility Service
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	RTC Transit Division, RTC Paratransit Operations and Specialized Services

## POLICY STRATEGIES

### Advocate for Integration of Transit and Compact Development into New and Redevelopment Planning to Promote Transit Access



#### Rationale

Mixed-use and transit-oriented developments (TOD)<sup>3</sup> can improve accessibility to living, work, commercial, and residential destinations, particularly for residents who do not have regular access to a vehicle. Mixed-use and TOD development also supports use of non-automobile modes (e.g., active transportation like biking and walking), which can help to reduce greenhouse gas emissions. Local agency and regional plans, including the Southern Nevada Strong Regional Plan, identify mixed-use and TOD as tools for supporting transit and complete communities.

RTC and local government agencies should continue to monitor locations where the feasibility of TOD has been thoroughly researched and supported. Partners of this plan can thus advocate for prioritizing transit expansion in locations with compact development policies and transit-oriented development to further promote access and connectivity to the transit network.

Additionally, partners of this plan can advocate for developments which are more physically oriented towards the street and accessible transit stops with a reasonable walking distance and the integration of transit amenities such as larger passenger waiting areas, updated bus shelters, benches, or real-time travel information.

#### Description

- Monitor progress of Maryland Parkway TOD Plan development.
- Identify potential corridors where TOD could be feasible. Inventory all existing and planned transportation components, land uses, and economic development opportunities along those corridors.
- Convene with other cities that have adopted TOD ordinances to understand challenges, opportunities, and best practices.
- Convene with neighborhood groups to advocate for future developments designed to be directly served by existing transit routes and stops.
- Encourage the locations of employment centers, affordable housing, health and human services, and other destinations along transit routes

<sup>3</sup> Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit that creates a compact, walkable, mixed-use and dense environment. TOD areas serve as activity centers that may provide a range of benefits to the region, local community, and individual households.





## POLICY STRATEGIES *(continued)*

### Implementation Summary

Goals Addressed	Improve Connections to Transit Facilities
Geography	Countywide
Resourcing Implications	N/A
Potential Funding Sources	Community Development Block Grants
Key Performance Indicators	Average density of projects sited within 0.25 miles of a transit stop
Potential Implementation Lead	Local government agencies
Potential Partners	Regional Transportation Commission of Southern Nevada, Southern Nevada Transit Coalition, AARP

### Precedent

A TOD plan currently exists for the Maryland Parkway corridor in the Las Vegas Valley. The TOD plan will locate priority station areas along Maryland Parkway and ensure that the nearby development will build upon existing economic, physical, and social assets to create community amenities unique to the Las Vegas Valley.

## POLICY STRATEGIES *(continued)*

### Incentivize/Encourage Neighborhood Social Service Centers and Pop-Ups for All People



#### Rationale

Distribution of specialized services in the Valley is not uniform. Some services are only located in certain areas of the Valley, making it difficult for everyone who needs them to access them. Transit agencies and human service providers should consider co-locating services at transportation hubs where organizations can provide a range of services near transportation resources.

As identified in Southern Nevada Strong, co-locating services at the neighborhood level rather than the regional level reduces travel time and cost, reduces strain on the regional transportation network, and helps to facilitate integration of services amongst providers.

#### Description

- Identify human service providers located near key transit hubs throughout Clark County.
- Human service providers and transit agencies can host pop-up events at transit hubs in their service area on a monthly or quarterly basis.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	N/A
Potential Funding Sources	Easter Seals or Community Action Grants
Key Performance Indicators	Number of attendees at pop-up events
Potential Implementation Lead	Opportunity Village
Potential Partners	Nevada Senior Center, Nevada Division of Welfare and Supportive Services, Regional Transportation Commission of Southern Nevada, Southern Nevada Transit Coalition

#### Precedent

Serve Denton in Denton, Texas is an organization that develops property projects where nonprofits pay lower rent compared to commercial office space and shared costs. They also collaborate with local nonprofits to provide a mobile pantry that offers fresh produce to community members.

Local examples of co-location of services include the Las Vegas Resiliency Center and The Harbor.



Transit Pass Vending Machine at the Bonneville Transit Center

## POLICY STRATEGIES *(continued)*

### Expand In-Kind Donations, Awareness, and Distribution of Complimentary and Discounted Transit Passes to Target Populations



#### Rationale

RTC offers a Community Partnership Transit Pass Grant program that allows non-profits to apply for grants that cover part of the cost for fixed-route transit passes. Non-profits and human service providers should expand awareness and distribution of these complimentary passes to target populations.

Non-profits and human service providers should also aggressively pursue in-kind donations to help fund transportation services and to cover the cost of subsidized transit passes. The Department of Veterans Affairs (VA) hospital, for instance, covers the entire cost of discounted RTC transit passes using in-kind donations because federal funds cannot be used, and restrictions apply for RTC bus pass funding.

#### Description

- Non-profits and human service providers can include information on complimentary transit passes on their website and in newsletters.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	N/A
Potential Funding Sources	In-kind donations; fundraising events
Key Performance Indicators	Number of complimentary transit passes issued each month
Potential Implementation Lead	Non-profits and human service providers
Potential Partners	Regional Transportation Commission Southern Nevada



**POLICY STRATEGIES** *(continued)*

**Develop Goals, Performance Targets, and Data Sharing Requirements for Public-Private Partnerships**

**Rationale**

Several public agencies and non-profits have showed interest or have engaged in public-private partnerships in the past five years, such as the RTC partnership with Lyft and Tango. These efforts are a step in the right direction for addressing service gaps, cost savings, and expanding mobility options for at-risk populations.

As they continue to learn from existing and new partnership models, public agencies and non-profits should establish program goals, performance targets, and data-sharing requirements to provide a consistent policy framework to evaluate the effectiveness of partnerships and pilot programs. This framework can also help to strengthen alignment between program operations and broader agency wide and general mobility goals.

**Description**

- Goals, performance targets, and data-sharing requirements should reflect desired outcomes and should align with goals of the agency or organization.
- Stakeholder committee members who have engaged in public-private partnerships should convene to discuss challenges and opportunities for improvement.
- Consult peer agencies non-profits and think tanks engaging in consumer privacy and civil liberty policymaking to identify appropriate datasets.

**Implementation Summary**

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Staff time to meet with other agencies involved in public-private partnerships and private partners; hire data analyst to analyze shared data
Potential Funding Sources	Shared funding project amongst agencies; or 10% administrative draw-down on any 5300 federal funding stream
Key Performance Indicators	Targets should align with broader mobility goals at the regional or agency-specific level.
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Aging and Disability Services Division, Health Plan of Nevada, Veteran Affairs, any agency that has shown interest or engaged in public-private partnerships



## POLICY STRATEGIES *(continued)*

### Allow TNC Trips as a Medicaid-Eligible Transportation Mode

#### Rationale

Across the region, existing demand-response service capacity has a challenge to meet current demand for non-emergency medical trips. Stakeholders have expressed an interest in piloting ridesharing services like Lyft and Uber for non-emergency medical trips involving Medicaid recipients; however, the current policy does not include rideshare as an approved transportation provider type.

Given their added flexibility, Medicaid should include ridesharing as another tool that brokers can use. Ridesharing companies are not able to transport all Medicaid recipients due to the lack of drivers with the needed equipment; however, they have the potential to provide rides to many patients, which can help to alleviate transportation costs and improve access to healthcare.

Organizations that have engaged with Medicaid transportation brokers could help to facilitate discussions involving TNCs that include the process for becoming an authorized provider of non-emergent medical transportation (NEMT) service, rates paid by Medicaid, and other requirements.

#### Description

- Instead of using a smartphone to order an Uber or Lyft, passengers would request a ride through the State of Nevada's current broker of Medicaid NEMT transportation, Medical Transportation Management (MTM), by computer or phone call.
- The State of Nevada could convene with other state Medicaid programs (e.g., Arizona, Florida, and Tennessee) to better understand challenges and lessons learned from their experience working with ridesharing companies.
- Determine driver training requirements and identify potential third-party partners to provide wheelchair accessible vehicles.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Dedicate staff (e.g., mobility managers) to manage partnerships with rideshare companies.
Potential Funding Sources	5310 Funding, Rides to Wellness Community Mobility Grant, NCMM Healthcare Access "Ready to Launch" grants, Access and Mobility Partnership grants
Key Performance Indicators	Number of Medicaid rides completed using rideshare; number of no-shows per month
Potential Implementation Lead	State of Nevada Division of Healthcare Financing and Policy (including Medicaid)
Potential Partners	Nevada Department of Transportation, MTM, Health Plan of Nevada, Lyft, Uber, MLK Senior Center

#### Precedent

Tennessee Carriers, a transportation brokerage serving managed care organizations (MCOs), partnered with Lyft in a one-year pilot to provide non-emergency medical transportation in Memphis. The pilot is open to all members of the state's Medicaid program but is often used by frequent hospital visitors such as dialysis patients, pregnant women, and patients undergoing chemotherapy. The Arizona Health Care Cost Containment System (AHCCCS), Arizona's Medicaid program, completed a policy change in 2019 that allows Transportation Network Companies to register as non-emergency medical transportation providers. Under the new AHCCCS provider category, TNCs are eligible to serve Medicaid members who do not require personal assistance when using medically necessary transportation.

## POLICY STRATEGIES *(continued)*

### Consider Fare Policies for Improved Transit Affordability and Access

#### Rationale

Transportation costs can make up a sizeable portion of expenditure costs for low-income households. In some cases, low-income households experiencing severe financial constraints may be pressured to choose between transportation, medicine, and food. Transit agencies should consider adopting fare policies that improve transit affordability. Several agencies have a low-income fare program where eligible riders pay a discounted fare or rate for a multi-day pass.

To expand on these efforts, transit agencies should consider implementing tools such as:

- Fare capping<sup>4</sup>, as considered through the RTC's planned Complete Fare Collection System project
- Low-income fares, which would involve establishing eligibility criteria and identifying revenue sources
- Fare-free zones and/or shuttle routes that connect to vital social services, potentially completed through partnerships between transit agencies and community partners

Including SNTC fares as part of the RTC mobile fare payment system can also help to facilitate a system that reduces the burden of passengers traveling from outer-lying communities to the Las Vegas Valley to access social services, only to pay for an additional transfer onto the RTC system to reach their destination.

Additionally, cash acceptance is needed to support unbanked and under-banked customers. In response customers requesting purchase mobile app passes with cash, the RTC, its mobile app developer, and retail partners are developing a cash acceptance network for electronic passes.

#### Description

- Identify areas with a high concentration of social services, determine whether they may be feasible as fare-free zones, and identify partnerships and revenue sources.
- Collaborate with non-profits and social service providers to identify additional policies that reduce financial barriers to transit.
- Assess financial feasibility of implementing fare capping.
- Coordinate between RTC and SNTC to determine contracting and to identify potential funding sources to cover transfers.
- RTC team overseeing mobile fare payment system should convene with SNTC to discuss integration of SNTC into RTC's mobile app. Partnering would require the installation of electronic validators on vehicles and customer service coordination.
- Develop a cash acceptance network for electronic (mobile app) passes. Determine eligibility requirements for low-income fare options.
- Consider accepting an alternative form of identification for people experiencing homelessness in order to obtain discounted fares.
- Continue to explore a premium rate for paratransit services beyond the federally required minimum service area.

<sup>4</sup> Fare capping means that once a rider uses a transit pass enough times to reach the cost of a daily, weekly, or 30-day pass, they are no longer charged for any additional trips for the duration of the appropriate multi-day pass. It removes the barrier of the upfront cost of passes by providing a "pay as you go" fare structure with a "cap" on the amount that is paid.





## POLICY STRATEGIES *(continued)*

### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Staff time to draft memoranda of understanding and upgrade fare payment apps; promote program upon launch.
Potential Funding Sources	Transit agency general fund and other sources (TBD)
Key Performance Indicators	Number of enrollees, number of instances of fare capping, number of SNTC ticket holders transferring to RTC network
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada Fare Working Group
Potential Partners	Southern Nevada Transit Coalition, Stakeholder Committee representatives, Nevada Homeless Alliance, UNLV

### Precedent

In 2019, IndyGo in Indianapolis, Indiana made several changes to how riders pay bus fares and how much riders pay over the course of a day or week. The fare policy change kept the cost of bus fares the same, but a ticket could be used for two hours on any routes in any direction. IndyGo also implemented fare capping where once a rider spends \$4 in fares in one day (the current cost of a one-day pass), the rest of the day's rides are free.

## POLICY STRATEGIES *(continued)*

### Consider Establishing Standards for Purchase of Service

#### Rationale

The Regional Transportation Commission of Southern Nevada’s workforce mobility pilot program, completed in collaboration with Lyft, is currently focused on first and last mile access to distribution centers on the urban edge. In some cases, reverse commutes to remote employment centers could also be improved by extending fixed route transit; however, routes may not meet minimum transit service minimum targets.

Establishing a “pay for service” pilot would allow employers to contribute towards extending the reach of the network on a temporary basis through a rideshare partnership to provide workforce transportation. If ridership increases, the route could potentially be added to the existing fixed-route system.

#### Description

- Determine criteria, calculation methods, and thresholds for purchase of transit service.
- Identify potential pilot to explore feasibility further.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Las Vegas Valley urban core
Resourcing Implications	Staff time devoted to drafting standards of purchase of service and agreements, transit vehicle maintenance costs
Potential Funding Sources	Current federal formula funds or a possible service expansion plan agreement between agencies.
Key Performance Indicators	Cost savings (cost of transit fixed route extension minus cost of workforce mobility service)
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	Transportation network companies, major employers



## SERVICE STRATEGIES

### Continue to Expand Use of Technology in Paratransit Scheduling and Education



#### Rationale

According to RTC's Paratransit Customer Satisfaction Wave 3 survey results, more people became aware of RTC's RideCheck system, which allows paratransit clients to book new trips as well as check and cancel existing reservations. However, of the respondents who indicated they are aware of RideCheck, only a quarter of respondents use it.

Of those who do not use RideCheck or are not aware of it, 18% indicated they would be interested in learning how to use it. RTC should continue to promote and increase education related to online paratransit scheduling and share lessons learned with other paratransit service providers who may be interested in integrating technology for ride rescheduling.

#### Description

- Share grant and other partnership opportunities through paratransit webpage.
- Explore the use of text communication between driver and rider.
- Clarify the certification and assessment process through short educational video or infographic.
- Promote and increase education related to online paratransit scheduling during on-site travel training sessions.
- Create an online tutorial on how to use the RideCheck system.

#### Implementation Summary

Goals Addressed	Increase Awareness of Transportation
Geography	Countywide
Resourcing Implications	Staff time devoted to storyboarding, producing, and promoting educational videos.
Potential Funding Sources	N/A
Key Performance Indicators	Increase in RTC Paratransit Customer Satisfaction Survey responses with regards to awareness of RideCheck; number of new clients enrolled in RideCheck; number of rides scheduled via RideCheck
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	Southern Nevada Transit Coalition

#### Precedent

RTC currently promotes RideCheck on its user-friendly website, which also includes tips on how to use the system to schedule rides.



**SERVICE STRATEGIES** *(continued)***Develop Microtransit Services Targeted to Low-Income Communities and/or Reverse Commuters -- When Unserved by Fixed-Route Transit****Rationale**

Although several transit providers and organizations offer transportation services in outer-lying areas that focus on seniors and persons with disabilities, few offer services to low-income communities. The cost of and time spent traveling from outlying areas to the urban core may be burdensome, especially for low-income riders.

Low-income residents need to either spend a large portion of their income to maintain their car or not own a car at all, and therefore be limited in transportation options for daily tasks. Piloting a microtransit program that targets low-income communities can increase access to vital social services and improve connections to the RTC and SNTC networks. In addition to providing service in outlying areas, the pilot can also supplement low-density transit corridors.

**Description**

- Identify low-income census tracts that are not within walking distance (0.25 to 0.5 miles) from a transit stop.
- Identify a potential funding source to administer the pilot.
- Survey RTC and SNTC riders who are eligible for reduced fares to gauge interest.
- Consider partnering with microtransit provider.
- Scope the service to include wheelchair-accessible vehicles (to maximize rides diverted from complementary ADA paratransit services, therefore potentially reducing paratransit operating costs).
- To ensure pilot microtransit services are advancing regional and agency-specific mobility goals, entities participating in these partnerships should identify and monitor cost-effectiveness and equity targets to assess program performance.

**Implementation Summary**

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Dedicate staff time to identify network gaps and opportunities for a microtransit pilot
Potential Funding Sources	Jointly funded amongst providers, Easter Seals funding, employer-sponsored projects, Community Mobility Design Challenge Planning Grants
Key Performance Indicators	Number of completed pilot program trips; number of repeat riders each month
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Helping Hands of Vegas Valley, MLK Senior Center, Southern Nevada Regional Housing Authority



## SERVICE STRATEGIES *(continued)*

### **Precedent**

“Microtransit” is still an amorphous term, in some cases being applied to just about any shared ride service in vehicles larger than a sedan but smaller than a bus. The model of microtransit is currently not proven to be more cost-efficient than providing fixed-route transit service. Therefore, the important precedent is ensuring that people living in areas unserved by fixed-route transit can still access the network without depending on driving an automobile.

The Transportation Disadvantaged program, a pilot managed by the Pinellas Suncoast Transit Authority in St. Petersburg, Florida, is intended to support low-income residents through the provision of a low-cost bus pass. Qualified individuals with a job shift beginning or ending between 10 p.m. and 6 a.m. are eligible for on-demand trips to and from work if fixed-route transit service is unavailable.

**SERVICE STRATEGIES** *(continued)***Explore Expanding Services to Connect People in Food Deserts to Grocery Delivery, Grocery Stores, Food Pantries, and Congregate Meal Sites****Rationale**

Roughly 42% of Southern Nevadans who live in USDA-defined food deserts cannot access a grocery store within 30 minutes of using transit or walking. A food desert is a geographic area that is low income<sup>5</sup> and lacks ready access to health and affordable food<sup>6</sup>, according to the U.S. Department of Agriculture. Organizations like Three Square, Southern Nevada Health District, and Together We Can/Vegas Roots have initiated efforts to address food access and food insecurity, including establishing a nutrition education program and implementing goals of the statewide food security action plan.

While transit cannot directly solve the food desert issue, transit can impact aspects of food access. RTC should consider expanding Silver Star services to connect residents living in food deserts to grocery stores. Additionally, Southern Nevada Transit Coalition's service to grocery stores in Bullhead City should be sustained and expanded as possible. Access to food may also be expanded through grocery delivery programs, as completed in a recent partnership between RTC Paratransit and Three Square.

**Description**

- Conduct additional transit analysis to identify needs and gaps in grocery store access.
- Survey Silver Star riders to better understand barriers to food access.
- Explore potential partnerships to pilot a point-to-point service that transports residents in a food desert to a grocery store.
- Consider sustaining or expanding grocery delivery programs.

<sup>5</sup> A Census tract is considered "low income" if:

- The tract's poverty rate is 20 percent or greater; or
- The tract's median family income is less than or equal to 80 percent of the State-wide median family income; or
- The tract is in a metropolitan area and has a median family income less than or equal to 80 percent of the metropolitan area's median family income

<sup>6</sup> A census tract is considered to have "low access" if a significant number or share of individuals in the tract is far from a supermarket.





## SERVICE STRATEGIES *(continued)*

### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Identify staffing and equipment needs to assess feasibility of service expansion
Potential Funding Sources	National Institute of Food and Agriculture Community Food Projects Grant
Key Performance Indicators	Number of completed trips to grocery stores; number of completed grocery deliveries
Potential Implementation Lead	Three Square
Potential Partners	Regional Transportation Commission Southern Nevada Southern Nevada Health District, Southern Nevada Food Policy Council, Governor's Food Security Council

### Precedent

COMET, the transit system serving Columbia, South Carolina, has a partnership with Lyft, which subsidizes the first \$5 of TNC fares for rides both to and from grocery stores. The program, known as COMET to the Market, is intended to reduce the time spent travelling from food deserts<sup>7</sup>.

<sup>7</sup> <http://catchthecometsc.gov/whats-new/take-the-comet-on-the-go-partnership-with-lyft/>

## SERVICE STRATEGIES *(continued)*

### Pilot Partnerships for Non-Emergency and Post-Discharge Medical Trips

#### Rationale

Although non-emergency medical transportation represents a small fraction of the total spent on health care, it remains a big challenge for states to manage. Funding shortfalls, policy and implementation challenges, and a lack of coordination leave many who need transportation few or no options. While the use of telemedicine and pharmacy delivery is expanding, many patients lack access to technology or have medical conditions (e.g. dialysis and chemotherapy) that require in-person appointments.

Transportation providers should consider piloting programs and exploring innovative partnership opportunities to expand options for non-emergency and post-discharge medical trips and to address gaps in service. Administering a pilot program enables transportation providers to evaluate the pros and cons of shifting non-emergency medical transportation to non-traditional service models and could potentially lower costs.

#### Description

- Identify potential rideshare and wheelchair-accessible vehicle provider partners for a pilot program.
- Collaborate with MTM to incorporate pilot program with existing service options.
- Convene with healthcare providers and NEMT schedulers to understand existing barriers.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Hire additional staff to oversee pilot program and partnerships
Potential Funding Sources	FTA Access and Mobility Partnership Grant <sup>8</sup>
Key Performance Indicators	Number of trips; cancellation rate; number of non-urgent emergency room visits
Potential Implementation Lead	Nevada DOT Transit Division
Potential Partners	MTM, Health Plan of Nevada, Amerigroup, Aging and Disability Services Division

#### Precedent

Hennepin Healthcare Clinic, Hitch Health, and Lyft engaged in a year-long non-emergency medical transportation pilot that targeted patients who missed appointments in the past, reducing no-shows by 27% and the cost of paying for NEMT by \$15 each way. The program used Hitch Health’s automated SMS technology to offer Lyft rides to patients in need.

<sup>8</sup> U.S. Department of Transportation Access and Mobility Partnership Grant (2018). Retrieved from <https://www.transit.dot.gov/funding/grants/grant-programs/access-and-mobility-partnership-grants>



## SERVICE STRATEGIES *(continued)*

### Connect Transit Service to Regional and Intercity Hubs

#### Rationale

Connecting from one operator or transit system to another can present complex navigational challenges or long wait times. To facilitate seamless transfers from one system to another, transportation providers throughout the County should consider making connections to regional and intercity hubs (e.g., Boulder City, Greyhound stations, McCarran Airport).

Transportation providers can optimize connections at regional hubs by timing transfers. They can also provide passenger amenities that improve boarding conditions, promote safety, increase accessibility, and enhance the customer experience.

#### Description

- Identify hub locations based on ongoing planning efforts.
- SNTC and rural transit providers should consider taking passengers into the urban core to improve frequency of service and utilization of resources.
- Transit agencies should convene with non-profits and human service providers that offer transportation services to identify opportunities for coordination.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	N/A
Potential Funding Sources	Section 5311(F)
Key Performance Indicators	Number of transfers from one system to another
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition, Greyhound, non-profits and human service providers that offer transportation services

#### Precedent

Los Angeles's Union Station serves as a regional transportation hub that facilitates connections between numerous transportation providers, including LA Metro, Amtrak, Greyhound, Metrolink regional rail, the LAX Flyaway Shuttle, Megabus, taxis, ridesharing companies, and ZipCar. LA Metro platforms and the bus terminal are equipped with user-friendly wayfinding signage to help passengers navigate transfers.



## SERVICE STRATEGIES *(continued)*

### Support Fixed-Route Service Improvements Tailored to Increase Ridership and Reduce Burdens on Demand-Response Routes

#### Rationale

Demand-response service plays a critical role in linking otherwise disadvantaged riders to jobs, critical social services, and independence. As the demand for transit increases, along with a more constrained fiscal climate, it is essential that greater integration of fixed-route and demand-response services occur. While customers may be aware of fixed-route service, there may be some hesitation for them to shift away from demand-response service.

Supporting fixed-route service improvements that complement demand-response service and educating customers on fixed-route service through mobility training can help to increase fixed-route ridership. This may also help to reduce burdens on demand-response routes while also expanding the capacity of agencies to serve additional on-demand trip requests.

Fixed-route service improvements may include increasing frequency of service to offer faster rides. Other improvements may involve designing selected fixed routes with added recovery time to allow greater flexibility for nearby route deviations, thereby giving drivers time to pick up paratransit riders.

#### Description

- Develop and disburse educational materials to help paratransit riders become familiar with the fixed-route system.
- Train drivers operating fixed-route service to look for and assist paratransit riders learning to navigate the fixed-route system.
- Identify potential fixed routes serving areas with high demand for on-demand service to pilot service changes, such as increased frequency or route deviations.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	N/A
Potential Funding Sources	N/A
Key Performance Indicators	Average daily ridership on paratransit and selected fixed routes
Potential Implementation Lead	Regional Transportation Commission of Southern Nevada
Potential Partners	Southern Nevada Transit Coalition



## SERVICE STRATEGIES *(continued)*

### Explore Partnerships and Collaboration for School Transportation for All

#### Rationale

Lack of reliable transportation options can be a barrier for children to attend school and seeking to participate in after school programs, especially for low-income families. Additionally, school transportation guidelines establish a 2-mile walking distance to school, which can be challenging for many students. School districts should explore partnerships with transportation providers to expand transportation options for low-income youth.

In January 2020, the Clark County School District (CCSD) partnered with RTC for a new student transportation program. RTC provided free transit bus passes to students who are eligible for CCSD transportation services. These passes give students full access the RTC network. As a next step, RTC and CCSD should consider expanding this pilot to include different student populations and to create a partnership model for other school districts to adopt. Additionally, partnerships between CCSD and the Boys and Girls Club of Southern Nevada should continue to be explored.

#### Description

- Engage with teachers and parents at other CCSD schools and non-profits to understand student transportation barriers and develop solutions.
- Explore feasibility of creating a school-focused grant program.
- Continue to explore utilizing extra capacity of CCSD Special Education vehicles for transportation to Boys and Girls Clubs' after school programs.
- Identify transportation solutions to ensure equitable access to charter schools.
- Provide on-site transit education and bus pass sign-ups for students and teachers at schools.
- Develop “transit for students” fact sheet and online information.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources; Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Dedicate staff time for community outreach with parents and students participating in CCSD/RTC program
Potential Funding Sources	In-kind donations
Key Performance Indicators	Number of passes issued; student attendance at after school programs
Potential Implementation Lead	Clark County School District
Potential Partners	Boys and Girls Clubs of Southern Nevada, Regional Transportation Commission of Southern Nevada, Communities in Schools

#### Precedent

CCSD is currently partnering with RTC to provide students with transit passes.

## SERVICE STRATEGIES *(continued)*

### Explore Utilizing Rural Vehicle Layover Time to Expand Urban Service

#### Rationale

Rural transit providers often experience lengthy travel times with long layovers that may last hours before the return trip back to rural areas. To optimize existing resources and improve regional coordination, rural transportation providers should explore utilizing rural vehicle layover time to support urban transportation service. Coverage may include gaps within the urban fixed-route network where there are poor connections to community amenities or where service is infrequent. Potential areas to pilot this coordinated service are North Las Vegas and Enterprise.

#### Description

- Identify low-frequency routes within the urban network that may benefit from added service from rural vehicles.
- Determine contracting agreements and fare policies.
- Pilot in certain areas and assess financial feasibility.
- Explore utilization of rural vehicles for transporting non-profit clients.

#### Implementation Summary

Goals Addressed	Improve Regional Coordination
Geography	Countywide
Resourcing Implications	Staff time devoted to identifying connections between rural and urban transportation networks and planning service for additional routes
Potential Funding Sources	N/A
Key Performance Indicators	Ridership on coordinated service option
Potential Implementation Lead	Southern Nevada Transit Coalition
Potential Partners	Regional Transportation Commission of Southern Nevada; City of North Las Vegas

#### Precedent

Wheels2U, an on-demand shuttle service, partnered with Norwalk Transit District (NTD) to increase mobility options within downtown Norwalk and adjacent neighborhoods. NTD decided to use an on-demand microtransit because it operated more efficiently and at a lower cost than fixed-route service. Normally, the vehicles are part of NTD’s paratransit fleet, but the program also uses vehicles that otherwise sit idle during the evening.





Person Boarding a Wheelchair Accessible Vehicle

**SERVICE STRATEGIES** *(continued)*

**Consider Expanding Funding to Fill Temporal Gaps in Flexible Demand-Response Service Schedule**

**Rationale**

Flexible demand response (FDR) services provided by RTC currently operate three days a week on a limited schedule. Specific days and hours of operation vary by route, though service is primarily concentrated in the morning. The RTC should consider expanding FDR operations to seven days a week to meet increasing demand for mobility options amongst the County’s senior population.

**Description**

- RTC should work with stakeholders to identify feasible neighborhood routes that can best serve weekend travel needs.
- Identify potential funding sources to allow for service expansion.
- Survey existing FDR passengers to identify high-demand destinations and sites currently not served by FDR.

**Implementation Summary**

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Identify staffing and equipment needs to assess feasibility of service expansion
Potential Funding Sources	Sections 5307, 5310, and possible 5311 funding
Key Performance Indicators	Number of completed trips to grocery stores
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Aging and Disability Services

## SERVICE STRATEGIES *(continued)*

### Pilot Additional Brokerage of Rides through Mobile Apps in Partnership with Organizations and Operators

#### Rationale

In the past few years, several agencies throughout Clark County have engaged in partnerships with transportation network companies to fulfill various trip types from first and last mile trips to non-emergency medical trips. Expanding these partnerships to include non-profits and organizations with transportation need may help to reduce the cost of providing service. More importantly, customers may benefit from having access to an on-demand, spontaneous service, and more trip types can be served with greater flexibility.

Pilot programs involving connections to transit, non-emergency medical trips, off-peak service for shift workers, and other vehicles for riders currently not using ADA paratransit service should be explored in partnership with non-profit organizations. Organizations and operators engaging in these partnerships should also consider how a pilot might serve multiple trip types and customer needs.

#### Description

- Identify partnership opportunities between non-profits organizations and operators that have and have not engaged in pilot programs with ride brokerage companies.
- Identify opportunities for multiple trip types to be served by the same pilot program based on shared barriers to existing service options (e.g., spatial or temporal barriers).
- Conduct a cost-benefit analysis to assess charging a premium rate for demand-response transit service that exceeds the minimum requirements of complementary ADA paratransit. This service would be linked to a brokered service via a mobile app.
- Collaborate with transportation network companies to expand the availability of accessible vehicles.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources; Leverage Technology
Geography	Countywide
Resourcing Implications	Hire additional staff to manage pilot program and ongoing coordination between public, non-profit, and private partners
Potential Funding Sources	Shared Use Mobility Center grants
Key Performance Indicators	Number of trips served by pilot program; cost-savings
Potential Implementation Lead	Aging and Disability Service Division, Regional Transportation Commission of Southern Nevada
Potential Partners	Helping Hands of Vegas Valley

#### Precedent

Following the success of its Ride On-Demand pilot program, RTC partnered with Lyft again on a six-month pilot program to enhance job access and to encourage multimodal commuting options for employees at the Northgate Distribution Center in North Las Vegas. Under RTC’s new Workforce Mobility Program, registered employees can use Lyft at a reduced rate to connect to 13 designated RTC bus stops along six transit routes. RTC subsidizes \$1 per trip while employers subsidize the remaining balance for each employee for trips to and from designated bus stops from its worksite.



## INFRASTRUCTURE STRATEGIES

### Improve Transit Navigation for People with Disabilities Through the Use of Technology



#### Rationale

Transportation technologies can help make public transit more accessible to people with disabilities. Clark County transit agencies and non-profits should consider testing and adopting new technologies that help people with disabilities navigate transit. In the past few years, several technology companies have created apps and new technologies that help cognitively disabled, visually impaired, and auditory impaired passengers navigate fixed-route bus service.

Some examples include the WeWALK cane, which includes an integrated ultrasonic sensor that detects objects and warns users of objects with handle vibrations, and the Aira app, which pairs each visually impaired user to an Aira employee who guides the user with detailed instructions throughout the duration of the trip. Additionally, transit navigation for people with hearing loss could be improved through improved visual information, such as real-time bus arrival signage.

#### Description

- Consider creating an RFP to solicit partnerships with transportation technology companies to integrate assistive technology at bus stops, transit stations, and on fixed-route buses.

#### Implementation Summary

Goals Addressed	Leverage Technology; Improve Connections to Transit
Geography	Countywide
Resourcing Implications	Additional staff is needed to launch and oversee working group
Potential Funding Sources	N/A
Key Performance Indicators	Customer satisfaction with assistive technologies
Potential Implementation Lead	Helping Hands of Vegas Valley
Potential Partners	Regional Transportation Commission Southern Nevada, RTC Transportation Access Advisory Committee, Southern Nevada Transit Coalition, Deaf Centers of Nevada, Blind Center of Nevada, Aging and Disability Services

#### Precedent

Aira technologies is partnering with the American Association of Airport Executives to help visually impaired travelers maneuver through airport terminals throughout the nation.





Cutaway Bus Under Maintenance at SNTC

## INFRASTRUCTURE STRATEGIES *(continued)*

### Raise In-Kind Donations of Vehicles, Spare Parts, Safety Materials, and Facility Enhancements



#### Rationale

The warm climate of the region impacts transit operations—heat on roads wears down vehicle tires, cooling systems, hydraulics, and air conditioning units. The geography of the region is also challenging for rural transit providers. Towns in outlying areas are significant distances away from the Las Vegas Valley, where a majority of Clark County’s population and services reside. These issues all contribute to breakdowns and mounting maintenance costs.

Transportation and human service providers should aggressively pursue in-kind donations of vehicles and spare parts from entities with large vehicle fleets to reduce maintenance costs. Potential partners may include McCarran Airport, car rental companies, casinos, and private charters that need to offload their replaced vehicles.

#### Description

- Determine the appropriate procurement process and contract for executing this program.
- Coordinate with other public agencies and non-profits to divvy up procured parts and vehicles.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Identify team and staff dedicated to managing this program
Potential Funding Sources	In-kind donations
Key Performance Indicators	Number of vehicle breakdowns
Potential Implementation Lead	South Nevada Transit Coalition
Potential Partners	Regional Transportation Commission Southern Nevada



Example of Defaced Bus Stop in Bullhead City

**INFRASTRUCTURE STRATEGIES** *(continued)*

**Establish Local and Transit Agency Contacts and Methods to Communicate Unsafe or Inaccessible Conditions on Sidewalks and at Bus Stops**



**Rationale**

Safety and accessibility are paramount to increased usage of transportation services, but when an individual is an older adult or has a disability, safety and accessibility are critical. Local agency public works departments, RTC, and SNTC should consider establishing methods for communicating unsafe or inaccessible conditions on sidewalks and at bus stops throughout the county.

One potential option is to create a portal connected to an asset management database that allows transit agencies and the general public to report disrupted sidewalks and pedestrian paths within their jurisdiction. Expanding existing apps, such as RideRTC, to include reporting related to sidewalks or bus stops could also be explored. Agencies should also convene on a regular basis to identify and prioritize future sidewalk and bus stop improvements.

**Description**

- Establish an app, online form, or portal that allows the general public and transit agencies to identify, map, and describe sidewalk conditions.
- Establish quarterly meetings between local transit agencies and local agency public works departments to create a roadmap for bus stop and sidewalk improvements.
- Explore the feasibility of creating a countywide sidewalk policy maintenance program.

**Implementation Summary**

Goals Addressed	Improve Connections to Transit Facilities
Geography	Countywide
Resourcing Implications	Hire technical staff to develop online reporting form or portal; dedicate staff time to coordinate with other agencies and Clark County DPW for quarterly meetings
Potential Funding Sources	Dedicate a percentage of street repair funds to sidewalk and bus stop maintenance
Key Performance Indicators	Percent of report bus stops and sidewalk issues that have been repaired
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition, local agencies, Opportunity Village

## INFRASTRUCTURE STRATEGIES *(continued)*

### Leverage GIS Tools to Map ADA Accessible Paths

#### Rationale

The existing pedestrian network may be challenging to navigate for persons with disabilities, especially for individuals who rely on mobility devices. RTC and Clark County’s Department of Public works should consider leveraging existing GIS tools to map ADA accessible paths and identify gaps within the pedestrian network in rural and urban areas. This information can be used to improve wayfinding signage and can serve as a resource for non-profits and human service providers that work with persons with disabilities.

RTC is currently working with the University of Nevada, Reno, and the City of Henderson to pilot the use of roadside LiDAR sensors to collect pedestrian and vehicle trajectories at several intersections and to determine what equipment or countermeasures may be needed to increase pedestrian safety. These tools should be tested beyond the resort corridor also.

#### Description

- Test LiDAR sensor technology near key transit stations and stops to identify ADA accessible paths.
- Allocate funding to incorporate mapped ADA accessible paths in wayfinding signage and online interactive mapping tools.

#### Implementation Summary

Goals Addressed	Improve Connections to Transit Facilities
Geography	Countywide
Resourcing Implications	Hire additional staff or contractors to support mapping ADA accessible paths
Potential Funding Sources	Research grants (via UNLV or another institution)
Key Performance Indicators	Miles of ADA accessible paths mapped
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Local agencies, University of Nevada Las Vegas

#### Precedent

RTC is currently partnering with the University of Nevada, Reno and the City of Henderson to collect data on pedestrian trajectories at several key intersections as part of the Intelligent Mobility Initiative.

AccessMap in Seattle, Washington also provides routes that are customized for wheelchair, scooter, and cane users. Accessible routes through public buildings are also identified. Access Map is complemented by a citywide pedestrian sign plan, which integrates braille and easy to read maps for navigation by all ages and abilities. Crowd-sourced mapping of accessible paths is also underway in Columbus, OH (Project Sidewalk) and Denver, CO (Denver Walks).





Passengers Boarding a Bus in Las Vegas Valley



## FUNDING STRATEGIES

### Sustain and Expand Funding for Existing Transit and Specialized Transportation Services



#### Rationale

Many Clark County residents rely on public transit across the county and look to providers like RTC, SNTC, non-profits, and human service organizations to meet their daily transportation needs. The demographic served is broad and growing, as is the need. Existing and specialized transportation services are vital to their independence and well-being.

Agencies across the country are experiencing reduced investments in public transit systems, which has undermined efforts to sustain and expand services where they are needed most. Additionally, social distancing limits the use of shared rides and the number of people on each vehicle, which reduces capacity and increases costs. Clark County transportation providers should explore new funding opportunities in addition to known funding sources to sustain and expand funding for existing services.

#### Description

- Sustain existing funding needed for capital expenses (e.g., fleet) and operations.
- Continue to identify grants, private funding, and partnerships to support transportation services provided by health and human services organizations.
- Conduct an analysis to identify new potential revenue streams dedicated to transit; this evaluation is also a follow-up action of the On Board: Your Mobility Study.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Staff time to track grant and fundraising opportunities
Potential Funding Sources	CMAQ, Lo/No Emission grants, Section 5310, Section 5339 funding, tobacco settlement funding, Access and Mobility Partnership grants, National Aging and Disability Center Transportation grants, National Community Care Corps, AARP Community Challenge, Parsons Smart Cities Challenge
Key Performance Indicators	Funds raised
Potential Implementation Lead	Helping Hands of Vegas Valley; Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition



Passenger Boarding a Paratransit Vehicle

## Precedent

Transit organizations across the country have diversified transit funding through local initiatives. For example, in 2018, over 70% of Los Angeles County voters passed Measure M, which maintained a half-cent sales tax to go directly toward multimodal transportation improvements with no sunset year. This passage, coming five years after a failed measure, produced multiple lessons learned in galvanizing popular support for a dedicated tax-funded stream transportation funds, including: continuous market research and focus groups to gauge public interest, proactive involvement of experienced counsel and project partners, development of performance measures, and improvements weighed on a data-driven process.<sup>9</sup>

<sup>9</sup> <https://theplan.metro.net/wp-content/uploads/2018/05/report-theplan-lessons-learned-2018.pdf>

## FUNDING STRATEGIES *(continued)*

### Coordinated Funding and Related Policies



#### Rationale

Much like coordinating transportation, agencies consider coordinating funding and pooling of capital opportunities in order to save on resources that may otherwise be limited for smaller agencies and non-profits.

#### Description

- There are a variety of ways agencies and non-profits may work together to capitalize on shared funding opportunities.
- Agencies can work together on transit asset management planning (TAM Plans), in order to jointly order vehicles and other capital assets needed for operation.
- Other options may include a group of agencies seeking funding from the same grant opportunity for a singular project that may benefit the region as a whole.
- Agencies may also offer in-kind services to one another to support marketing efforts, travel training, and planning.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	In-kind staff grant writer
Potential Funding Sources	Any
Key Performance Indicators	Number of shared opportunities endeavored upon
Potential Implementation Lead	To be determined
Potential Partners	Non-profits, transit providers, social services, human services

#### Precedent

The State of Oklahoma works with rural providers to coordinate and assemble a joint transit asset management plan, to allow rural providers to save the resources needed to compile and submit to the federal government. The shared plan allows for more close tracking of resources, and the state works with all of the providers to jointly order vehicles in order to adhere to the state management plan.





## FUNDING STRATEGIES *(continued)*

### Identify Alternative Revenue Sources for Transit Capital and Operations

#### Rationale

Using the premise that funding is limited—particularly federal funding—agencies and entities have long aspired to rely less heavily on typical formula funding streams for the provision of public transportation and, in particular, mobility management services.

#### Description

- Transportation providers, as well as entities that serve as stakeholders in the provision of transportation services in the region, may apply for additional grant funding for services outside of the typical federal formula funding.
- In addition, many cities and counties will work to pass propositions, measures, or new taxing entities in order to generate funds for public transit and mobility management services.
- The passing of new funding entities typically requires a majority vote by the public.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Clark County
Resourcing Implications	Staff to draw up voting legislation; marketing materials, and promote the purpose of the funding need, if it requires a vote; if pursuing grant funding, staff to write grants.
Potential Funding Sources	Local city support; county commissioner support; support from the state legislature
Key Performance Indicators	New funds generated for transportation projects
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Local and state agencies, non-profits if seeking grant funding.

#### Precedent

Marin County, California passed Measure B funding in 2010. The funding measure increased the annual vehicle registration fee of County residents by \$10 to assist in funding transportation improvements and was approved by 63% of voters. The revenues generated by Measure B contribute \$2 million per year to Marin County; some of which goes to senior transportation programs.

## PERSONNEL STRATEGIES

### Establish Regional Mobility Managers



#### Rationale

Securing a dedicated Mobility Manager for the region is another key element to coordinating transit in Southern Nevada. Part of the organization process is to identify the appropriate location, reporting structure, and responsibilities for a dedicated regional Mobility Manager.

Ultimately, it is recommended that a regional Mobility Manager be housed at RTC and report to the directors of transit and paratransit. This is a distinct position from the Nevada DOT mobility managers which serve rural locations (the closest mobility manager is based in Pahrump); a mobility manager will be dedicated towards coordination and communication to facilitate transportation options across the multiple jurisdictional siloes in Southern Nevada.

Mobility management is an eligible capital activity under the FTA Section 5310 Program. If Section 5310 funding is applied to this purpose, up to 80% of mobility management costs could be federally funded and a 20% local match would be required. Local match for the mobility manager services should be derived from local key stakeholder organizations that collectively provide funding.

Mobility management is also an administrative function. The lead agency may also tap into a 10% draw-down of FTA Section 5300 funding for the purposes of mobility management without the need for a local match. One of the responsibilities of the mobility manager will be to inform and lead a transportation advisory group comprised of key stakeholder organizations that are financially (cash or in-kind) contributing to the local match for mobility management services.

#### Description

- The American Public Transportation Association (APTA) defines three key goals for a mobility manager:
  - “Creating partnerships between a diverse range of community organizations (public, private, non-profit, for-profit, etc.) to ensure that transportation resources are coordinated effectively.
  - Using these partnerships to develop and enhance travel options for customers in the community or region.
  - Developing ways to effectively communicate those options to the public to inform customers’ decision-making, focusing on enhancing customer service.”<sup>10</sup>
- Create a mission statement and goals for the mobility management program.
- Develop performance measures based on program goals.<sup>11</sup>
- Establish a dashboard for partners to easily share data.
- Establish a mobility management advisory group (composed of transportation providers, funders, partner organizations and other stakeholders, and advocacy groups).

<sup>10</sup> <http://www2.ku.edu/~kutc/pdffiles/KTRFS12-MobMgr.pdf>

<sup>11</sup> [https://nationalcenterformobilitymanagement.org/wp-content/uploads/2014/09/Performance\\_Measures\\_Final.pdf](https://nationalcenterformobilitymanagement.org/wp-content/uploads/2014/09/Performance_Measures_Final.pdf)



## PERSONNEL STRATEGIES *(continued)*

### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	One full-time employee salary with support staff as program grows
Potential Funding Sources	Section 5310, RTC Community Mobility grants
Key Performance Indicators	Investment of funds, in-kind resources, and labor; Additional trips, rides, and partnerships produced; Customer satisfaction
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Nevada Department of Transportation, Southern Nevada Transit Coalition

### Precedent

The Kansas City Area Transportation Authority (KCATA) is a regional transportation agency and Mid-America Regional Council (MARC) is a metropolitan planning organization.

The organizations are co-chairs of a Mobility Advisory Committee that holds quarterly meetings to facilitate coordination and determine priorities for Section 5310 projects. A regional mobility manager in the committee facilitates partnerships and regional mobility management objectives on behalf of KCATA.

## PERSONNEL STRATEGIES *(continued)*

### Share Support Services Across Multiple Agencies and Organizations



#### Rationale

Coordination of transportation service is not defined solely by vehicles and riders. The provision of transportation service requires many moving parts in the back of house for operations, some of which can be time-intensive and costly, such as grant writing, driver training and certification, and scheduling rides for clients.

It is important to find opportunities in which small neighboring human service providers can coordinate and pool resources to centralize certain overlapping support services to specialized staff. Regardless of which employer they technically have, support staff can play a larger role in improving mobility for people across the region.

#### Description

- Reach out to other human service organizations to understand common needs for technical assistance (e.g., grant writing, travel training, dispatch and ride reservations).
- Document which organizations have the capacity to share such support services amongst multiple organizational clients.
- Implement a shared support services pilot.
- Collaborate with the pilot participants to potentially scale up into a future organization.

#### Implementation Summary

Goals Addressed	Expand Regional Collaboration
Geography	Countywide
Resourcing Implications	Varies
Potential Funding Sources	In-kind funds
Key Performance Indicators	Additional ridership; passengers per vehicle-mile; changes in non-revenue vehicle miles
Potential Implementation Lead	Helping Hands of Vegas Valley
Potential Partners	Regional Transportation Commission Southern Nevada; Nevada Department of Transportation; Southern Nevada Transit Coalition

#### Precedent

Ride Connection in Portland, Oregon is a private non-profit that coordinates the transportation operations of 30+ small community-based providers of senior and disabled transportation services. Support services include grant writing, customer service monitoring, staff training, data management, reporting support, and other forms of technical assistance. Most prominent is the centralized service scheduling. With one call to Ride Connection, riders can either access Ride Connection services or be connected to another service provider in the region who can best serve them.





## PERSONNEL STRATEGIES *(continued)*

### Train Mobility Managers, Transit Agency Staff, Customer Service Representatives, and Case Workers on Training the General Public to Ride on Fixed-Route Transit



#### Rationale

At its state-of-the-art Mobility Training Center facility, RTC helps seniors and people with disabilities learn to use the fixed-route transit service. While RTC should consider expanding their trainings to include other sites (e.g., clinics and community centers) throughout its vast service area, Southern Nevada's mobility managers, transit agency staff, customer service representatives, and case workers should also be trained.

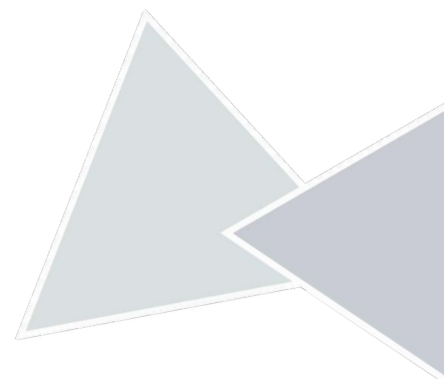
These roles often serve as the first point of contact for customers who are exploring fixed-route transit as a potential transportation option. Equipping staff with travel training knowledge ensures that customers can easily access this information without having to contact multiple entities, wait for an on-site training, or travel long distances to receive training.

#### Description

- Hold quarterly training sessions to ensure existing staff and new hires undergo travel training.

#### Implementation Summary

Goals Addressed	Increase Awareness of Transportation
Geography	Countywide
Resourcing Implications	Hire and train additional staff
Potential Funding Sources	Administrative draw down for federal formula funding; or funded out of Mobility Management project.
Key Performance Indicators	N/A
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition, MLK Senior Center



## PERSONNEL STRATEGIES *(continued)*

### **Increase Driver Pool Through Pay, Benefits, Requirements, and Recognition**

#### **Rationale**

Bus operators across the country have identified a shortage of available drivers as one cause of transit delays.<sup>12</sup> This turnover in the pool of transit drivers may be due to their having negative experiences with unruly passengers, problems accessing garage locations far from their home, or receiving more competitive offers from the freight and logistics industry. However, the frequency and reliability of public transportation suffers with a shortage of drivers.

This trend is not limited to public transportation providers, which have taken strides to retain drivers through mentorship and recognition programs. Volunteer driver programs may face similar turnover challenges; if a driver supply cannot keep up with a high rider demand, existing drivers may feel burned out.<sup>13</sup> Locally, the pool of available school bus drivers has also constrained the availability of service.

#### **Description**

- Convene with other agencies in the county to review existing pay, benefits, and licensing requirements to identify opportunities for improvement.
- Consider feasibility of countywide transit driver training, including a curriculum tailored to sensitivity to special populations.
- Encourage all transportation providers—public, private, and non-profit—in Clark County to incorporate driver recognition as part of marketing and public-facing materials through calling attention to individual drivers' stories and establishing an email address or hotline requesting individual commendations from riders.

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<sup>12</sup> <https://usa.streetsblog.org/2019/08/27/driver-shortages-causing-transit-delays-nationwide/>

<sup>13</sup> [https://ctaa.org/wp-content/uploads/2018/10/NVTC\\_DriverRecruitHandbook\\_v1.pdf](https://ctaa.org/wp-content/uploads/2018/10/NVTC_DriverRecruitHandbook_v1.pdf)



Southern Nevada Bus Operator with Passenger

### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Hire additional training staff to ramp up driver onboarding
Potential Funding Sources	Transit agency general funds for marketing and promotion; transit contracting services firms
Key Performance Indicators	Driver turnover rate
Potential Implementation Lead	To be determined
Potential Partners	Transit operators (Keolis, MV), Southern Nevada Transit Coalition, Clark County School District, MLK Senior Center

## PERSONNEL STRATEGIES *(continued)*

### Explore Options to Expand Demand-Response Dispatch Staffing

#### Rationale

Several stakeholders have expressed a desire to improve response times for scheduling demand-response rides. Scheduling and coordinating paratransit and Lyft or Uber rides can be time intensive. Paratransit customer service and non-profits that coordinate rides for clients should explore options to expand demand-response dispatching staff. This may involve hiring and training additional dispatch staff or working with a third-party dispatching platform to arrange Lyft and Uber rides.

#### Description

- Identify potential funding sources to hire additional demand-response dispatch staff.
- Explore third-party platforms that help to arrange Uber and Lyft rides for non-emergency medical transportation rides (e.g., Hitch Health) and determine feasibility for a broader demand-response system.

#### Implementation Summary

Goals Addressed	Expand Mobility Options and Resources
Geography	Countywide
Resourcing Implications	Hire and train additional demand-response dispatch staff
Potential Funding Sources	Providers; grant funding (e.g., Easter Seals or Community Action)
Key Performance Indicators	Response times for scheduling on-demand response rides, customer survey responses regarding rider experience requesting rides
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition, Jewish Federation of Las Vegas





## PERSONNEL STRATEGIES *(continued)*

### Increase Custodial, Security, and Ambassador Staffing at Bus Stops

#### Rationale

The Stakeholder Committee expressed a desire to improve safety measures at transit stops. Increasing security at transit stops allows for higher visibility and enhanced response time. In the past 11 years, RTC has heavily invested in improving lighting and surveillance at transit shelters and stops. Supplementing these measures with additional staff can further improve safety and comfort at transit stops.

#### Description

- Identify potential funding sources to hire additional staff.
- Provide customer service training to staff so that they can engage with riders and answer questions.

#### Implementation Summary

Goals Addressed	Improve Connections to Transit Facilities
Geography	Countywide
Resourcing Implications	Hire and train additional staff
Potential Funding Sources	Funded by providers or grant funding (Easter Seals or Community Action)
Key Performance Indicators	Customer survey responses regarding rider experience at stops
Potential Implementation Lead	Regional Transportation Commission Southern Nevada
Potential Partners	Southern Nevada Transit Coalition

#### Precedent

In 2012, the Southern Pennsylvania Transportation Authority (SEPTA) partnered with a local non-profit social services organization, Project Hope, to provide services at a central city station concourse. Called the Hub of Hope, the service center operates as a first-come, first-service drop-in site that offers free shower and laundry services, a drop-in primary care center, on-site acute case management, and food.

### NEXT STEPS

The Coordinated Plan Stakeholder Committee, which includes over 20 public, private, and non-profit transportation and human service organizations, will hold quarterly virtual meetings in order to facilitate implementation of plan strategies. Additionally, meetings may also serve as a forum for addressing short-term needs, such as coordination of upcoming funding opportunities, filling transportation gaps, and working towards consistent approaches to needs related to the COVID-19 pandemic (e.g. personal protective equipment, social distancing, disinfecting protocols, health screening). For more information or to get involved, go to [rtcsnv.com/CT](https://rtcsnv.com/CT).

