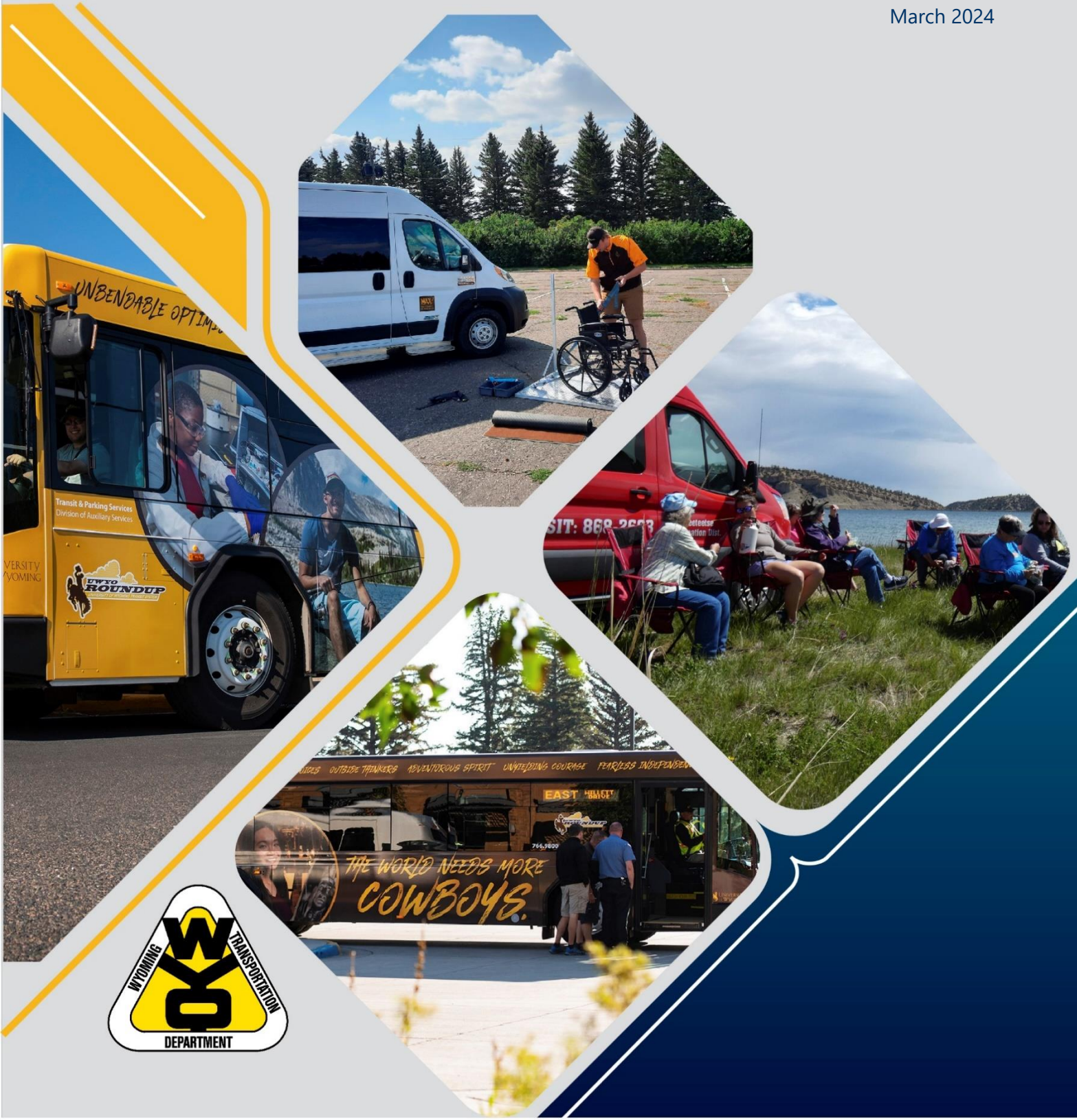Wyoming Department of Transportation
Coordinated Public Transit Human Services Transportation Plan

FINAL REPORT

March 2024

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Tables

ACRONYMS AND ABBREVIATIONS

ADA	Americans with Disabilities Act
AVL	Automatic Vehicle Location
CalTIP	California Transit Indemnity Pool
CPTHSTP	Coordinated Public Transit Human Services Transportation Plan
CTAA	Community Transportation Association of America
DAS	Driver Assist System
ECAT	Escambia County Area Transit
ERMA	Employment Risk Management Authority
FAST Act	Fixing America's Surface Transportation Act
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FSU	Florida State University
FTA	Federal Transit Administration
FY	Fiscal Year
ICB	Intercity bus
IIJA	Infrastructure Investment and Jobs Act
LRTP	Long-Range Transportation Plan
MaaS	Mobility-as-a-Service
MAP-21	Moving Ahead for Progress in the 21st Century Act
PAC	Project Advisory Committee
RTAP	Rural Transportation Assistance Program
SLIB	State Loan and Investment Board
STAR	Sweetwater County Transit Authority Resources
START	Southern Teton Area Rapid Transit
TRIPS	Transit Research Inspection Procurement Services
U.S.	United States
U.S.C.	United States Code
VTLP	Virginia Transit Liability Pool
WIL	Wyoming Independent Living
WSDOT	Washington State Department of Transportation
WSIL	Wyoming Services for Independent Living
WSTIP	Washington State Transit Insurance Pool
WYDOH	Wyoming Department of Health
WYDOT	Wyoming Department of Transportation
WyTAC	Wyoming Public Transit Advisory Committee
WYTRANS	Wyoming Transit Association

1.0 PURPOSE AND PROCESS

The Wyoming Department of Transportation (WYDOT) Coordinated Public Transit Human Services Transportation Plan (CPTHSTP) describes the comprehensive assessment process that identified transit needs across the state, specifically related to older adults, people with disabilities, and people with lower income.

The goals and objectives for the CPTHSTP were developed in conjunction with the WYDOT Purpose, Mission, Vision, and Goals related to connecting communities and improving quality of life, providing a safe and effective transportation system, excellence in transportation, and creating partnerships with transportation stakeholders.

Purpose:	Support Wyoming's economy while safely connecting communities and improving the quality of life
Mission:	Provide a safe and effective transportation system
Vision:	Excellence in transportation
Values:	Respect, Integrity, Dedication, Excellence, Safety (RIDES)
Goals:	Ensure a vibrant, safe and competent workforce Acquire and responsibly manage resources Provide safe, reliable and effective transportation systems Create and enhance partnerships with transportation stakeholders Encourage and support innovation Preserve our history and heritage

1.1 Purpose of the CPTHSTP

The Federal Transit Administration (FTA) Section 5310 program (Title 49 U.S.C. 5310) (Enhanced Mobility of Seniors and Individuals with Disabilities Program) provides formula funding to states for the purpose of assisting transit providers in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Initially required under the Moving Ahead for Progress in the 21st Century Act (MAP-21), it was carried forward through the Fixing America's Surface Transportation Act (FAST Act). The 2022 Infrastructure Investment and Jobs Act (IIJA) provides funds for federal fiscal years 2022 through 2026 for services provided under Section 5310.

Title 49 U.S.C. 5310 requires a recipient of Section 5310 funds to certify that:

Projects selected for funding under the Section 5310 program are "included in a locally developed coordinated public transit-human service transportation plan." Per the circular, FTA provides flexibility in how projects appear in the plan. Projects maybe identified as strategies, activities, and/or specific projects addressing an identified service gap or transportation coordination objective within the plan.

The coordinated plan "be developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human service providers, and other members of the public."

"To the maximum extent feasible, the services funded will be coordinated with transportation services assisted by other federal departments and agencies," including recipients of grants from the Department of Health and Human Services.

FTA encourages recipients of Section 5311 funds to include Section 5311 projects in a locally developed, coordinated public-transit, human services transportation plan. The 5311 Program provides capital (including preventive maintenance), planning, administration, and operating assistance to states to support public transportation in rural areas (population less than 50,000), where many residents often rely on public transit to reach their destinations. Another part of this program, Section 5311(f), provides funds to intercity bus service providers, which is part of the transit program in Wyoming.

As the designated recipient of these FTA program funds, WYDOT distributes the funds to Wyoming transit providers through an annual application process that verifies that the funds are being used for projects included in a locally developed coordinated public transit human services transportation plan.

This document outlines WYDOT's development of its coordinated plan (the CPTHSTP) that identifies the specific transportation needs of individuals with disabilities, older adults, and people with low income; provides strategies for meeting these needs; and prioritizes strategies related to improving the transportation services for the targeted populations.

The information in this CPTHSTP informs the decisions WYDOT makes regarding the award of Section 5310 projects specifically, as well as awards under other programs, ensuring that Wyoming transit services are coordinated at both local and state levels to support an efficient and equitable statewide transit system.

1.2   Plan Development Process

The CPTHSTP was developed through a data-driven process that analyzed demographic data, existing services, best practices for coordinated transit, and stakeholder and public input. The

project team, under guidance from a Project Advisory Committee (PAC), developed the CPTHSTP to include the following:

- Baseline Conditions Assessment
- Goals and Objectives
- Transit Needs and Challenges
- Strategy Recommendations
- Funding and Implementation

As shown in Figure 1, the plan development relied on intentional and enduring stakeholder and public input from groups advocating for seniors, people with disabilities, and people with low incomes; and current specialized transportation riders. Additionally, public, private, and non-profit transit providers were consulted.

Figure 1.   CPTHSTP Plan Development Process
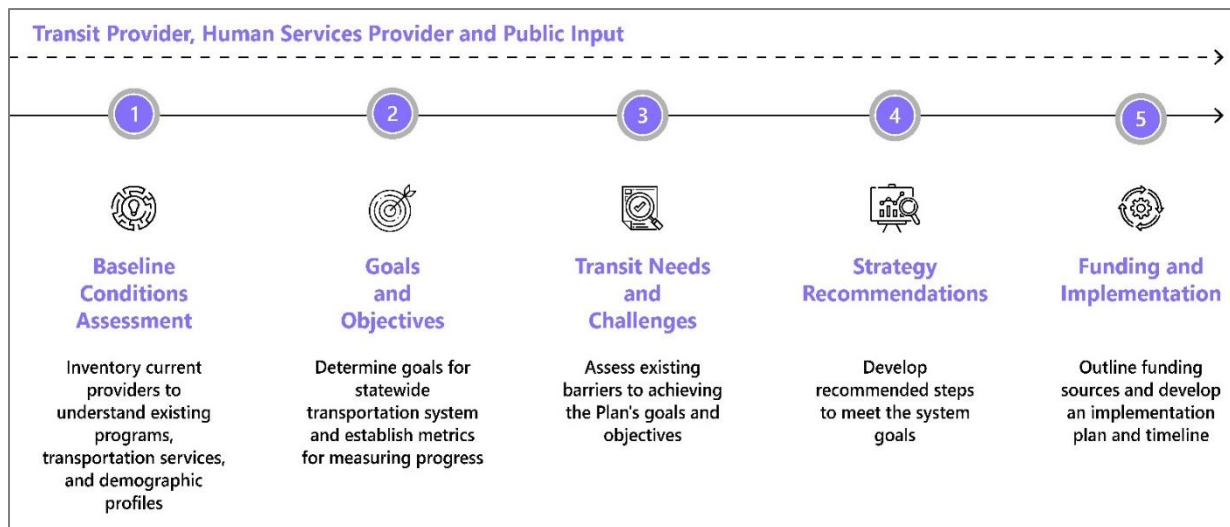
2.0   BASELINE CONDITIONS ASSESSMENT

This chapter outlines the physical, economic, and demographic setting in which Wyoming transit services are currently operating. These baseline conditions provide context for the development of the goals and objectives for the CPTHSTP, the identification of transit needs, and the strategy recommendations.

2.1 Existing Service Area

Wyoming's transit service area encompasses both urban and rural areas across the state. Wyoming has a total land area of 97,063 square miles. It is the ninth largest state by area and is made up of 23 counties. Wyoming is bordered by Nebraska, Utah, Montana, Idaho, Colorado, and South Dakota. Wyoming's geographic characteristics are illustrated in Figure 3.

2.2   Metropolitan/Micropolitan Areas

According to United States (U.S.) Census Bureau standards published in 2020, a metropolitan statistical area must have at least one urbanized area of 50,000 or more persons. Wyoming has two metropolitan statistical areas. Cheyenne, the larger metropolitan statistical area, has a population of 65,131 according to the U.S. Census Bureau 2020 population data. The second largest statistical area, Casper, had a 2020 population of 59,090.

A micropolitan statistical area must have at least one urban cluster with a population between 10,000 and 50,000 people. Gillette is one example of a micropolitan area with a population of 33,143, in 2020.

The metropolitan and micropolitan statistical areas in Wyoming, are illustrated in Figure 2.

Figure 2.   Wyoming Metropolitan and Micropolitan Statistical Areas
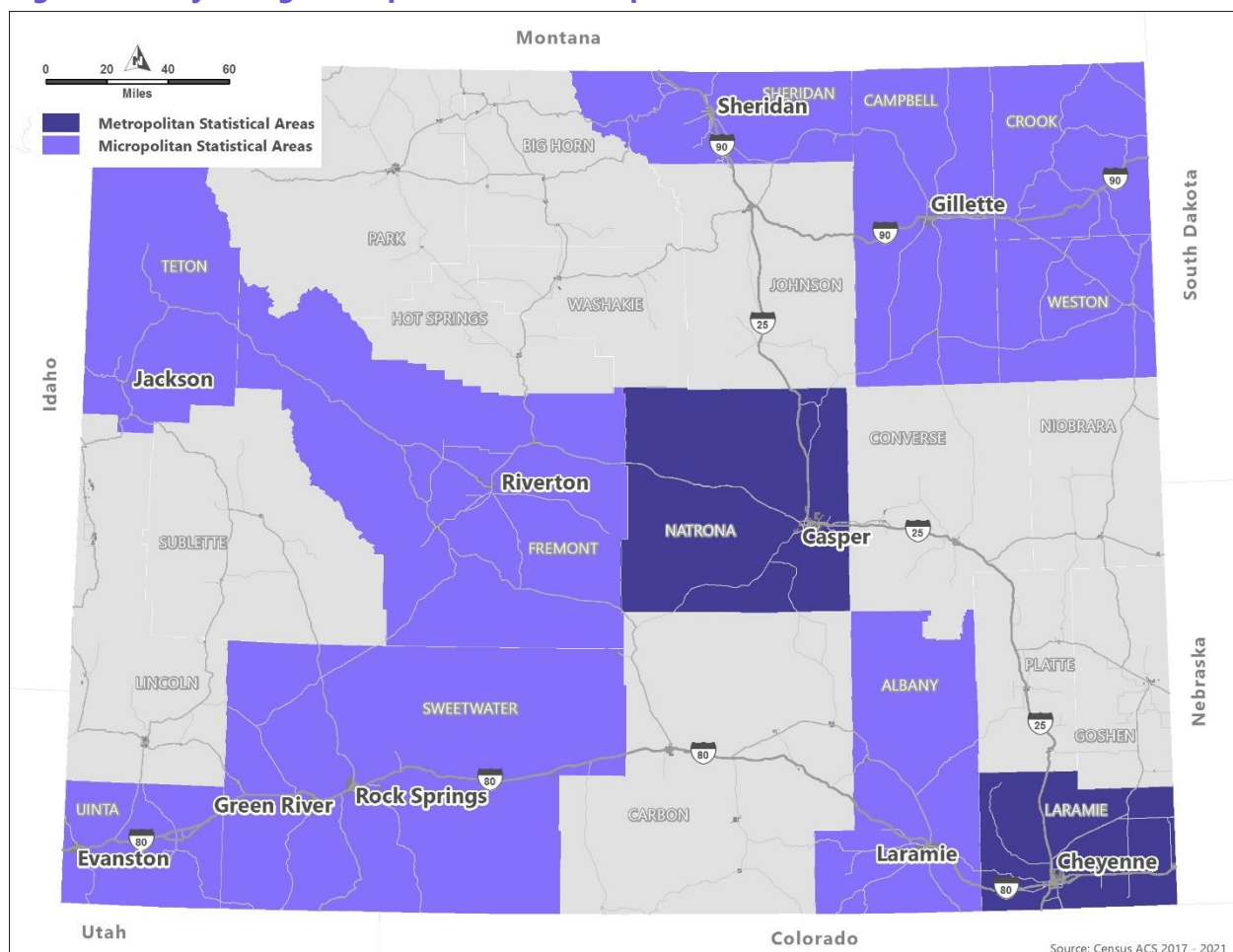
2.3 Geographic Characteristics

Wyoming has several national and state park areas and a large area of tribal lands. These large areas present barriers to transit connections between population centers. But they also are destinations that could benefit from transit service and connections.

Figure 3. Wyoming Geographic Characteristics
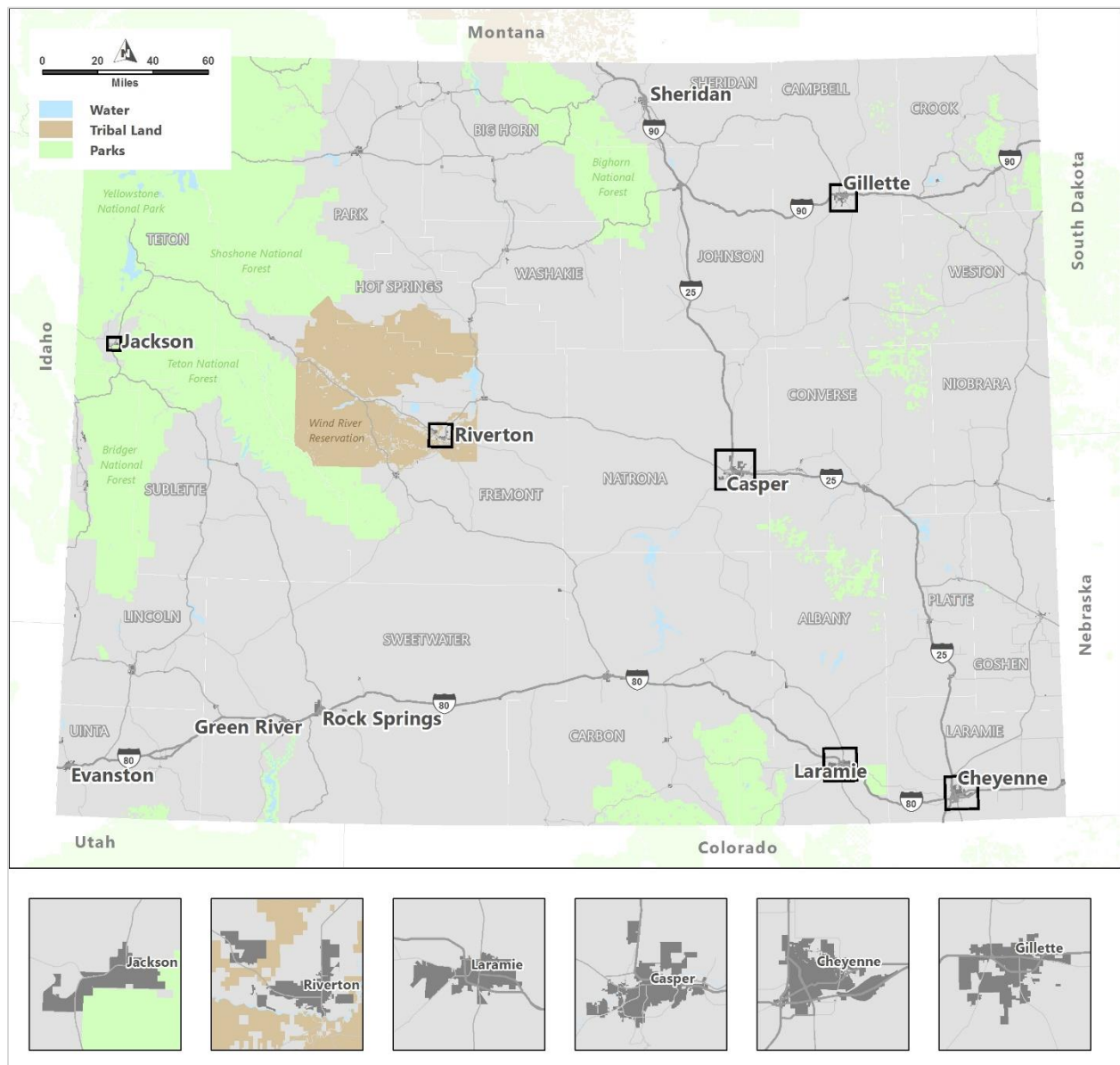
2.4   Population Projections

Increasing mobility options and service levels in response to projected growth present a challenge for the state due to low population density (Figure 4). Wyoming's population is projected to grow by nearly 3 percent annually between 2020 and 2040 based on forecasts prepared by Wyoming Department of Administration & Information, Economic Analysis Division in August 2019.[1] The 2020, 2030, and 2040 forecasts are presented in Table 1.

Figure 4.   Population Density

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1 http://eadiv.state.wy.us/pop/wyc&sc40.htm
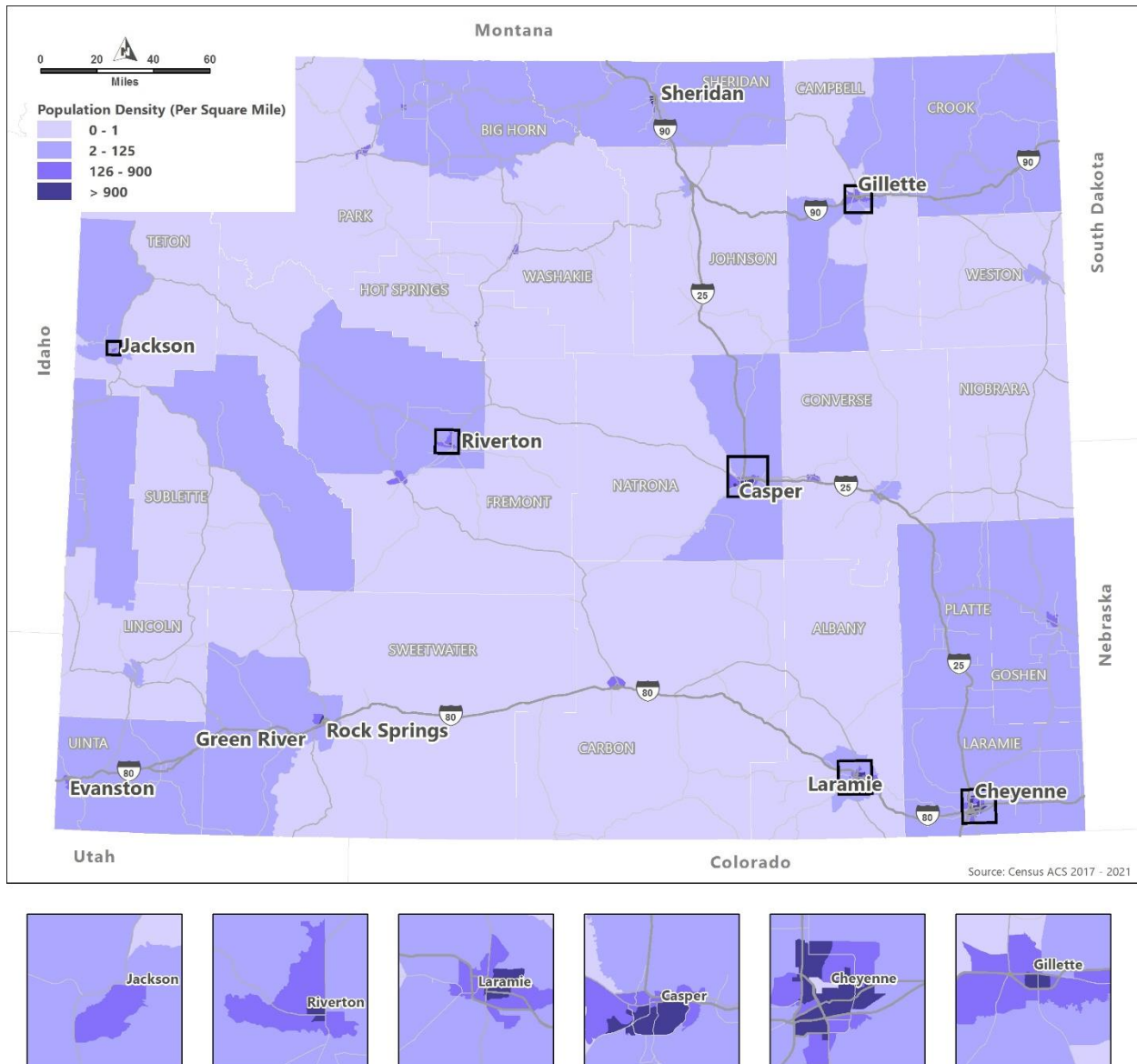
Table 1.   Population Projections by County

Area	2020* Forecast	2030 Forecast	2040 Forecast	Percent Change 2020–2030	Percent Change 2030–2040
WYOMING	*578,360*	*595,160*	*613,040*	*2.82%*	*2.92%*
Albany County	38,800	41,380	42,500	6.23%	2.64%
Big Horn County	11,880	12,040	12,210	1.33%	1.39%
Campbell County	45,880	45,000	47,440	-1.96%	5.14%
Carbon County	14,900	14,320	14,120	-4.05%	-1.42%
Converse County	13,710	14,170	14,610	3.25%	3.01%
Crook County	7,490	8,060	8,390	7.07%	3.93%
Fremont County	39,470	39,360	40,100	-0.28%	1.85%
Goshen County	13,370	13,400	13,430	0.22%	0.22%
Hot Springs County	4,540	4,410	4,380	-2.95%	-0.68%
Johnson County	8,490	8,840	9,230	3.96%	4.23%
Laramie County	99,540	107,740	112,170	7.61%	3.95%
Includes Cheyenne	64,858	70,258	72,900	8.33%	3.76%
Lincoln County	19,590	21,390	22,390	8.42%	4.47%
Natrona County	78,940	80,390	82,850	1.80%	2.97%
Includes Casper	57,502	58,852	60,625	2.35%	3.01%
Niobrara County	2,370	2,270	2,250	-4.41%	-0.89%
Park County	29,420	30,770	31,690	4.39%	2.90%
Platte County	8,600	8,920	8,980	3.59%	0.67%
Sheridan County	30,390	32,360	33,550	6.09%	3.55%
Sublette County	9,790	9,630	10,390	-1.66%	7.31%
Sweetwater County	42,840	41,440	41,740	-3.38%	0.72%
Teton County	23,280	25,120	26,550	7.32%	5.39%
Uinta County	20,260	19,740	19,780	-2.63%	0.20%
Washakie County	7,850	7,510	7,440	-4.53%	-0.94%
Weston County	6,960	6,900	6,850	-0.87%	-0.73%

Values are the latest available population projections by county, as forecast from 2010 US census data.

2.5   Trip Generators

People make decisions on where they travel each day and which mode of transportation they will take. There are several attributes that contribute to the reason for making a trip, the number of trips a household makes, and the mode of travel they choose. These attributes include number of people or workers in a household, the number of vehicles owned, income level, accessibility to transit, age of the person, etc.

Home and Work

For most households in Wyoming, the most common trip generator is travel to and from work. These trips can occur within a population center and are a common reason for using transit on a daily basis. In Wyoming, the trips can be long distance to remote work locations and may occur during non-traditional work hours.

Activity Centers

After home and work, activity centers are the next most common trip origin and destination for Wyoming residents. Comparing the population and projections by county with the locations of activity centers gives a sense of the likely travel patterns and destinations for persons using public transportation.

Activity centers prioritized by FTA Grant Section 5311 funding include medical and educational facilities. FTA prioritizes these activity centers to meet critical gaps in transit service and to connect rural areas to urban centers.

HEALTH CARE AND RELATED FACILITIES

For disabled populations and populations over the age of 65, the ability to reach health care and related facilities is especially critical. A full listing of these facilities can be found in Appendix A *Health Care and Related Facilities In Wyoming*.

According to the U.S. Department of Health and Human Services[2], regular and reliable access to health services within a community can:

 Reduce or manage disease and disability.

 Detect and treat illnesses or other health conditions.

 Increase quality of life.

 Reduce the likelihood of premature (early) death.

 Increase life expectancy.

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2 https://www.healthypeople.gov/2020/leading-health-indicators/2020-lhi-topics/Access-to-Health-Services

EDUCATIONAL FACILITIES

Educational facilities are an essential component of economic growth and critical for those populations looking to increase earning potential. Education promotes employment, earnings, and health. Globally, there is a 9 percent increase in hourly earnings for every extra year of schooling attended[3]. The annualized rate of return for a degree at the University of Wyoming is 8.7%.[4]

The locations of the activity centers (colleges, universities, and health facilities) in Wyoming are presented in Figure 5. A list of these facilities can be found in Appendix B *Colleges and Universities in Wyoming.*

Figure 5.   Activity Centers

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[3] https://www.worldbank.org/en/topic/education/overview#1

[4] https://www.collegefactual.com/colleges/university-of-wyoming/outcomes/return-on-investment/
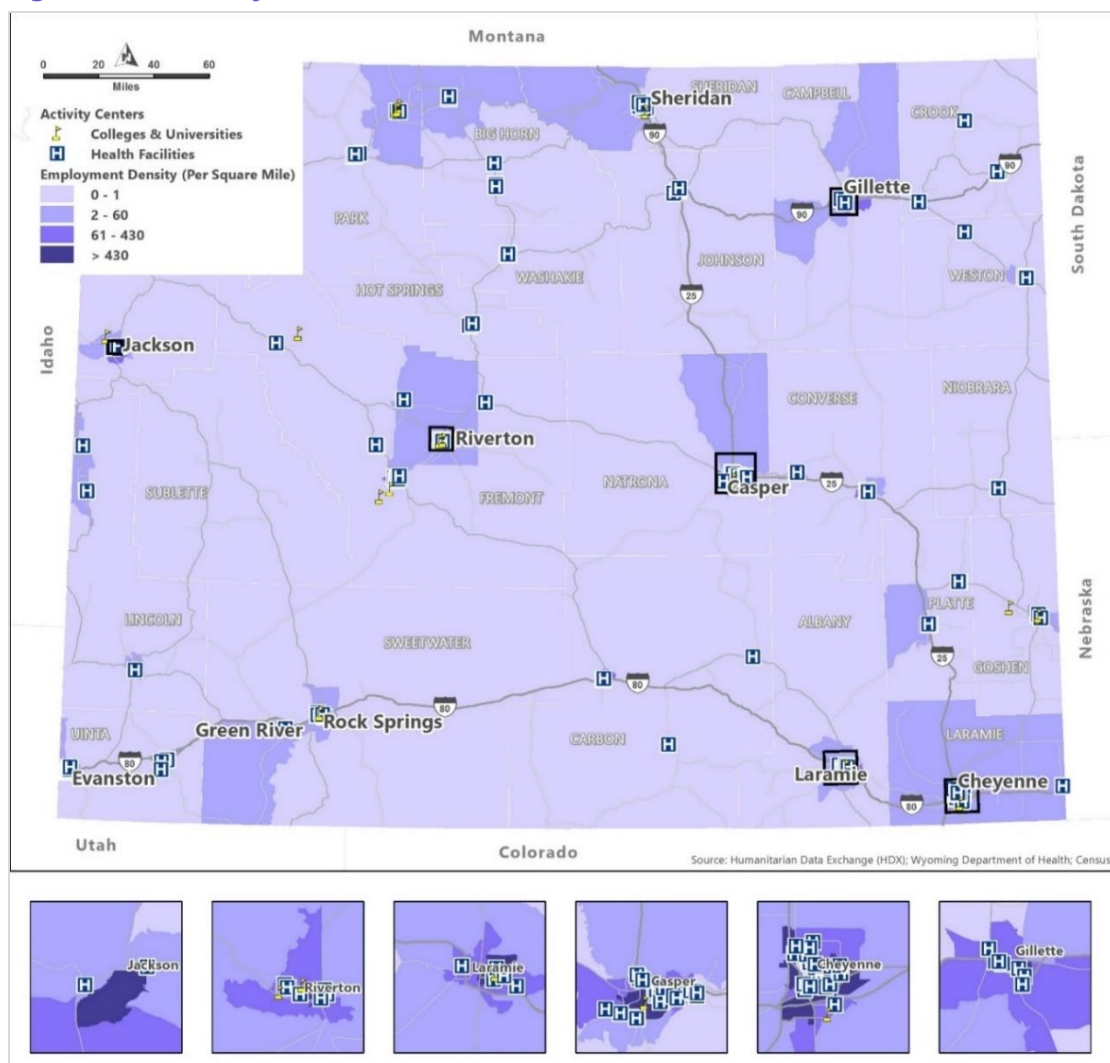
2.6 Demographic Characteristics

Demographic characteristics describe the population and their households. Understanding the demographic characteristics is important in understanding the distribution of underserved populations. This report considered demographic elements, such as age and gender, household income, educational attainment, and race and ethnicity.

Age and Gender Distribution

The median age in the state of Wyoming is 38.1 as of 2019. This is slightly younger than the U.S. median age of 38.5 for the same year. However, historic trends are indicative of an aging population in Wyoming. The elderly population (age 65 and over) in the state grew 3.8 percent between July 2018 and July 2019, according to U.S. Census Bureau estimates. There are several factors contributing to this statewide trend, including the aging of the baby boomers and the declining birth rate. Table 2 presents the age distribution for Wyoming.[5]

Census data also showed that there are slightly more males in Wyoming than females, with approximately 49 percent of the population identified as female. Generally, women are more inclined to take public transportation than men.[6]

Table 2.   Age and Gender Distribution (2020)

Profile	Population	Percent of Wyoming Population
Under 5 years	34,931	6.0
5 to 9 years	37,296	6.4
10 to 14 years	39,438	6.8
15 to 19 years	36,507	6.3
20 to 24 years	38,083	6.6
25 to 29 years	38,041	6.6
30 to 34 years	38,392	6.6
35 to 39 years	39,748	6.9
40 to 44 years	34,537	6.0
45 to 49 years	32,452	5.6
50 to 54 years	31,401	5.4
55 to 59 years	38,268	6.6
60 to 64 years	40,486	7.0
65 to 69 years	34,802	6.0
70 to 74 years	25,788	4.5
75 to 79 years	16,949	2.9
80 to 84 years	10,649	1.8
85 years and over	10,991	1.9

[5] *State of Wyoming Department of Administration & Information.*
http://eadiv.state.wy.us/Demog_data/2020County_Profile.html.

6 https://www.census.gov/content/dam/Census/library/publications/2021/acs/acs-48.pdf

Median Household Income

Housing costs are the single largest expense for most households.[7] When combined with transportation costs, they account for approximately half of the average household income in the U.S. Household income, in combination with the cost of living, is significantly impacted by location. Land use regulations and zoning often influence access to public transportation, driving up transportation costs for disadvantaged communities. The median household income in Wyoming is just over $65,000 annually, only slightly lower than the national median household income of $65,712.

Race and Ethnicity

As shown by Figure 6, over 84 percent of the population identifies as white (non-Hispanic) and another 10 percent identifies as Hispanic or Latino. Approximately 1 percent of the population is African American or Black, less than 1 percent identifies as Asian, and just over 2 percent are American Indian or Alaska Native.[8]

Figure 6.   Race and Ethnicity
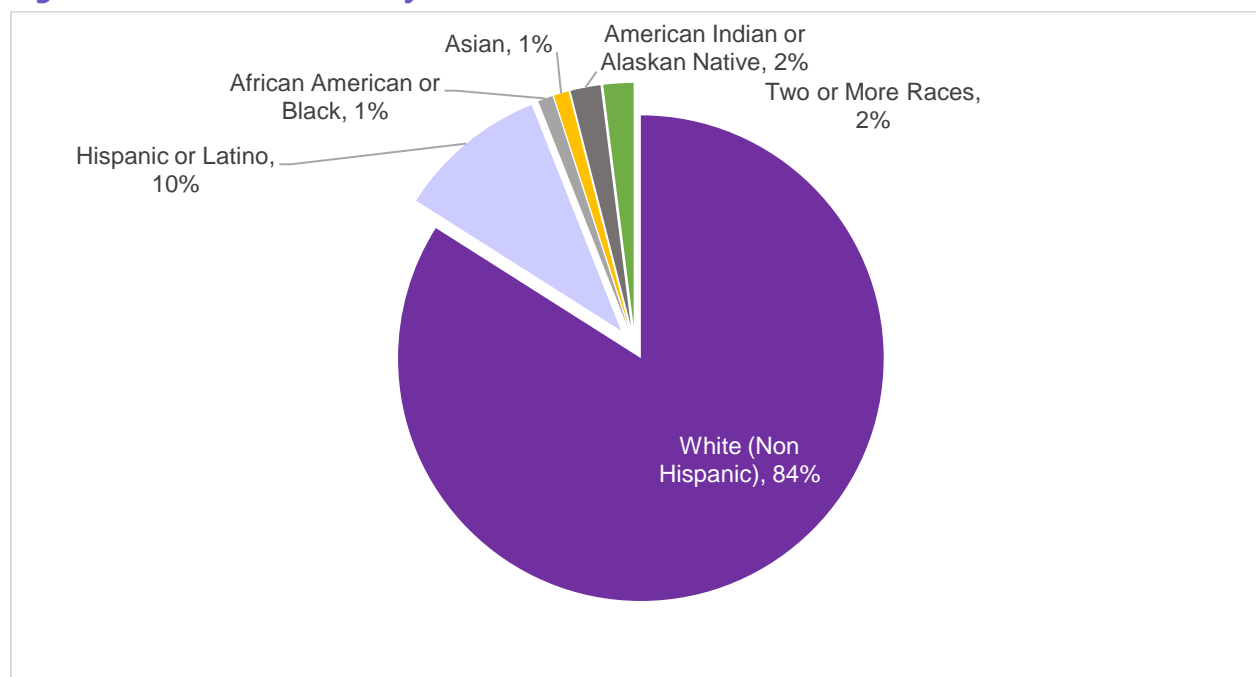
2.7   Underserved Populations

An assessment was performed to determine the distribution of underserved populations within the state. The populations examined included elderly (over 65) and youth (under 18) populations, disabled populations, minority populations, and those persons living below the

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7 https://www.transportation.gov/mission/health/housing-and-transportation-affordability

8 *U.S. Census Bureau, American Community Survey, 2019 American Community Survey 5-Year Estimates, Table DP05*

poverty line. This analysis mapped the target populations for transit access and services at a state, county, and Census block group level. Table 3 presents the total transportation underserved population per subgroup by county.

Table 3.   Distribution of Transportation Underserved Populations

	Population	Population Over 65		Population Under 18		Disabled		Minority (Non-White Only)		Below Poverty Line	
	Total	Total	Percent	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Statewide	**578,759**	**99,179**	**17.1%**	**133,734**	**23.1%**	**74,788**	**13.1%**	**52,388**	**7.5%**	**62,257**	**11.0%**
Albany County	38,880	4,752	12.2%	6,253	16.1%	3,627	9.5%	3,789	9.7%	7,454	20.7%
Big Horn County	11,790	2,578	21.9%	2,895	24.6%	1,753	15.0%	519	4.4%	1,470	12.7%
Campbell County	46,341	4,969	10.7%	12,573	27.1%	4,584	9.8%	2,474	5.3%	5,674	12.2%
Carbon County	14,800	2,666	18.0%	3,362	22.7%	1,823	12.6%	901	6.1%	1,796	12.4%
Converse County	13,822	2,379	17.2%	3,374	24.4%	2,096	15.1%	592	4.3%	1,334	9.6%
Crook County	7,584	1,602	21.1%	1,873	24.7%	681	9.2%	282	3.8%	674	9.1%
Fremont County	39,261	7,387	18.8%	10,001	25.5%	5,733	14.6%	10,319	26.3%	5,038	13.0%
Goshen County	13,211	2,951	22.3%	2,592	19.6%	2,014	15.7%	695	5.3%	1,445	11.5%
Hot Springs County	4,413	1,221	27.7%	907	20.6%	782	17.3%	230	5.2%	682	15.2%
Johnson County	8,445	20,78	24.6%	1,827	21.6%	1,101	13.1%	409	4.8%	1,010	12.1%
Laramie County	99,500	16,390	16.5%	22,926	23%	12,507	13.2%	8,108	7.5%	9,532	9.9%
Lincoln County	19,830	3,576	18.0%	5,230	26.4%	2,663	13.9%	753	3.8%	1,574	8.2%
Natrona County	79,858	12,717	15.9%	19,121	23.9%	11,632	14.7%	5,007	6.3%	7,393	9.4%
Niobrara County	2,356	550	23.3%	413	17.5%	374	17.5%	124	5.3%	431	20.1%
Park County	29,194	7,123	24.4%	5,959	20.4%	3,946	13.6%	1,185	4.1%	2,411	8.4%
Platte County	8,393	2,177	25.9%	1,702	20.3%	1,431	16.9%	374	4.5%	1,173	13.9%
Sheridan County	30,485	6,607	21.7%	6,438	21.1%	3,712	12.5%	1,513	5%	1,726	5.9%
Sublette County	9,831	2,017	20.5%	2,169	22.1%	1,599	16.2%	438	4.5%	999	10.2%
Sweetwater County	42,343	5,489	13%	10,968	25.9%	5,748	13.3%	2,645	6.2%	4,921	11.5%
Teton County	23,464	3,717	15.8%	4,200	17.9%	1,592	6.9%	1,179	5%%	1,426	6.1%
Uinta County	20,226	3,025	15.0%	5,752	28.4%	3,377	16.7%	949	4.7%	2,298	11.3%
Washakie County	7,805	1,730	22.2%	1,784	22.9%	1,115	14.2%	428	5.5%	825	10.5%
Weston County	6,927	1,478	21.3%	1,415	20.4%	898	13.4%	473	6.8%	971	14.5%

Elderly and Youth Populations

Populations under the age of 18 are more likely to use public transportation as they often have limited access to personal vehicles or do not have a valid driver's license. It is not uncommon for families to struggle with the price of automobile insurance for 16- to 18-year-olds as they are a high risk. The lower numbers of teens driving are also influenced by the lack funding available for driver education courses, funded by the education system. Figure 7 presents those populations that are below the age of 18. The statewide population of those under the age of 18 is approximately 23 percent.

Figure 7.   Youth Populations (Under 18)
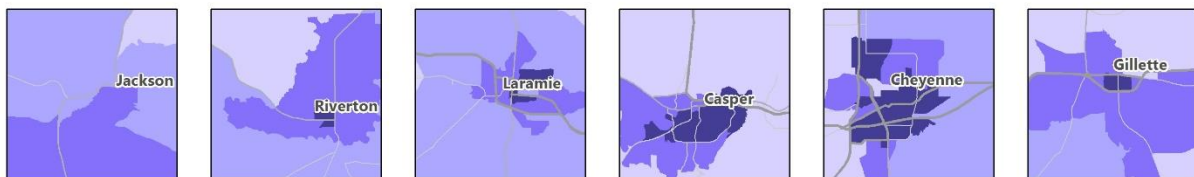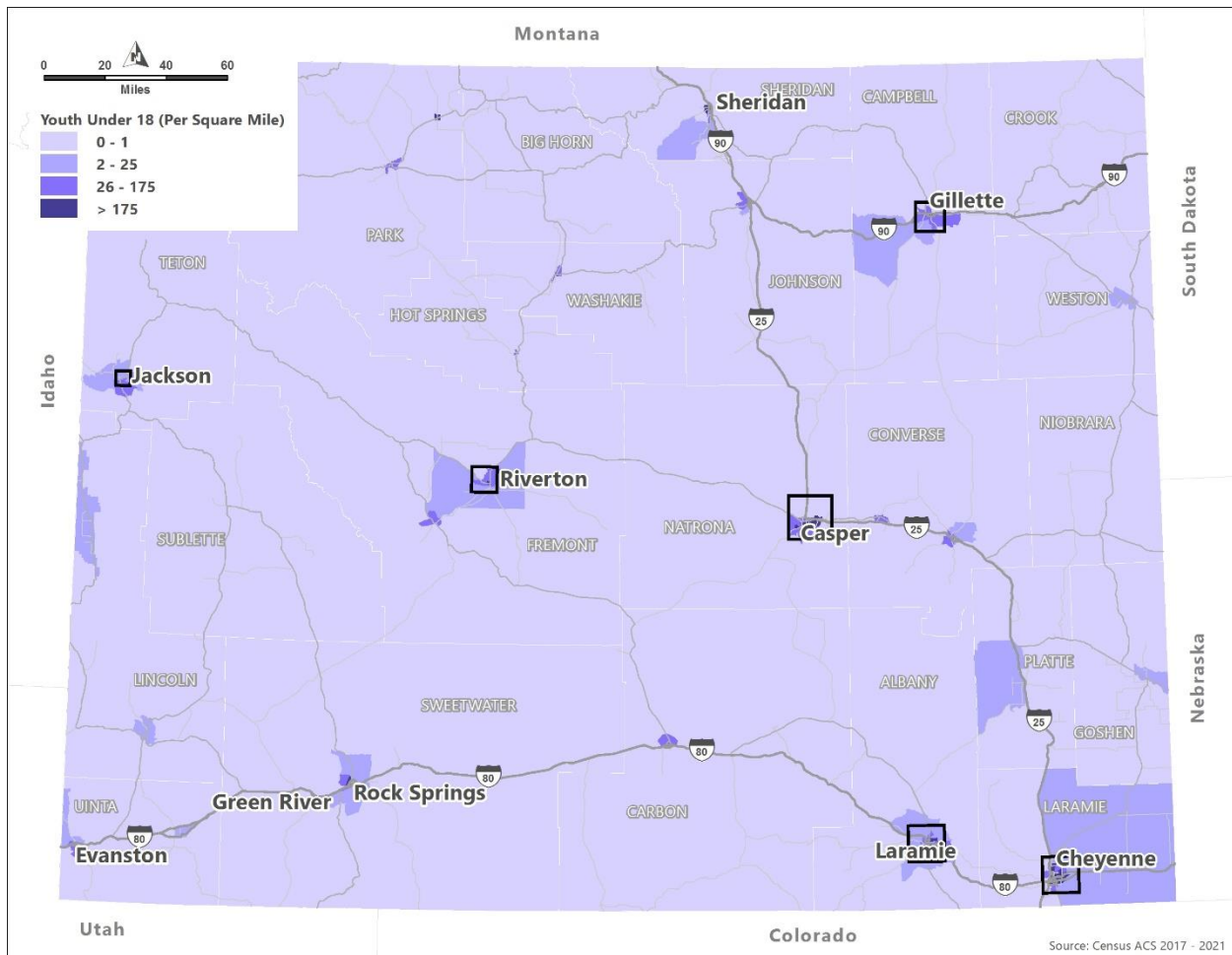
Elderly populations are more likely to have mental or physical impairments that prevent them from operating a personal vehicle. These populations may require assistance or require transportation to make it to medical visits, grocery stores, and recreational activities. Figure 8 presents those populations who are over the age of 65. The statewide population of those over the age of 65 is 17.1 percent, which is slightly higher than the national average of 16.5 percent.

Figure 8.   Elderly Populations (65 and Above)
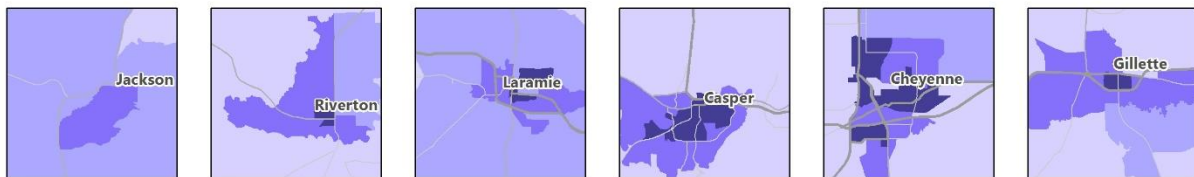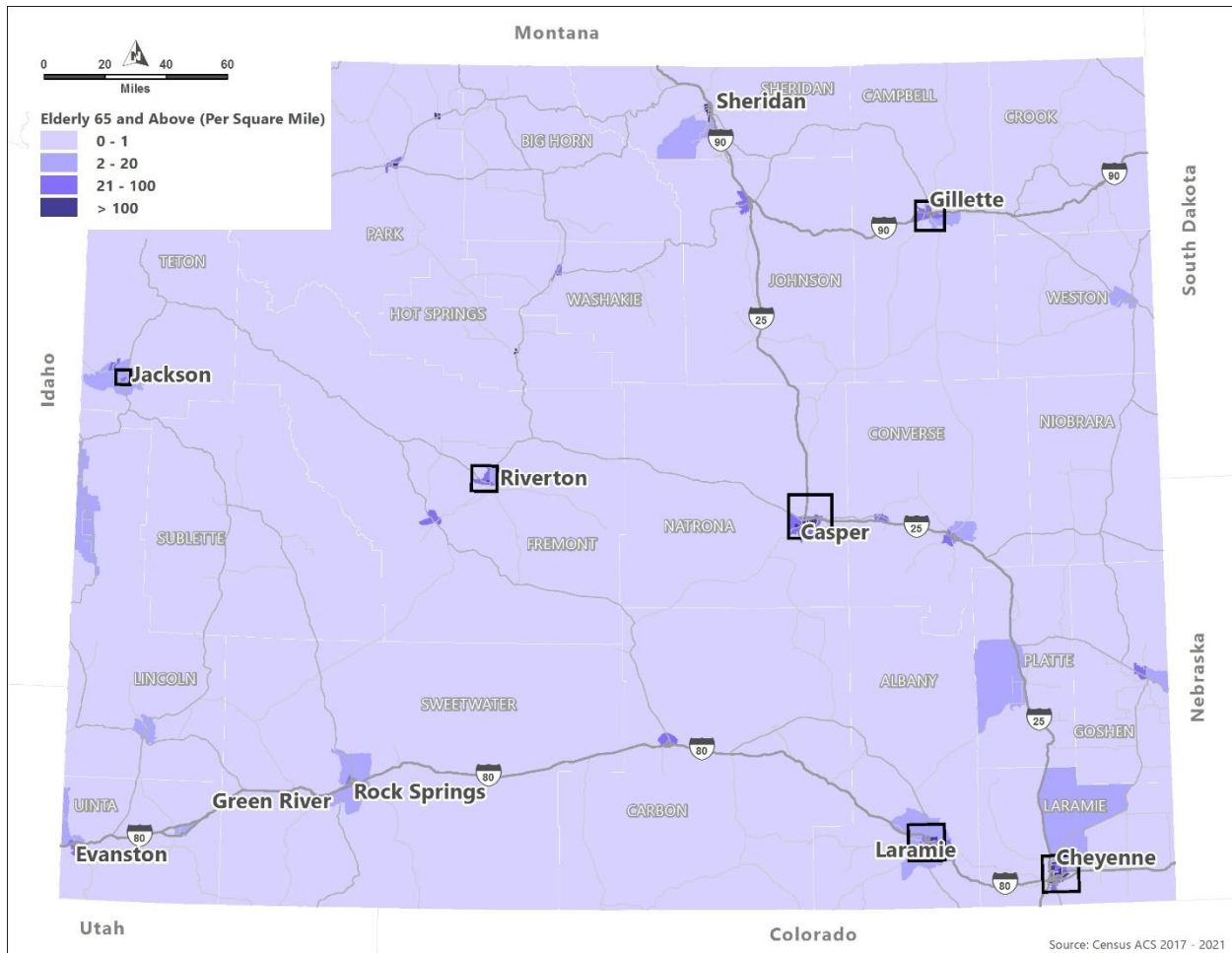
Disabled Populations

The Americans with Disabilities Act (ADA) defines a person with a disability as a person who has a physical or mental impairment that substantially limits one or more major life activities. Often, this limitation may hinder the person's ability to drive a personal vehicle, creating a dependence on public transportation as a means of mobility.

Figure 9 presents the disabled population distribution in Wyoming. The percent of the population with a disability in Wyoming in 2019 was 13.4 percent. This is 0.7 percent higher than the national average of 12.7 percent for the same year. The data represented in Figure 9, Figure 10, and Figure 11 was evaluated to show variations throughout the state.

Figure 9.   Disabled Populations
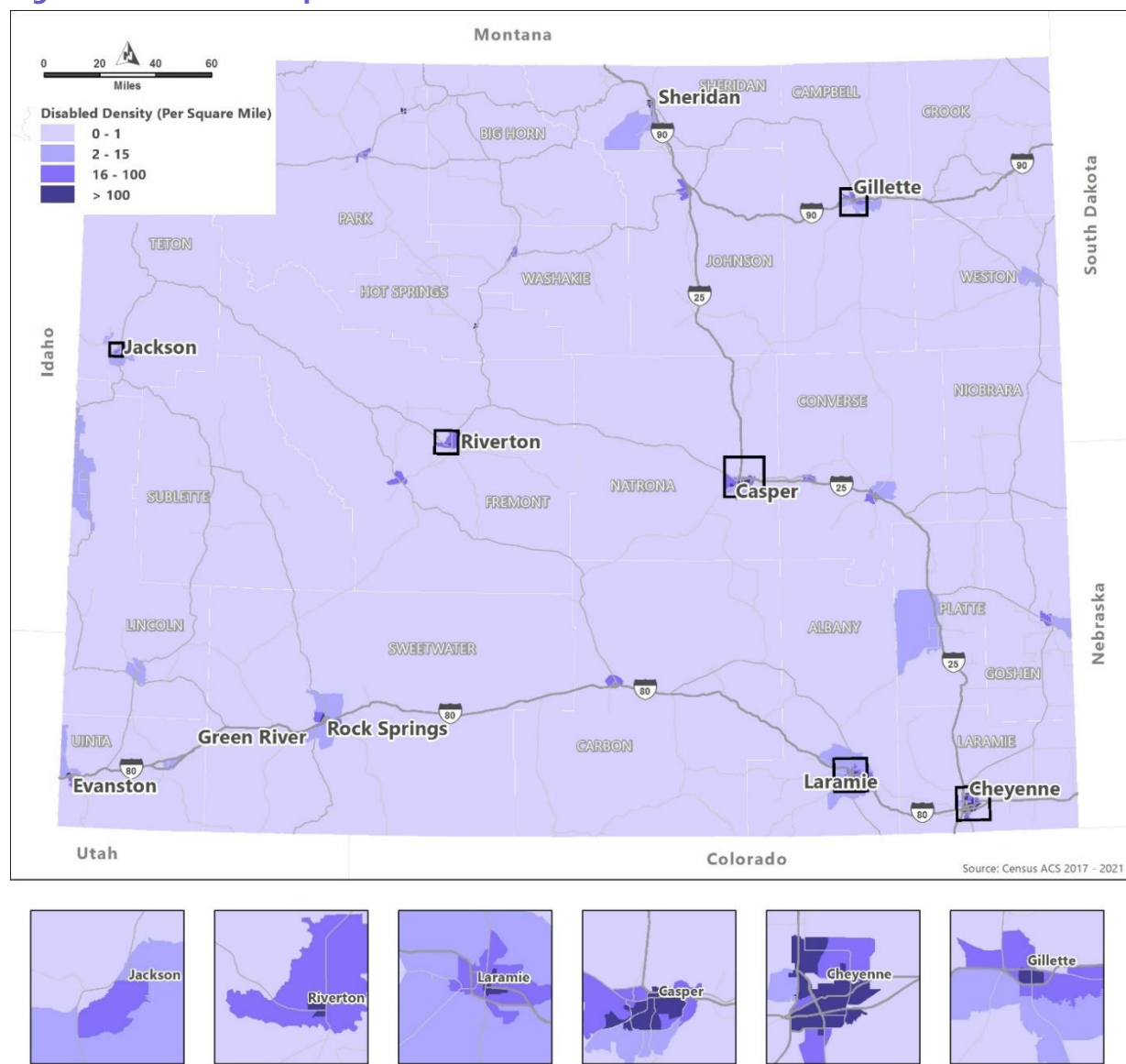
Minority Populations

According to Pew Research Center, among urban residents, minorities are significantly more likely to use public transit when compared to whites.[9] One possible reason is because they are more likely to live in large metropolitan areas, where there tend to be more public transit options. They are also less likely to have access to an automobile than other groups and are more likely to use public transit for commuting to work. Minority populations also tend to live farther away from their jobs, which could make walking or biking less common. The distribution of minority populations in Wyoming is presented in Figure 10.

Figure 10. Minority Populations

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9 https://www.pewresearch.org/fact-tank/2016/04/07/who-relies-on-public-transit-in-the-u-s/
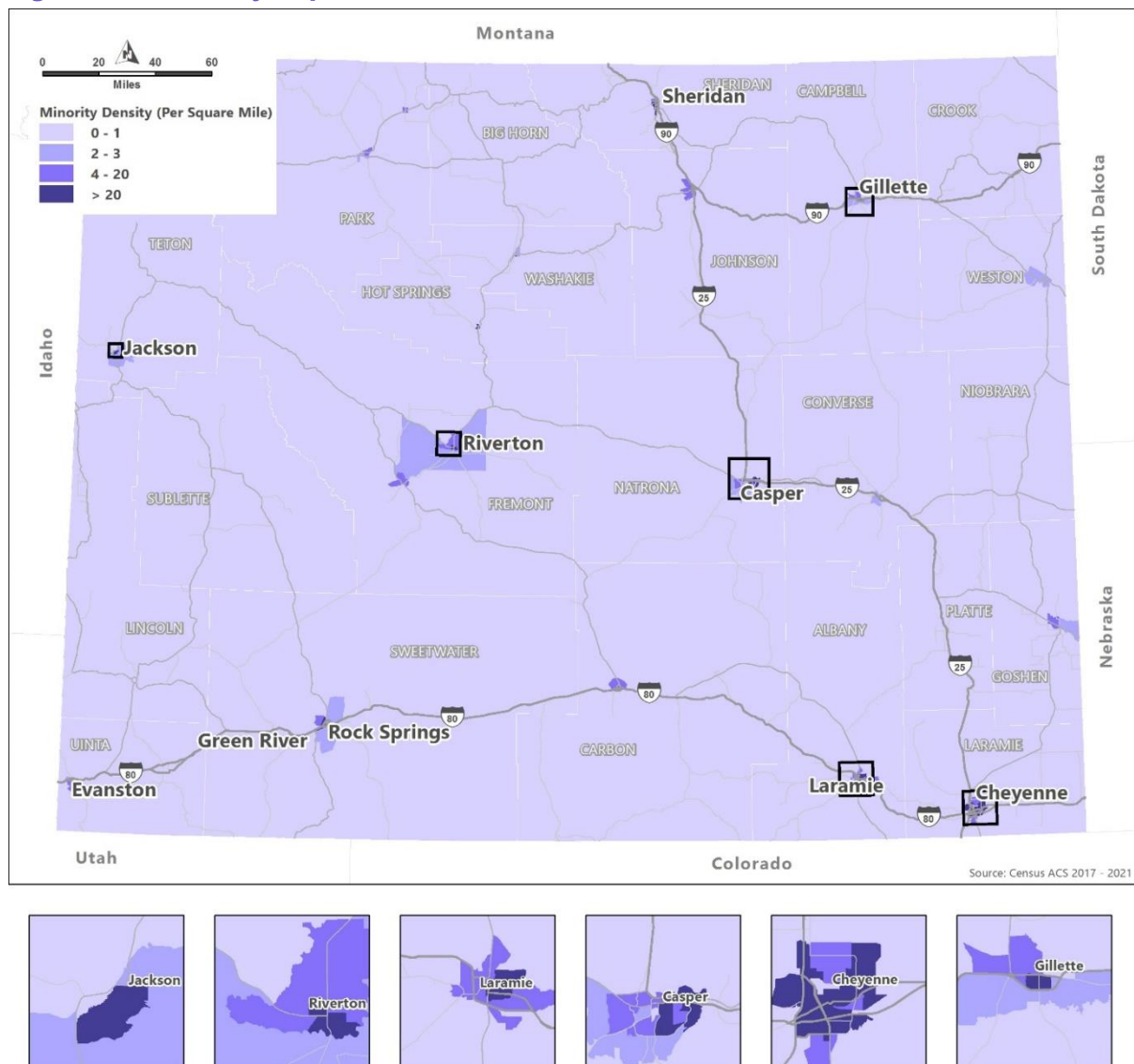
Populations Below the Poverty Line

Population living below the poverty line is one of the primary components in determining underserved populations. Income is one of the leading factors in mobility decisions.

Figure 11 presents the poverty density in Wyoming. The percent of the population in Wyoming living below the poverty line is approximately 11 percent—1 percent lower than the national percentage of approximately 12 percent.

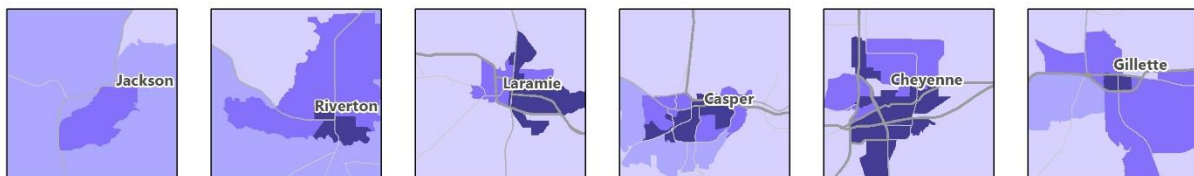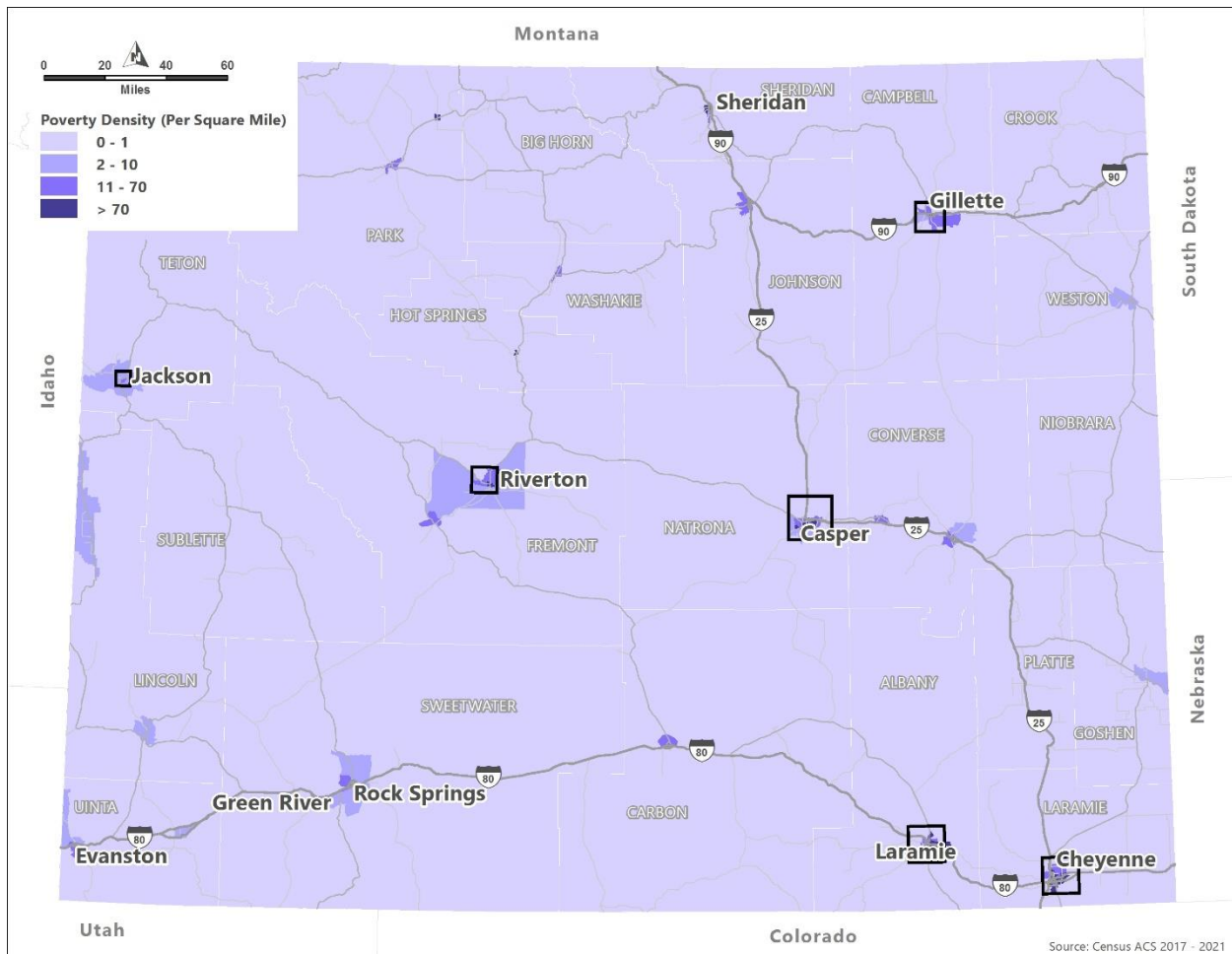**Figure 11. Populations Below the Poverty Line**

Figure 12 shows the Justice40 initiative tracts in Wyoming. The Justice40 initiative was issued as Executive Order 12008, Section 223. In the initiative it states that 40% of overall benefits of

certain federal investments, including investments in clean transit, must be directed to disadvantaged communities.

Figure 12. Justice40 Initiative Tracts in Wyoming
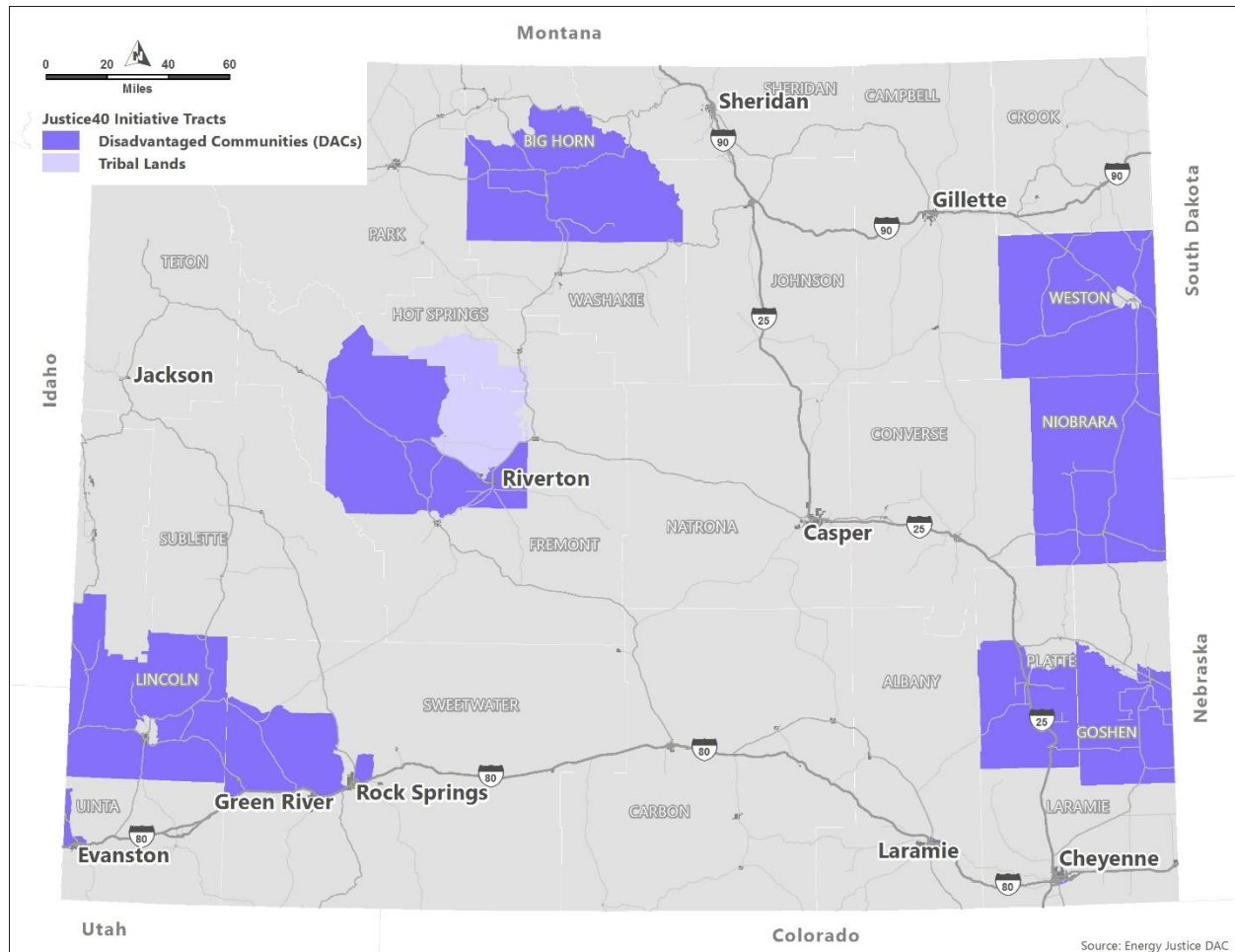
Transit Propensity

Transit propensity is an evaluation of the likelihood of public transit use by a diverse population group for differing trip purposes. A higher transit propensity in a given area suggests a greater need. Transit propensity can help prioritize corridors and geographic areas where demand for transit is greatest and is most likely to be successful. The process combines the demographic information pulled from the 2020 Census, socioeconomic data, and the destinations that attract trips like educational and healthcare facilities. To help define underserved populations, the following Census block group-level population and household data from the 2020 American Community Survey was used:

- Population Under 18
- Population Over 65

- Population with a Disability and Minority Population
- Population Below Poverty Level

The analysis looked at the mean value for these factors, and if the actual census block groups for any geographic region were above the mean for a given category, there was an increase in the transit propensity score by a value of one (1) applied to that region. The scores for the individual categories were then summed to generate a composite transit propensity score. For example, if a census block group had an above average number of people below poverty level and an above average number of people 65 years of age or older, the census block group was given a score of two (2). The Propensity Score range has a maximum possible high score of seven (7), indicating above average values for each of the socio-economic indicators, and a minimum possible low propensity score of zero (0), which would indicate no above average values.

Census tracts that score higher on the propensity index, show areas with a high demand for transit based on need. This results in a composite map showing activity and need. The transit propensity index presented in Figure 13 shows the transportation disadvantaged populations throughout Wyoming. The transit propensity index indicates a need for additional transit options and/or expansion of existing services.

Figure 13. Transit Propensity Index
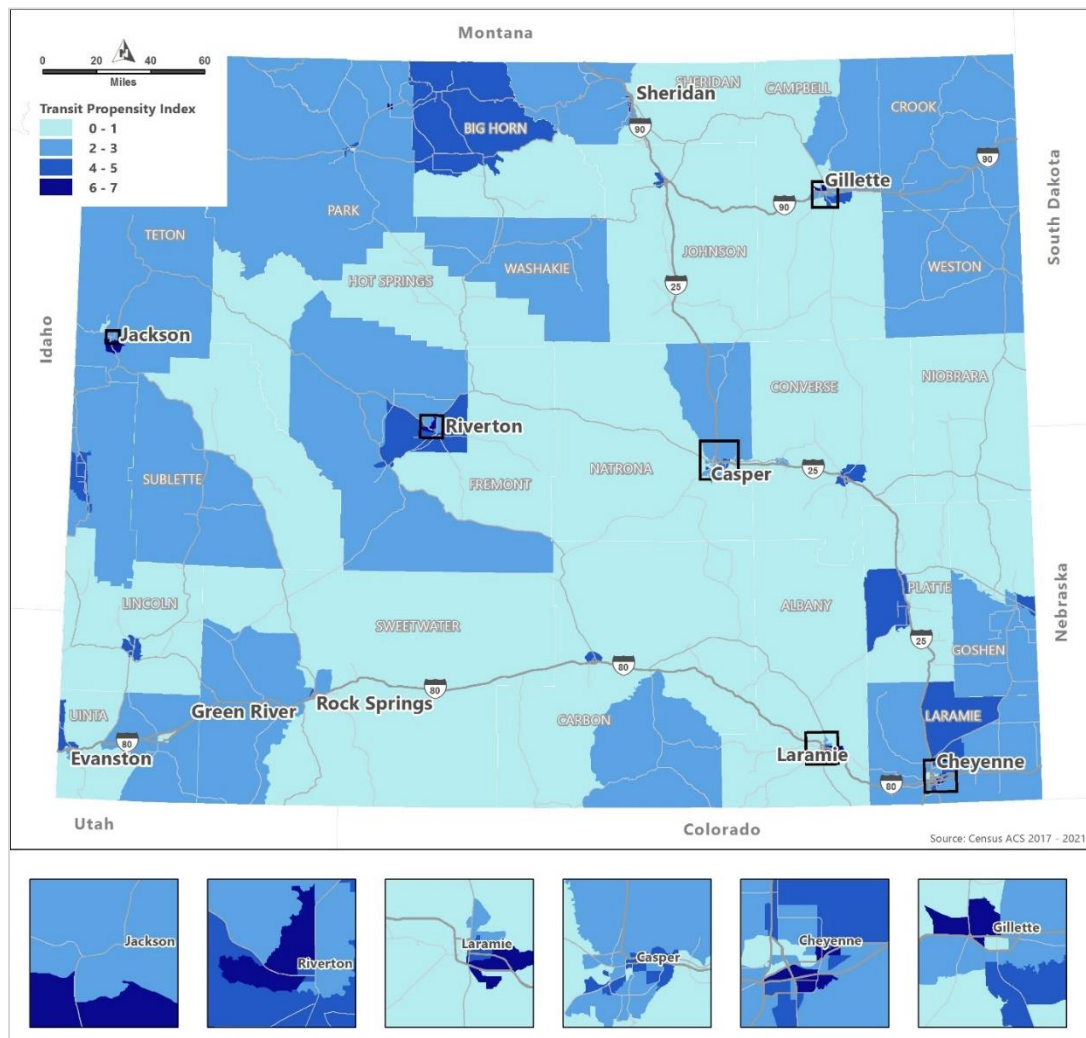
Many transportation-disadvantaged populations live in rural areas or on the outskirts of urban areas due to the lower cost of living in general. Transit agencies typically provide more transit service in areas with higher density as they have potential for higher ridership numbers. This leaves a significant number of individuals in lower density areas without affordable mobility options.

2.8 Existing Services

This section summarizes the current transit options available to low-income populations, seniors, and persons with disabilities; and outlines statewide planning studies relevant to the CPTHSTP.

Area Providers

WYDOT administers transit programs funded by federal and state programs. Services include rural and urbanized systems, services for the elderly and disabled, public transportation on the Wind River Indian Reservation, and various other programs. A comprehensive list of transit

providers and their service area is presented in Table 4. Table 4 also presents the ridership, revenue miles, revenue hours, and total number of vehicles for each of these agencies. These same providers are depicted in Figure 14.

Fixed-route transit operated by transit agencies runs on a regular, predetermined route with little to no variation. The ADA requires that public transit agencies provide paratransit services to riders who cannot use an established fixed-route bus or rail service because of a physical or cognitive disability. In general, paratransit service must be provided within 3/4 of a mile of a fixed-route bus route, at the same hours and days, for no more than twice the regular fixed-route fare.

ADA-mandated paratransit is best utilized as a replacement for fixed-route transit when it is not possible for an individual to use a fixed-route system. However, operating costs for paratransit services are higher than fixed-route systems. Because of this, agencies often use cost-saving solutions, such as scheduled or negotiated pickup windows and ridesharing.

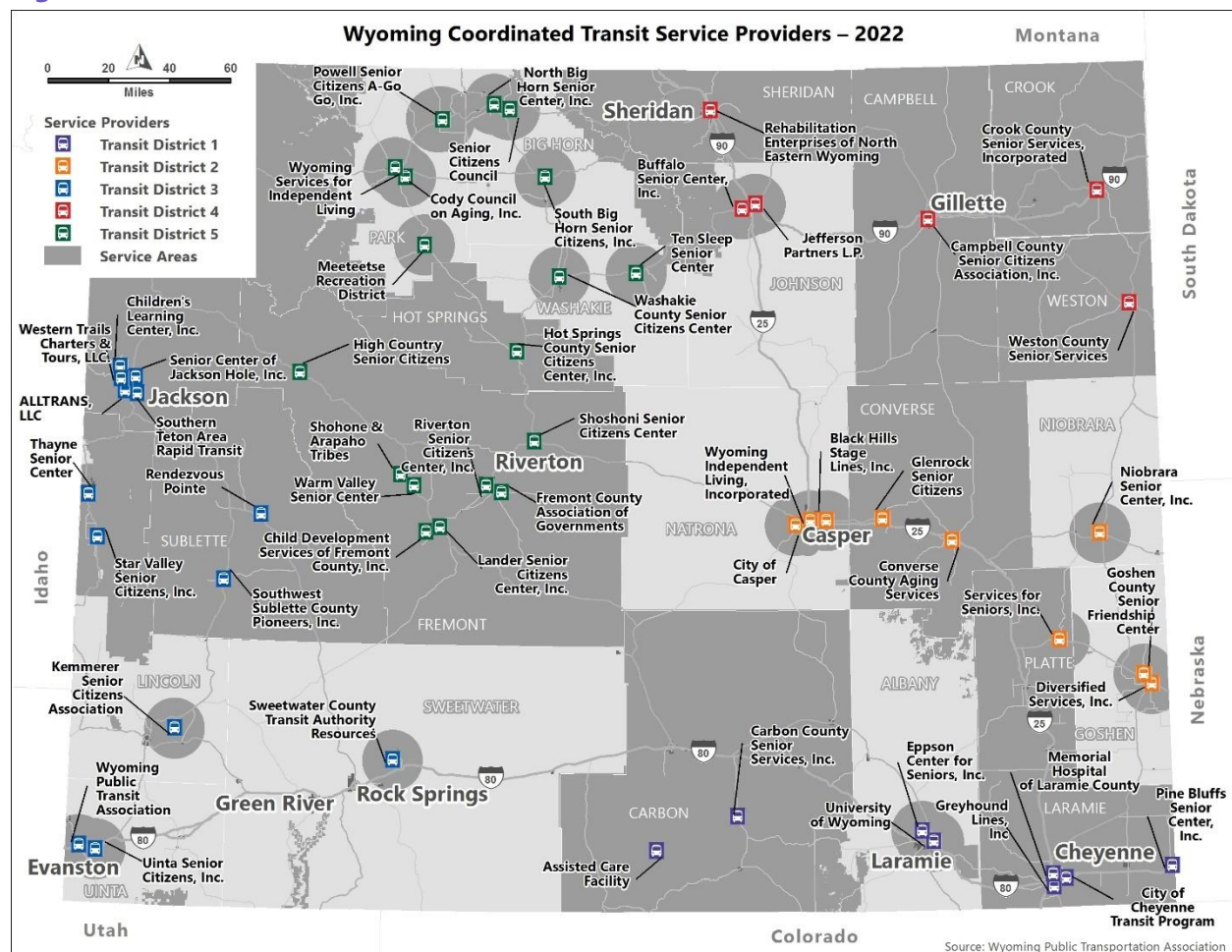**Figure 14. Service Providers (2022)**

Table 4.   Service Providers (As Reported 2021 NTD)

Agency Name	Service Area	Annual Ridership	Revenue Miles	Revenue Hours	Revenue Vehicles
🚍 **Transit District 1**					
Assisted Care Facility	Carbon County	-	-	-	-
Carbon County Senior Services, Inc.	Carbon County	5,493	12,341	2,151	6
Cheyenne Transit Program	City of Cheyenne	53,144	342,556	22,796	5
Eppson Center for Seniors	City of Laramie (+5 miles)	4,759	29,571	2,473	7
Memorial Hospital of Laramie County	Laramie County	-	-	-	-
Pine Bluffs Senior Citizens, Inc.	Town of Pine Bluffs	765	13,760	708	1
University of Wyoming	University of Wyoming Campus	132,526	256,858	36,857	45
🚍 **Transit District 2**					
Casper Area Transit	City of Casper	149,958	447,918	41,196	21
Converse County Aging Services	Converse County	14,168	33,983	4,482	5
Diversified Services	City of Torrington	-	-	-	-
Goshen County Senior Friendship Center	City of Torrington Community	13,781	40,325	3,861	4
Niobrara Senior Center	Town of Lusk	1,009	28,196	1,467	4
Services for Seniors, Inc.	Wheatland	4,897	15,095	5,424	2
🚍 **Transit District 3**					
Children's Learning Center, Inc	Sublette County and Teton County	-	-	-	-
Kemmerer Senior Citizens Association	City of Kemmerer	1,614	6,761	1,335	2
Rendezvous Pointe	Town of Pinedale	1,110	22,905	632	4
Senior Center of Jackson Hole	Town of Jackson to Rafter J Ranch	1,150	6,894	1,243	4
Southern Teton Area Rapid Transit	Jackson Hole	479,160	821,205	43,754	34
Southwest Sublette County Pioneers, Inc	Towns of Marbleton and Big Piney	126	6,373	157	4
Star Valley Senior Citizens	Town of Afton	31	5,478	367	5

Agency Name	Service Area	Annual Ridership	Revenue Miles	Revenue Hours	Revenue Vehicles
Sweetwater Transit Authority Resources	Cities of Rock Springs and Green River	15,836	105,214	7,478	12
Thayne Senior Center	Town of Thayne	186	3,452	113	3
Uinta Senior Citizens Inc	City of Evanston and Bridger Valley	3,202	36,150	3,024	4
Transit District 4					
Buffalo Senior Center	City of Buffalo (+5 miles) with trips to the Cities of Sheridan and Casper	8,076	32,521	5,317	5
Campbell County Senior Citizens Association	City of Gillette and Campbell County	11,239	26,967	1,421	10
Crook County Senior Services, Inc.	Crook County	3,673	46,104	4,025	7
Rehabilitation Enterprises of Northeastern Wyoming (RENEW)	Sheridan County	10,177	56,791	2,601	18
Senior Citizens Council	Sheridan County	41,661	245,970	23,588	15
Weston County Senior Services	Weston County	8,930	50,931	2,794	8
Transit District 5					
Child Development Services of Fremont County	Cities of Lander and Riverton	-	-	-	18
Cody Council of Aging	City of Cody (+10 miles)	9,518	46,693	4,858	6
Fremont County Association of Governments	Fremont County, Wind River Indian Reservation, & Central Wyoming	14,773	244,463	9,284	14
High Country Senior Citizens	Town of Dubois	2,002	6,532	1,368	2
Hot Springs County Senior Citizens Center, Inc.	Hot Springs County with trips to the Cities of Cody, Casper, Riverton, Lander, Worland, and Sheridan	7,695	27,578	4,401	4
Lander Senior Citizens Center	City of Lander	9,362	41,676	7,745	7

Agency Name	Service Area	Annual Ridership	Revenue Miles	Revenue Hours	Revenue Vehicles
Meeteetse Recreation District	Town of Meeteetse with trips to the City of Cody	1,478	5,726	152	2
North Big Horn Senior Center	Town of Lovell	3,887	32,366	1,605	7
Powell Senior Citizens Ago-Go Go, Inc.	City of Powell (10+ miles)	6,791	19,002	4,295	4
Riverton Senior Center	City of Riverton	7,466	27,385	4,319	5
Shoshone and Arapaho Tribes DOT	The Wind River Reservation	2,159	64,975	3,984	3
Shoshoni Senior Citizens Center	Fremont County and surrounding areas	74	2,586	114	1
South Big Horn Senior Citizens, Inc.	Town of Greybull	10,978	35,565	1,584	6
Ten Sleep Senior Center	Town of Ten Sleep	4,850	26,886	1,097	4
Warm Valley Senior Center	Fort Washakie	-	-	-	-
Washakie County Senior Citizens Center	City of Worland	6,058	31,812	3,276	6

Intercity Bus Service

Intercity bus (ICB) service provides scheduled transportation between larger population cities and towns. It is an important component of public transportation especially in rural areas with limited access to intercity connections. Figure 15 shows Wyoming cities served by ICB. Table 5 presents a comprehensive list of Wyoming's ICB service providers and the service area of each provider.

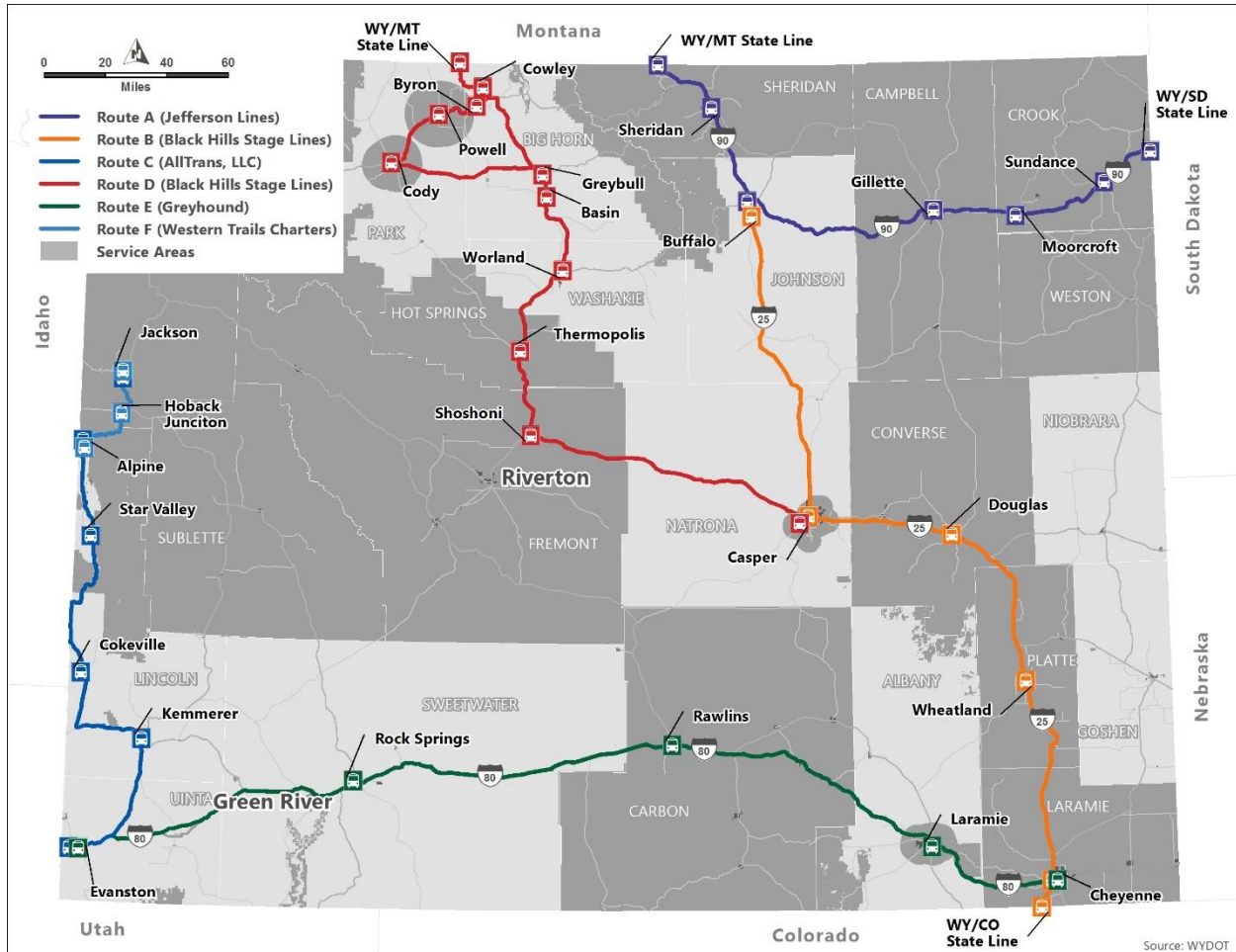**Figure 15. Wyoming ICB Connections**

Table 5.   ICB Service Providers

Route	Operator	Major Corridors	Cities Served	Provider Website
A	Jefferson Lines	I-90 Corridor	Sundance, Moorcroft, Gillette, Buffalo, Sheridan	https://www.jeffersonlines.com/bus-stops/wyoming/
B	Black Hills Stage Lines	I-25 Corridor	Cheyenne, Wheatland, Douglas, Casper, Buffalo	http://expressarrow.com/
C	Alltrans (Mountain State Express)	US 191/89/30/1-89/I-80	Evanston, Kemmerer, Alpine, Jackson	http://www.jacksonholealltrans.com/
D	Black Hills Stage Lines	US 20/26/16/14/310	Casper, Shoshoni, Thermopolis, Worland, Basin, Greybull, Cody, Powell, Byron, Cowley	http://expressarrow.com/
E	Greyhound (Greyhound Lines)	I-80 Corridor	Cheyenne, Laramie, Rawlins, Rock Springs, Evanston	https://www.greyhound.com/en
F	Western Trails Charters (Salt Lake Express)	US 89/191	Jackson, Hoback Junction, Alpine	https://saltlakeexpress.com/

Statewide Context

The plans described below provided additional context how existing transportation systems function and how transit fits within the state's overall vision for mobility.

WYOMING CONNECTS 2035—LONG RANGE TRANSPORTATION PLAN.[10]

Wyoming Connects includes four components—the Integrated Planning Framework, the Long-Range Transportation Plan (LRTP), the Corridor Visions, and the Corridor Plans. Each of these pieces work together to align transportation planning goals and project implementation efforts. The combination of these documents helps to ensure that the state's transportation investments address the appropriate mix of system preservation, safety, capacity, mobility, and economic development needs. For transit, these plans emphasize the need for cooperation and ongoing support to meet the transportation needs of Wyoming residents.

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[10] https://www.dot.state.wy.us/files/live/sites/wydot/files/shared/Planning/Long%20Range%20Transportation%20Plan%202010.pdf.

The LRTP analyzes the state transportation needs from a systems level, describes the issues and problems facing the state (including future revenue and programming), and presents options for future investments, all within the context of the Integrated Planning Framework. The LRTP includes a discussion of key issues and

> *"WYDOT recognizes these challenges and the importance of planning in the current reality of shrinking funding, aging infrastructure, and increasing costs. Our Mission and Goals provide the stepping-off point for the Long-Range Transportation Plan (LRTP)."*
> *—Wyoming Connects*

emerging trends that affect transportation in Wyoming, which aids in identifying needed improvements. The plan also provides the information required by the public and policy makers to use in shaping the future transportation system.

TRANSIT ASSET MANAGEMENT PLAN[11]

The WYDOT Transit Asset Management Plan provides a transit asset inventory for the state and explains how WYDOT assesses, monitors, and reports the physical condition of its public transportation assets. The plan includes a detailed listing and assessment of transit assets owned by WYDOT and transit service providers throughout Wyoming, including real property, facilities, and equipment (including vehicles). The plan describes how WYDOT uses decision-support tools and analysis to prioritize future investments while also helping to sustain a State of Good Repair over an asset's life cycle at a minimum cost.

As of the writing of this plan, WYDOT is conducting a comprehensive inventory and assessment of transit assets in the state to update the Transit Asset Management Plan. The plan will include a prioritized list of investments that will provide a roadmap for maintaining, improving, and expanding Wyoming's transit system. FTA requires a full update to the plan every four years. The most recent Transit Assessment Management Plan and data can be found on the WYDOT website https://www.dot.state.wy.us/home/planning_projects/transportation_programs/transit-in-wyoming.html.

Each year in October, recipients of federal and state transit funds are required to conduct and submit a vehicle inventory and assessment to the WYDOT Office of Local Government Coordination–Transit. During the annual grant application process, the prioritized list of investments and the updated inventory and condition assessments are taken into consideration by the WYDOT Office of Local Government Coordination–Transit in determining the type and amount of funds to award an agency.

The most recent available fixed-route bus rolling stock condition assessment data is presented in Table 6. The most recent available demand response rolling stock condition assessment data is presented in Table 7.

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[11] https://www.dot.state.wy.us/home/planning_projects/transportation_programs/transit-in-wyoming.html

Table 6.   2022 Fixed Route Revenue Vehicle Type

Fixed Route Revenue Vehicle Type	Number in Wyoming	% Not in State of Good Repair	Number Not in State of Good Repair
Heavy-duty Large Bus	41	32	13
Heavy-duty Small Bus	11	27	3
Medium-duty Midsize Bus	48	33	16

Source: Self-reported data by transit providers.

Table 7.   2022 Demand Response Revenue Vehicle Type

Demand Response Revenue Vehicle Type	Number in Wyoming	% Not in State of Good Repair	Number Not in State of Good Repair
Light-duty Midsize Bus	94	50	47
Small Cutaway Bus	127	49	62
Minivan	57	53	30

Source: Self-reported data by transit providers.

WYOMING DEPARTMENT OF HEALTH'S 5-YEAR PLAN ON AGING

In October 2021, the Wyoming Department of Health (WYDOH) published the Wyoming State Plan on Aging. To guide the plan's development, focus groups and community listening sessions were held in 8 regions across Wyoming. Over 8 days 24 sessions were held, consisting of 16 focus groups and 8 community listening sessions. The most frequently raised topics were healthcare, transportation, and community services. These issues were mentioned in seven of the eight Wyoming regions.

Travel by car is the primary mode of transportation for most people in Wyoming because many towns do not have robust public transportation systems. Elderly populations, who oftentimes are unable to drive, face considerable difficulties finding transportation options to travel to and from important appointments, medical or otherwise. Senior centers offer shuttle services to older adults, but schedules and service areas are often limited.

Senior center shuttles are unable to make trips across state lines where the nearest largest metropolitan areas with expanded medical care options are located. Insurance is a contributing factor to this impediment, and many senior centers often do not have time or resources to research transportation alternatives. As a result, shuttle providers tend to limit travel to within Wyoming, which restricts the destinations that can be reached. The result of this is often longer travel time to facilities within the state or relying on religious or other charitable organizations for transportation.

The Plan directly identifies accessible transit as key objective under Goal 1: Support and strengthen opportunities for aging in place by collaborating with organizations. Objective 1.2 states, "Increase access to quality transportation in all areas of the state by partnering with WYDOT." The focus areas for Objective 1.2 are Older Americans Act core programs and

discretionary grants. Collaboration between WYDOH and WYDOT will aim to improve the coordination and delivery of transportation services provided under Older Americans Act Title IIIB funding. Increased coordination between these agencies could also enable senior centers and service providers to reduce administrative redundancy, streamline services, and better leverage local matches to access new funding sources, such as federal or state transportation grants.

WYOMING INTERCITY BUS SERVICE STUDY

The *Intercity Bus Service Study*[12] was published in May 2016 by the Western Transportation Institute at Montana State University. This study provides a comprehensive existing system overview and gap analysis of Wyoming's ICB service.

This study reviewed various corridors that were recommended by WYDOT for analysis. Each of these potential routes would provide service to one or more of the communities with a population over 2,000 that does not currently have ICB service. In addition, these potential routes would also connect several small rural areas to larger urban centers.

Wyoming Intercity Bus Service Study Major Findings
The rural/frontier states surveyed indicated that the most common challenges facing ICB services were funding and the lack of understanding.
30 of the 48 transit agencies surveyed indicated that ICB services could be improved.   - Out of the 28 largest cities in Wyoming, only 17 had access to ICB service, and new routes, as proposed in the study, would reach an additional 11 communities.

Results from the survey of ICB riders in Wyoming indicate that:
- Riders of ICB were most often using the service to visit family or friends.
- Most riders stated they used an Internet search or word of mouth to get information about the route they were using.
- 62 percent of residents riding ICB were satisfied or somewhat satisfied with available information about ICB, compared to 38 percent being somewhat dissatisfied or dissatisfied.
- 46 percent of ICB riders were satisfied or at least somewhat satisfied with the frequency of ICB services, with 31 percent being neutral, and 23 percent somewhat dissatisfied or dissatisfied.
- The three leading factors that led to ICB use are lack of access to a vehicle, lack of ability to drive, and gas prices.
- Over 67 percent of those using the ICB services have a household income of less than $30,000 per year.

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12 https://westerntransportationinstitute.org/wp-content/uploads/2018/01/4W5481_WYDOT-ICB-Study-Final-Report.pdf.

3.0 STAKEHOLDER AND PUBLIC ENGAGEMENT

At the outset of the CPTHSTP, a Stakeholder and Public Involvement Plan developed a focused outreach strategy to understand the experiences, needs, and perspectives of specialized transportation providers, human services providers, and transit system users, specifically seniors, people with disabilities, and people with low incomes. This plan outlined goals for outreach and communication.

STAKEHOLDER AND PUBLIC INVOLVEMENT GOALS

1. Actively engage key stakeholders throughout the CPTHSTP development process to collect meaningful information to ensure a representative, accurate, and robust final CPTHSTP.

2. Provide a forum for and engage key stakeholders to inform and coordinate challenges, plans, needs, opportunities, and goals.

3. Provide interested members of the public opportunities to learn about and provide feedback on the CPTHSTP.

3.1 Stakeholder and Public Involvement Activities

The decision-making process for confirming Baseline Conditions, identifying Goals and Objectives, identifying Transit Needs and Challenges, determining Strategy Recommendations, and outlining Funding and Implementation was rooted in input from transit system users; providers; and groups advocating for seniors, people with disabilities, and people with low income; and current transit riders. Five key activities informed and engaged stakeholders and the public in the CPTHSTP's development (Figure 16):

Figure 16. Stakeholder and Public Involvement Activities

Transit Provider Survey

In December 2021, an online survey was distributed to organizations and agencies that provide transit services to low-income populations, seniors, and persons with disabilities in Wyoming. The survey asked providers for service, maintenance, funding, and operational information. Using this information, the project team **better understood how the transit system operates, provider challenges, and potential gaps between service provision and need for services. Twenty-five providers completed the survey.** Appendix C: *Transit Provider Survey* contains the survey questions.

KEY SURVEY TAKEAWAYS

- Need to replace or acquire new vehicles.
- Challenges with funding constraints.
- Need for additional qualified staff.
- Unique challenges posed by rural service areas with low population density.
- Service network has limited connections to major cities or hubs.
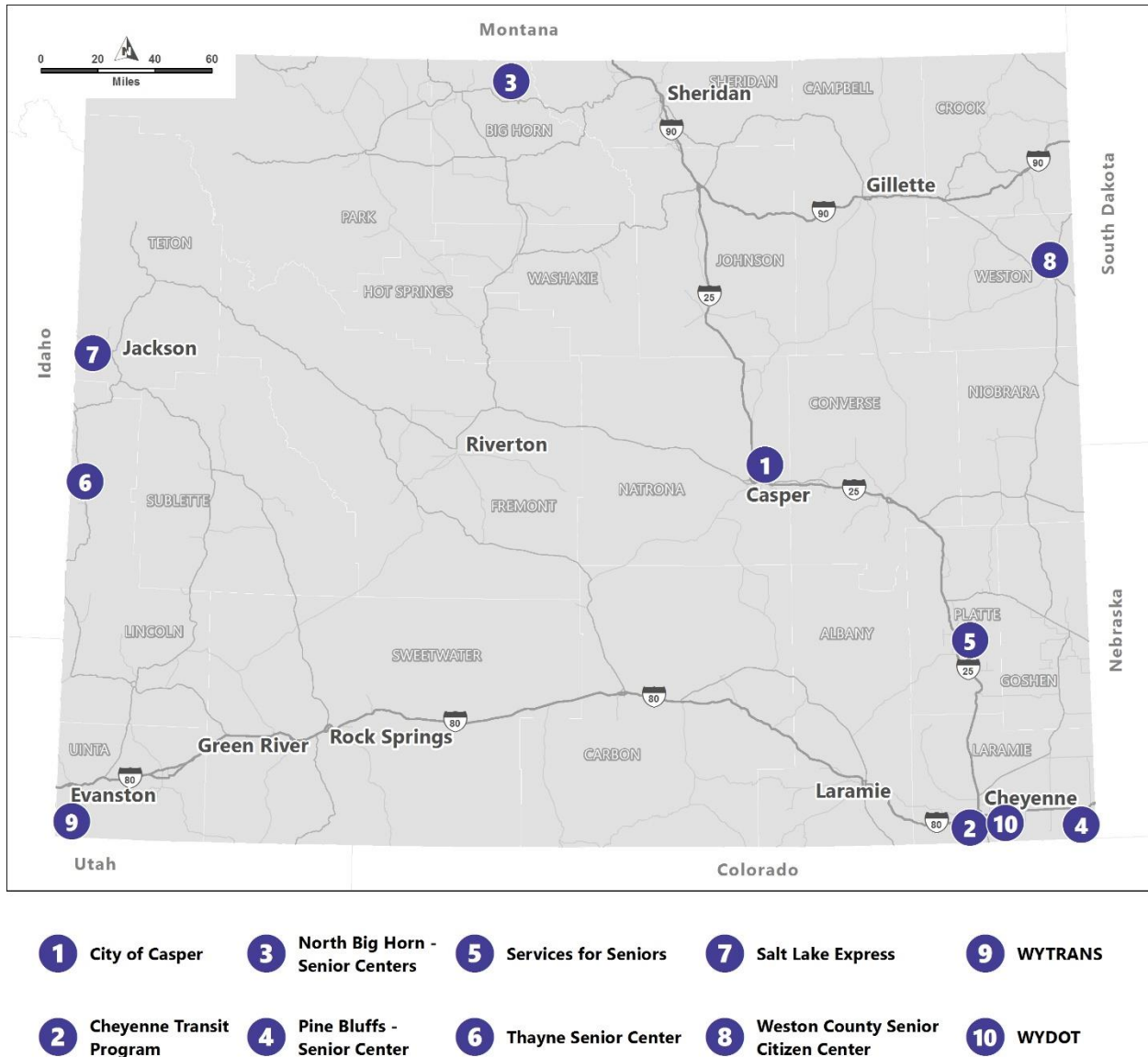
Project Advisory Committee

A Project Advisory Committee (PAC) guided the development of the CPTHSTP. The PAC's charge included active participation during meetings, providing input during key decision-making milestones, and sharing information about the planning effort and input opportunities with their agencies and broader communities.

The PAC included representatives from WYDOT and organizations that receive WYDOT funding to provide transportation to older adults, individuals with disabilities, and people with low incomes in Wyoming. Representatives were chosen through recommendations from WYDOT staff, geographic diversity, diversity of service type, and capacity to participate on the PAC. PAC participants are listed below and shown geographically in Figure 17. The PAC met three times over the course of the CPTHSTP development.

PROJECT ADVISORY COMMITTEE ORGANIZATIONS

- City of Casper
- City of Cheyenne Transit Program
- North Big Horn Senior Center
- Pine Bluffs Senior Center
- Platte County Services for Seniors
- Salt Lake Express
- Thayne Senior Center
- Weston County Senior Services
- Wyoming Department of Transportation (WYDOT)
- Wyoming Public Transit Association (WYTRANS)

Figure 17. Project Advisory Committee Organizations

1 City of Casper	**3** North Big Horn - Senior Centers	**5** Services for Seniors	**7** Salt Lake Express	**9** WYTRANS
2 Cheyenne Transit Program	**4** Pine Bluffs - Senior Center	**6** Thayne Senior Center	**8** Weston County Senior Citizen Center	**10** WYDOT

PROJECT ADVISORY COMMITTEE MEETING #1 (FEBRUARY 23, 2022)

The first meeting of the PAC was held virtually on February 23, 2022. During this meeting, the project team provided an overview of the planning effort, including defining the components of the CPTHSTP, the plan development process, and the outcomes of a successful plan. An in-meeting poll was conducted to gauge PAC members' perspective on the elements of the plan that might most benefit PAC organizations. As shown in Figure 18, service gap identification was deemed most valuable.

Figure 18. Most Beneficial Elements of CPTHSTP Poll
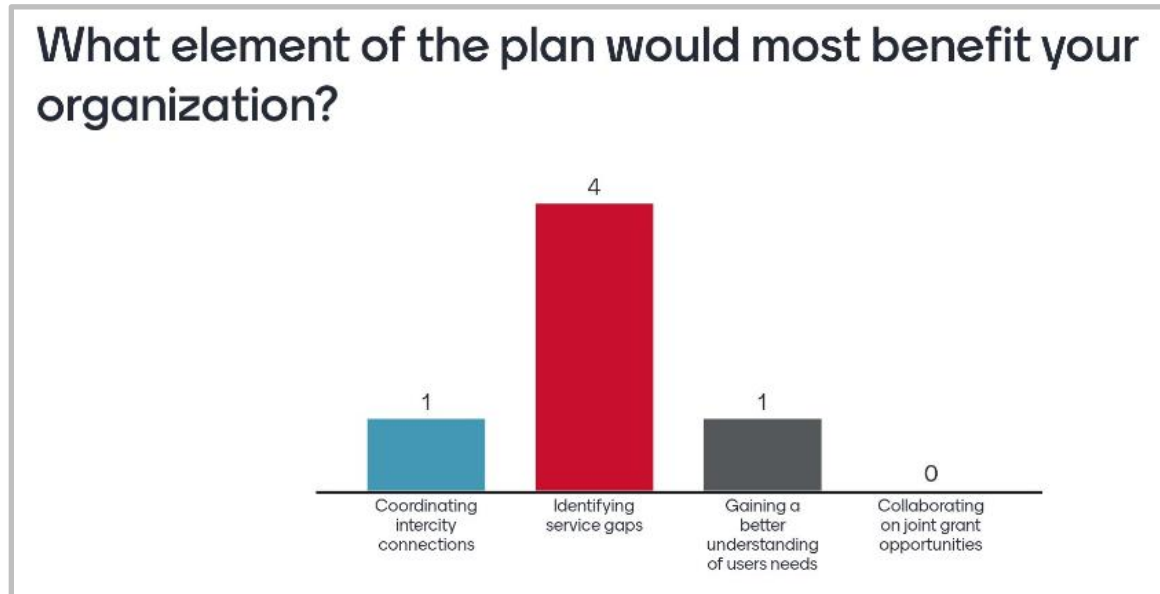
Source: In-meeting polling results from February 23, 2022, PAC Meeting

The project team then presented a series of maps showing baseline conditions data for land use, tribal land and services, metropolitan statistical areas, demographics, activity centers, and transit propensity. The baseline conditions illuminated the potential challenges of providing specialized transit in a mostly rural, low-density, mountainous state with an aging population. Thereafter, an in-meeting poll asked PAC members what their biggest barriers are to providing transit service. Figure 19 shows that funding and staffing were ranked as the biggest barriers.

Figure 19. Barriers to Providing Service Poll
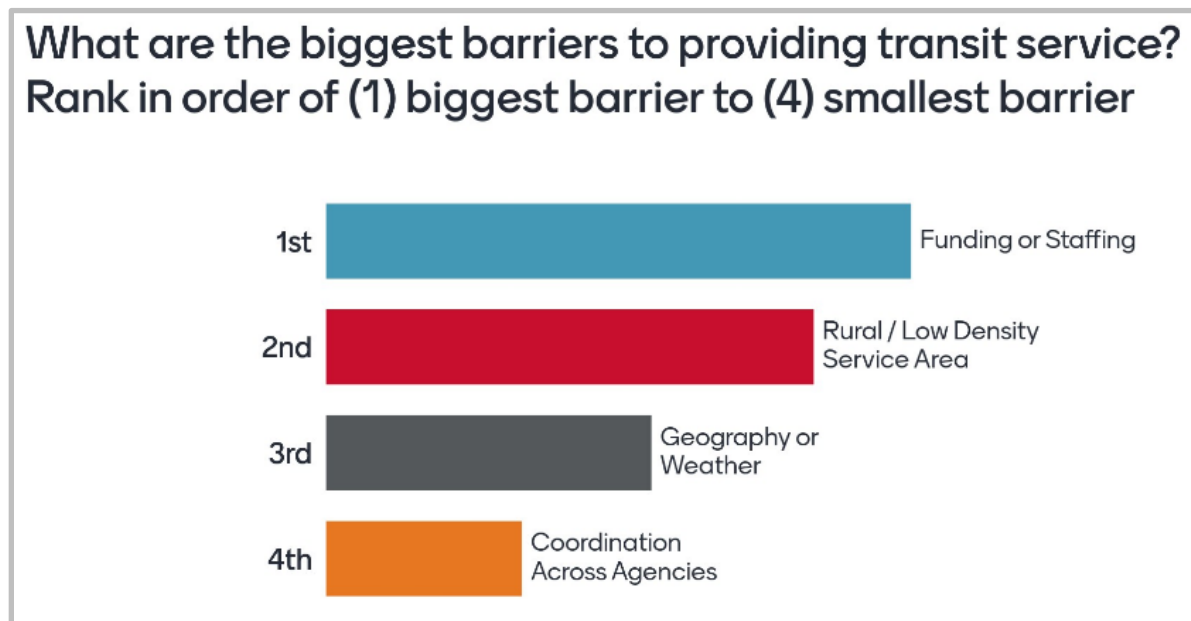
Source: In-meeting polling results from February 23, 2022, PAC Meeting

Next, the project team provided an overview of the existing specialized transit service providers in Wyoming, including the ICB service. After this, the meeting transitioned to a group discussion. Providers shared their top three challenges, how they could utilize additional resources, how they publicize their services, and their most successful program or aspect of service. The challenges were grouped in key themes.

The meeting concluded with an overview of next steps: developing the plan's goals and objectives, interviewing transit providers and groups advocating for seniors, people with disabilities, people with low incomes, and current transit riders, and further assessing service needs and challenges to providing service. Appendix D *Project Advisory Committee Meeting #1 Presentation* contains the full meeting presentation.
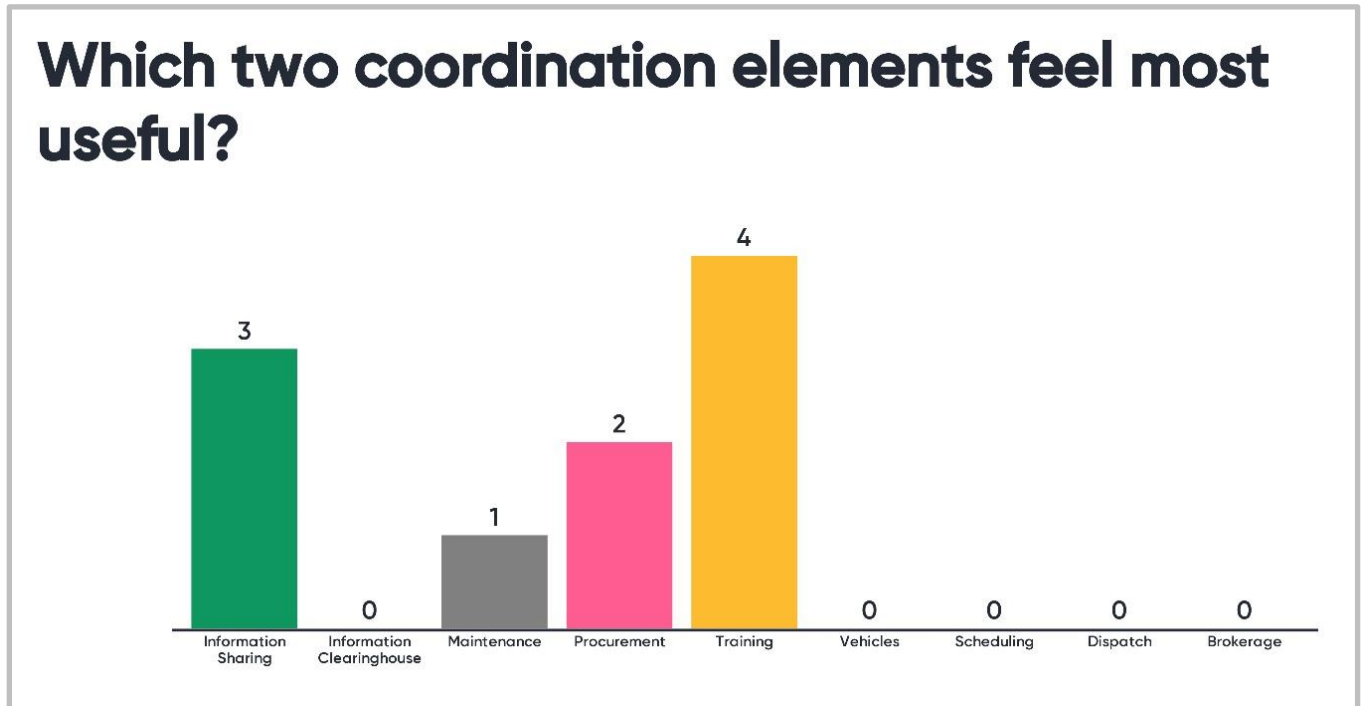
PROJECT ADVISORY COMMITTEE MEETING #2 (APRIL 14, 2022)

The second meeting of the PAC was held virtually on April 14, 2022. This meeting focused on developing goals and objectives for the specialized transportation system. PAC members were asked which coordination elements would most benefit them. Results from these in-meeting polls are shown in Figure 20 and Figure 21. Training, information sharing, and procurement were considered most useful. Brokerage and vehicle coordination were deemed least useful.

Following the discussion of coordinated service delivery, the project team presented the preliminarily identified goals and objectives: standardization; coordination and partnerships; recruitment, training, and retention; and accessibility and integration. Appendix E *Project Advisory Committee Meeting #2 Presentation* contains the full meeting presentation.
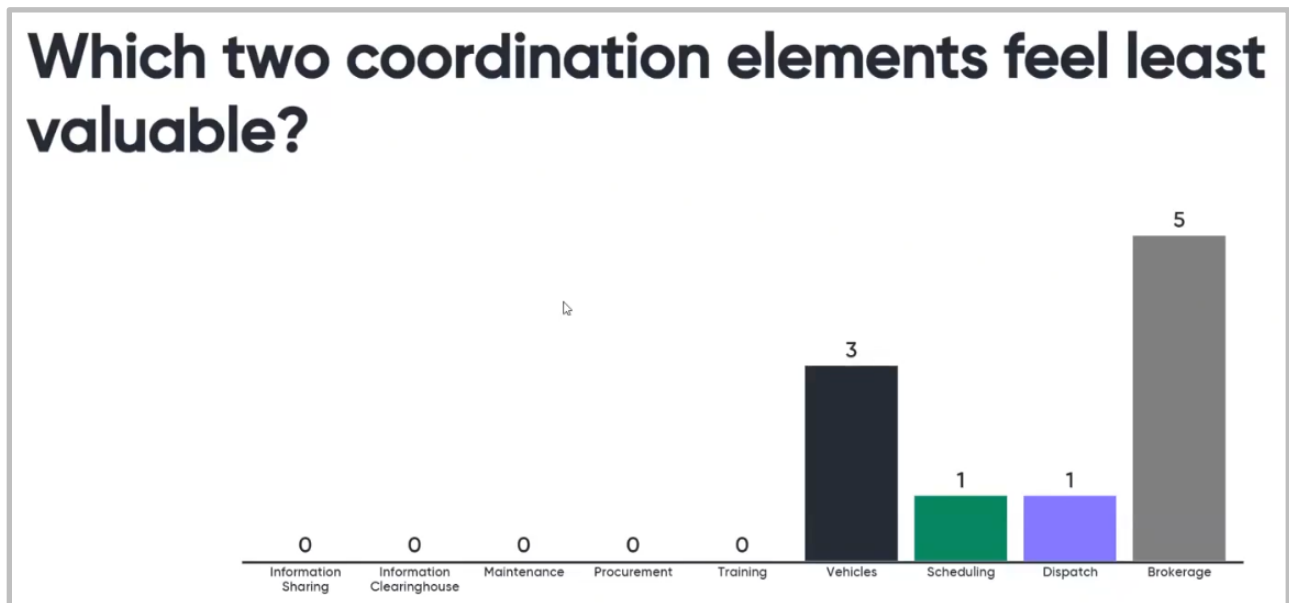
As a next step following the meeting, PAC members were asked to review the goals and objectives presented during the meeting and to provide comments to the project team.

Figure 20. Most Useful Coordination Elements Poll

Source: In-meeting polling results from April14, 2022, PAC Meeting

Figure 21. Least Useful Coordination Elements Poll

Source: In-meeting polling results from April14, 2022, PAC Meeting

PROJECT ADVISORY COMMITTEE MEETING #3 (JUNE 28, 2022)

The third and final meeting of the PAC was held virtually on June 28, 2022. This meeting provided a summary of the interviews held with transit providers and groups advocating for seniors, people with disabilities, people with low incomes, and current transit riders. During meeting discussion, the PAC noted that interview themes mirrored much of the feedback garnered through the Transit Provider Survey and PAC meetings.

After discussing interview feedback, the project team presented the goals and strategy recommendations, shown in Figure 22. Following the second PAC meeting, feedback received during the meeting and the user representative and provider interviews led the planning team to modify the goal of "Recruitment, Training, and Retention" (shared during PAC meeting #2) to the broader goal of "Resources" (shown below).

Figure 22. Goals and Strategy Recommendations

Goals and Strategies Recommendations Overview

	Collect Intercity and Intrastate Travel Needs Data	Separate Insurance Pool for Transit Providers	Expand/ Leverage Funding to Increase Service	One-Call/One-Click Provider Directory	Improve Grant Process	Streamline Procurement	Statewide Steering Committee	Marketing and Outreach Strategies	Partnerships with VocTech, Colleges, Universities
Accessibility & Integration	●	●	●	●		●	●	●	
Coordination & Partnerships		●	●	●		●	●	●	●
Standardization	●			●	●	●	●		
Resources		●		●	●	●			●

Source: Presented as PowerPoint slide during June 28, 2022, PAC Meeting

The PAC members supported the goals and strategy recommendations presented by the project team. The data collection recommendation had substantial discussion. The project team proposed rewording the recommendation to "Determine what new data needs to be collected to better position grant applications." For example, data that speaks to travel timing savings, unmet need for service, and financing could enhance providers' grant applications. WYDOT noted it was evaluating its grant application processes and forms to foster partnerships and ease the burden of applying for grant funding.

After presenting the goals and strategy recommendations, the meeting transitioned to an in-meeting polling exercise to gauge PAC members' concurrence with the strategy recommendations. Figure 23 shows that the majority of PAC members strongly supported the recommended strategies while the others generally supported them.

Figure 23. Support for Recommended Strategies
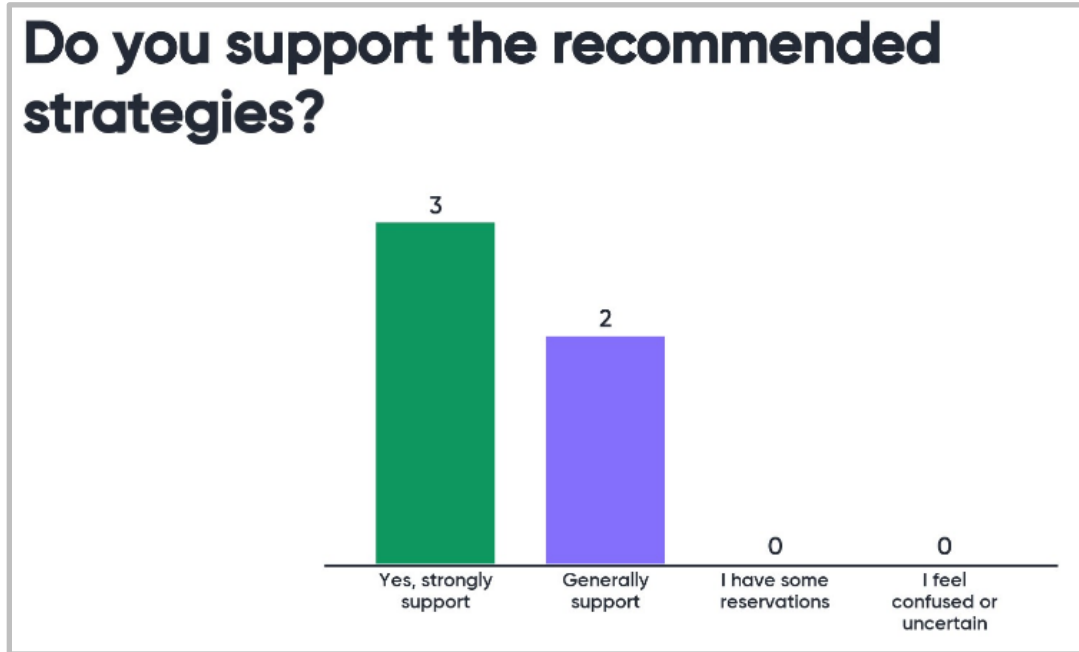
Source: In-meeting polling results from June 28, 2022, PAC Meeting

The next in-meeting poll asked providers to rank the strategies from most to least valuable. These findings are presented in Figure 24.

Figure 24. Value of Strategies Ranking

Source: In-meeting polling results from June 28, 2022, PAC Meeting

Streamlining procurement and the grant application processes were deemed the most important strategies, followed by expanding/leveraging funding to increase service and

developing a one-call/one-click provider directory. Additional discussion noted the value of WYDOT providing trainers that visit providers at their locations and the recommendation to coordinate funding with entities beyond transportation providers, including housing, medical, veterans, and community college groups. The final key discussion item centered on the need for centralized information that withstands staff turnover.

The meeting concluded with the next steps of the project team developing the implementation plan and sharing it with PAC members for comments. Appendix F *Project Advisory Committee Meeting #3 Presentation* contains the full meeting presentation.

Interviews

A significant component of the stakeholder and public involvement strategy was interviews with organizations who represent or serve seniors, people with disabilities, people with low incomes, and people who rely upon specialized transportation services. Additional interviews were completed with specialized human services transportation providers.

The purpose of the interviews was for WYDOT and project team to better understand:

- The transportation needs of people who qualify for specialized transportation (older adults, individuals with disabilities, and people with low incomes in Wyoming).

- Providers' and users' familiarity with existent specialized transportation services and how WYDOT can help people learn more about existing services.

- The barriers or limitations users experience with specialized transportation and recommendations for improving service.

- How specialized transportation providers operate, specifically in regard to funding, routes/service areas, trip scheduling, coordination with other providers, and their understanding of their ability to meet service demand and/or need for service.

Six transportation provider interviews and ten user representative interviews were held from April to May 2022 (Table 8 and Table 9). Figure 25 depicts the comprehensive array of user issue areas captured in the interviews, and Figure 26 shows the geographic distribution of interview participants.

Table 8.   Interview Participants—Specialized Transportation Providers

Specialized Transportation Providers
Meeteetse Recreation Center
Southern Teton Area Rapid Transit (START)
Southwest Sublette County Pioneers Senior Center
Sweetwater Transit Authority Resources (STAR)
Ten Sleep Senior Center
University of Wyoming

Source: Interviews completed by project team

Table 9.   Interview Participants—Users

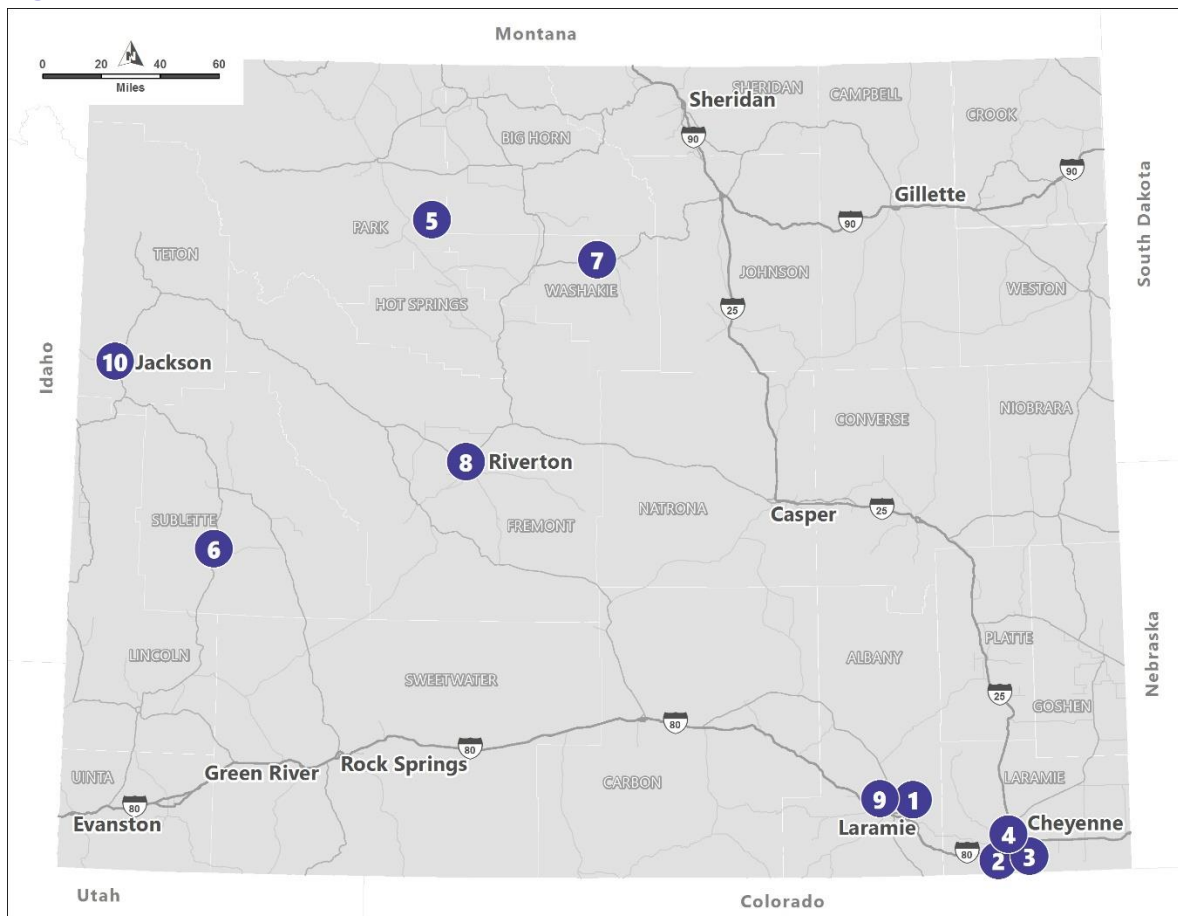| Participant	Developmental Disabilities	Physical Disabilities	Older Adults	Low Income
Cheyenne VA Medical Center Medical services for veterans in Northern Colorado/southern Wyoming.		●	●	●
Comea Shelter Emergency and transitional housing, meals, case management, and limited transportation assistance.				●
Volunteers of America Northern Rockies Emergency and permanent supportive housing, health care, mental health services, substance abuse treatment, and veteran support.	●	●	●	●
Wyoming Department of Family Services – Adult Protection Program Case management and care coordination for vulnerable adults unable to care for themselves or their property due to advanced age or physical or mental disability.	●	●	●	●
Wyoming Department of Health – Aging Division Oversees and administers Older Americans Act funding.			●	●
Wyoming Department of Health – Behavioral Health Division: Mental Health and Substance Abuse Office Oversees and administers funding for outpatient and regional mental health and substance use treatment.				●
Wyoming Department of Health – Public Health Division Public healthcare across Wyoming.		●	●	●
Wyoming Department of Workforce Services – Vocational Rehabilitation Direct service to help people with disabilities reach vocational goals.		●		●
Wyoming Governor's Council on Developmental Disabilities Advocates for services for people with developmental disabilities.	●			
Wyoming Institute for Disabilities Assists individuals with developmental disabilities, their families, professionals, and students through education, training, community services, and early intervention.	●			

Source: Interviews completed by project team

Figure 25. User Issue Areas Reflected in Interviews

Source: Interviews completed by project team

Figure 26. Interview Participant Map

INTERVIEW THEMES

Interview transcripts were coded for comment themes. Four key themes arose through these interviews:

- Service need
- Staffing
- Coordination
- Resource Constraints

These themes are described on the following pages with select quotes from the interviews.

SERVICE NEED

Most senior centers expressed they are able to meet the current demand for service. At many senior centers, seniors use transit service for the social aspect, not because they are otherwise unable to reach appointments or services. In contrast, non-senior center transit agencies and transit user representatives expressed that there is unmet need and the current transportation services should be expanded. The University of Wyoming noted there's no guarantee it can accommodate same-day paratransit trip requests and that it's common to deny trips. Others, including the Wyoming Institute for Disabilities and the Wyoming's Adult Protection Program, expressed that weekend and evening availability is too limited. A person with an intellectual disability can work a shift job and get to the job using a bus in time for the 2 p.m. start time, but when they get off at 7 p.m., no bus is running then.

"We need established bus routes, consistent service, and offering wider hours is imperative. The way it works right now, there's a morning trip that cuts off at noon or in the afternoon. We need wider hours for fixed-route service and more demand response vans. In one of our programs, we serve about 40 homeless youth. We transport them ourselves because our afterhours programs last until 6 or 7 p.m. Because there aren't transportation options at this time of day, our staff jump in six different vehicles to get participants back to hotels, groups homes, and couch surfing."
– Volunteers of America of the Northern Rockies

Users expressed a right to travel and a need for trips outside of pre-arranged appointments. Many people miss out on spontaneous travel and the ability to participate in weekend or after-hours social opportunities.

"There's no way to have spontaneous meetings. It feels like to use specialized transportation providers, you have to have a pre-arranged medical appointment. It limits people's opportunity to be out at different hours and on weekends. It's hard

to get involved in faith communities due to lack of weekend transportation service."
– Wyoming Institute for Disabilities

Numerous interview participants specifically noted that traveling across community lines is challenging and often not possible using coordinated transit.

"Most of our clients can figure out transportation systems but getting from one community to another is challenging. There is a small community near Casper called Midwest. It is a very small community, maybe 1,000 people in total. If you need to get to a medical center to get your medication, there's no way to do that without the help of friends or family. It would be helpful to have a system to provide additional options for people to travel between cities."
– Wyoming Department of Workforce Services

STAFFING

Across the board, hiring and retaining staff was the biggest challenge providers reported. Organizations are consistently understaffed. In fact, Southern Teton Area Rapid Transit had to contract with Salt Lake Express (a private provider) because they didn't have enough staff to operate their peak hour service. Other providers like the University of Wyoming noted they have cut service due to insufficient staffing. Staffing is a challenge from both a recruitment and retention angle. Many retirement age staff retired during the COVID-19 pandemic. As a result, many providers have one person doing everything. Sweetwater Transit Authority Resources noted that the short staffing is true on the agency and provider side. This turnover and insufficient staff capacity has resulted in shortcomings around training and information exchange, which causes barriers to providing service or coordinating with other providers.

"We go to conference every year. That's great, but we don't really get that 101 training. Pray your predecessor gives you the tools so you know what to do. I feel like I never got a whole lot of time learning the fundamentals of providing specialized transportation services. We visited with WYDOT recently and learned things we were not doing correctly, or we weren't using to its fullest potential. Prime example: last year, I was doing a grant application...going through monthly expense report, plugging everything into our spreadsheet. And I asked myself, why am I not reporting this expense and getting reimbursed for it? I realized we are not charging for things we should charge for. We were just eating that cost."
– Meeteetse Recreation District

"We need an expert at WYDOT who we can talk with. We need centralized FAQs, contact information, and list of services."
– Sweetwater Transit Authority Resources

COORDINATION

Transit users and providers noted the limited coordination across services. Many attributed this to the state's largely rural nature. While interview participants across the board expressed this lack of coordination, providers were split as to whether additional coordination would be valuable. Sweetwater Transit Authority Resources noted that they rarely coordinate with senior centers because it the service is outside their normal hours, it's considered a charter service and they can't legally do it. In contrast, the Wyoming Department of Workforce Services expressed that it would be incredibly beneficial to have greater coordination. They noted that most of their clients can figure out transportation systems but getting from one community to another is challenging.

"If you live in Midwest and need to get to a medical center to get your medication, there's no way to do that without the help of friends or family. It would be helpful to have a system to provide additional options for people to travel between cities."
– Wyoming Department of Workforce Services

Generally speaking, intercity bus service as not seen as reliable, accessible or extensive enough. Wyoming's Adult Protection Program shared that their case workers coordinate with Greyhound and ICB services, but a lot of those buses don't run anymore. Southwest Sublette County Pioneers Senior Center shared that they could connect their passengers to the ICB network, but that it wouldn't work long term. They sensed their seniors would try the ICB service one time, but they wouldn't do it again. User advocates noted that people with developmental disabilities or mental health challenges would likely struggle to navigate ICB service or transfers among different service providers.

"We do not rely on Greyhound; they arrive at 2 a.m., the trips take too long, and they're always moving the stops. Buffalo has been the most consistent stop for intercity bus service, but our clients can't function well waiting at a truck stop for three hours, so staff have to sit with clients in late evening hours until they get on the bus. There's another bus stop at Exxon gas station in Sheridan – if I looked at it today, it says hours are subject to change; the hours are always changing. If I needed to get a client to Casper today—there are no intercity bus routes available today. Route tomorrow for $55, leaves at 7:05 and gets there at 9:30. That's not bad. However, I can't get there today, and if I want to book it, I need a credit card.

> *This won't work for a client with a court hearing today."*
> *– Volunteers of America of the Northern Rockies*

Agencies and providers shared that over the last two years, they have experienced challenges coordinating with WYDOT. Challenges centered on institutional knowledge lost to staff turnover, lack of understanding of provider nuance and differentiated needs, procurement delays, and slow contract approval processes.

RESOURCE CONSTRAINTS

Providers experience a series of resource constraints that limit the ability to provide or expand transit service. Many providers are struggling with rising fuel prices and supply chain challenges that present barriers obtaining the new parts for their vehicles. Raising local match for grants is a challenge, which puts new state and federal funding opportunities out of reach.

> *"If I have to ask for more federal funding, it means I need more local match. We don't have the match. There is so much less oil and coal—that was how we met our local match. Those industries are dying, and people are moving. The local match is not here. The city and county are not as willing to finance as they used to be. Can we change the matching requirement for federal funding to 80/20 match for the operating costs?"*
> *- Sweetwater Transit Authority Resources*

A significant barrier to meeting users' need for service is that many customers are trying to reach medical appointments across state lines. Wyoming only has two large medical providers in the state: Wyoming Medical Center in Casper and Cheyenne Regional in Cheyenne. Other than that, patients need to go across state lines to place like Billings, Denver, Fort Collins, Rapid City, or Salt Lake City. Given local liability insurance stipulations, providers' insurance will not cover trips across state lines. Enabling providers to cross state lines could significantly address unmet transit need.

As alluded to in the Staffing and Coordination sections, there is a generalized lack of knowledge about available transit services and limited communication among users, WYDOT, and providers. Both providers and user groups expressed it would be beneficial to have a map of service providers and other similar one-stop-shop informational resources. Wyoming Institute for Disabilities noted, "The best thing WYDOT could be doing is coordination across providers, so we know what transportation options are available." More significant, the Cheyenne VA Medical Center confided, "We didn't realize that WYDOT funds transportation services that our veterans could potentially use. We would love to learn more about these transportation options – a map of service providers would be especially useful."

User Profiles

Through conversations with the Project Advisory Committee members and the in-depth interviews, the project team developed an immersive understanding of current specialized transportation users across Wyoming. These discussions helped to identify how the specialized transportation services serve, and fall short of fully serving, the mobility needs of seniors, people with disabilities, and people with low incomes in Wyoming. These conversations helped to project team to develop system user profiles. The profiles offer a sense of who is using the current system and highlight the ways Wyoming's specialized transportation services could be improved. Note that these profiles do not represent actual people – instead, they are personas created from several interviews. Identifying details have been changed, but the substance of all comments remains as told to the project team.

Profile 1: Female, Senior Widowed	
About Me	I have lived in Meeteetse for the last 45 years. My husband and I raised our three sons here. Our sons are grown and no longer live in town and my husband passed away four years ago. Physically I'm doing well and am in good health, but I am often very lonely these days. The pandemic lockdown was so isolating for me. Social outings with my local friends are my saving grace.
My Specialized Transportation Trip	Every Thursday I take the Meeteetse Recreation District's bus to Cody. Occasionally in summer, some school age children ride on the bus too, but normally riders are all seniors. The Thursday bus to Cody is the best social outing of the week. It's a great opportunity for me to connect with friends and go out to lunch at new places. A few of us post about the outings on social media.
What Works and What Doesn't	I try to pay it forward by going to the Meeteetse Recreation District every Monday and picking up lunches that I personally deliver to homebound seniors. This also helps me feel connected to my community. I feel so grateful for the Thursday bus to Cody, but I do wish it operated more than once a week so I could have more frequent social outings.

| Profile 2: Male, 26 years old – Part-time Walmart Associate	
About Me	I live in a Shared Living home in Laramie near the university. I have a developmental disability which makes it hard for me to keep up with other adults or live completely independently. I cannot drive. I work part-time at Walmart.
My Specialized Transportation Trip	During the school year, I use the University of Wyoming's Transit System to reach my job at Walmart. This works pretty well, except for summer and winter break when the transit service isn't running. During these times, I try to use the paratransit service. Before the pandemic, I could almost always get a ride using paratransit. Now, many of my trip requests are not met. When paratransit isn't available, I try to walk or bike to work. Sometimes I get lost. I often miss shifts when the University's Link bus isn't operating.
What Works and What Doesn't	University of Wyoming transit services does not operate on weekends. This means that I can't work on weekends. Honestly, I can feel really isolated on weekends. I would like to go to church more often and see people from the young adult group, but they tend to gather on weekends. Sometimes I'm lucky and someone from the group will give me a ride. I would really like to see my family in Rock Springs more often, but I have no way of getting there. I can't figure out the schedule for the bus to Rock Springs and the trip is so far I don't feel comfortable doing that on my own.

Profile 3: Male, 38 years old – Unemployed Veteran	
About Me	I live in Pine Bluffs. I lost both of my legs due to an IED in the Iraq War. I suffered substantial hearing loss and I struggle on and off with PTSD. I've had issues with alcohol abuse in the past. My disabilities and PTSD have made it really hard for me to hold down regular employment. These days I mostly rely upon VA disability payments.
My Specialized Transportation Trip	I need to go to the Cheyenne VA Medical Center at least once a month for medical appointments. I live with both of my parents, but they work during the days so it's hard for me to get to these appointments. The VA provides a transportation service, but they have vehicles in the shop and they're down a driver, so they often deny my trip requests. The VA has connected me with Qualified Listeners and I've been able to get some rides through them. Often, one of my parents will end up taking the day off from work to drive me to an appointment.
What Works and What Doesn't	It's really hard for me to know if I'll be able to get a ride to my appointments. The VA transportation service and Qualified Listeners are great when they're available, but it's too hard to predict. Pine Bluffs is right off I-80, just like Cheyenne. There has to be some sort of bus service along the highway, I just have no idea where to find that information and the VA hasn't known either.

Profile 4: Female, 75 years old – Retired	
About Me	Six months ago, my neighbor found me passed out on my living room floor after I suffered a mini stroke. An Adult Protective Services caseworker came out to visit me and connected me with a meal delivery program through the Niobrara Senior Center.
My Specialized Transportation Trip	Through the meal program, I learned about Niobrara Senior Center's transit service. I use the service twice a month to reach my appointments at the Niobara Community Hospital & Clinic. I've been fortunate because Adult Protective Services has been paying for my rides. They'll stop paying for them at the end of this month. I can probably cover the cost, but I'm worried I'll forget to pay.
What Works and What Doesn't	The Niobrara Senior Center's transportation service works well for getting around town, but they only have one driver. It's nearly impossible to arrange an out of town trip, and with my limited income, I rarely seek them. Still, I'm really glad my medical care is so close. My friend lives in Sheridan and her doctor is in Billings. Her local senior center won't drive across state lines, so she can't use their service to reach appointments. Generally speaking, I count on my neighbors to make once a month trips for errands. Given how hard it is to get around out here, I sense I'll need to move in with my niece in a year or two.

Public Website

A website was established for the CPTHSTP at wyomingcoordinatedtransitplan.com (Figure 27). This website provided information, housed project materials, and hosted feedback platforms, including an online comment form and interactive comment map. The website was updated throughout the plan's development and will remain active for a year following the release of the CPTHSTP.

Figure 27. CPTHSTP Website
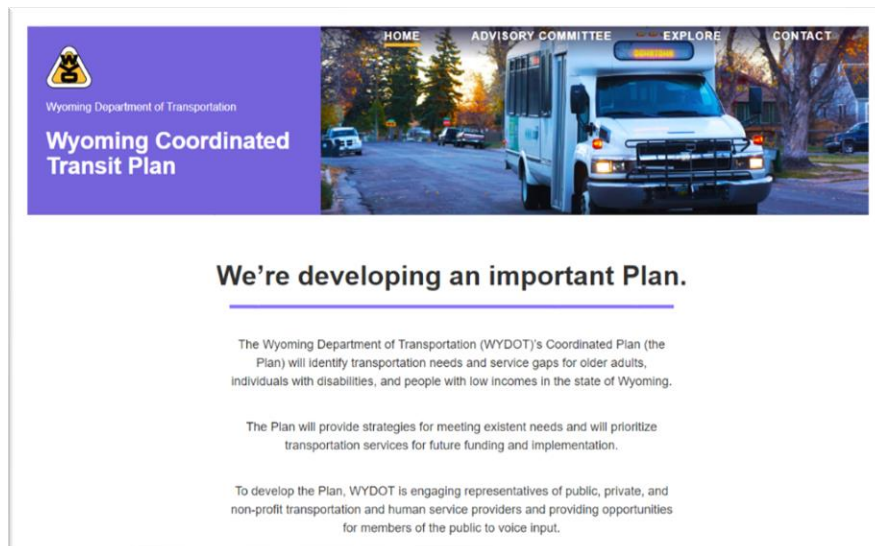
3.2 Key Themes from Stakeholder and Public Feedback

Table 10 provides a high-level overview of the input received from stakeholders and public advocacy groups through interviews, PAC meetings, and the transit provider inventory. This feedback helped guide the project team in the development of goals and recommendations.

Table 10.   Key Stakeholder and Public Topics

Topic	Details
Hiring and Retaining Staff	Staffing is the most common theme throughout stakeholder and public feedback. Finding and retaining a committed and qualified workplace remains organizations' biggest challenge.
Provider Trainings	There is a broad desire for greater training of WYDOT staff and local providers. More frequent trainings where the trainer comes to the providers would be especially appreciated.
Different Perspectives on Unmet Need	Most senior centers expressed they are able to meet the current demand for service, whereas transit agencies, service organizations, and transit riders expressed the need for transportation services is not met through current offerings.
Desire for Expanded Service	Users would like to see more evening and weekend fixed route service and expanded travel options (both fixed route and demand response) that makes it easier to do spontaneous trips, rather than being relegated to solely pre-arranged service.
Limited Intercity Connections	Reduced Greyhound and intercity bus services and limited coordination across providers makes it hard to travel across the state. Some providers and users see value in expanding coordination among providers or better connecting customers to the intercity bus service. Others sense these trips will be too long or challenging by transit and that they should remain under the purview of rides from friends and family.
Rural, Low-Density State	Given the state's low density, many communities lack key services like healthcare facilities and most lack fixed route transit service. Many community members need to access services outside their communities. Coordination across providers is limited because of the geographic distance among them.
Destinations Across State Lines	Not only do Wyomingites need to travel intrastate to access services, but many of the major medical centers are located across state lines. This presents challenges since many specialized transportation providers have local liability insurance that does not insure them when they cross state lines.
Centralized Information Sharing	Both providers and transportation system users seek a provider directory or call line that would serve as an up-to-date one stop place for accurate and comprehensive information on transportation services.

Topic	Details
Local Match	Raising local matching funds is a challenge for many providers that puts new funding opportunities out of reach.
Procurement	Many providers noted there have been significant procurement delays over the previous few years, which jeopardizes their ability to provide service and to stay in good standing with grant funders.
Fleet Maintenance/ Vehicles	Providers struggle with aging vehicles and securing parts, largely due to supply chain challenges. Many providers shared that if they had additional resources, they would look to update their fleet to have more reliable vehicles and variety in vehicle types. As some providers transition from fixed route to demand response services, they need vehicles that better align with the different service type.

4.0   CPTHSTP GOALS AND OBJECTIVES

Four themes for the CPTHSTP were developed through stakeholder interviews, a provider survey, PAC input, and the assessment of existing services. The themes are:

- Accessibility and integration
- Coordination and partnerships
- Standardization
- Resources

A goal and supporting objectives were established for each theme. The success of the goals and objectives will be determined by comparing measurable results to established targets.

Accessibility and Integration

GOAL: "IMPROVE THE ACCESSIBILITY AND INTEGRATION OF LOCAL AND INTERCITY TRANSIT PROVIDERS TO HELP WYOMING MEET THE NEEDS OF SPECIALIZED TRANSIT USERS."

To accomplish this goal, the following objectives were developed:

- Objective 1.1: Implement strategies to connect rural communities to urban centers and facilitate intercity trips.

- Objective 1.2: Expand specialized public transportation service in areas with service gaps to improve access for those whose needs are not being met.

- Objective 1.3: Evaluate new transportation technologies that facilitate trip planning and minimize gaps in specialized services.

Coordination and Partnerships

GOAL: "STRENGTHEN PARTNERSHIPS AMONG FEDERAL, STATE, REGIONAL, LOCAL, TRIBAL, AND PRIVATE SECTOR PUBLIC TRANSPORTATION ENTITIES TO IMPROVE SPECIALIZED TRANSIT SERVICE SYSTEMS AND COORDINATED SERVICE DELIVERY."

To accomplish this goal, the following objectives were developed:

- Objective 2.1: Coordinate specialized transit programs with the appropriate local, state, federal, and tribal agencies and public transportation providers to improve efficiency within the specialized transit network.

- Objective 2.2: Create partnerships among local agencies, state departments, and/or service providers to leverage resources.

- Objective 2.3: Support public outreach by enhancing information and referral systems to educate the public on local specialized transit services and resources.

Standardization

GOAL: "ESTABLISH REPORTING STANDARDS AND SUPPORT AGENCIES IN MEETING THESE STANDARDS."

To accomplish this goal, the following objectives were developed:

- Objective 3.1: Review existing statewide reporting standards, data specifications, information sharing, and collection processes to ensure consistency.

- Objective 3.2: Develop strategies to streamline data reporting and grant application processes.

- Objective 3.3: Create a clearinghouse for information relating to specialized transit services, funding sources, innovations, and coordination efforts.

Resources

GOAL: "FACILITATE HIGH QUALITY TRANSIT SERVICE BY ENSURING THAT AGENCIES HAVE ADEQUATE RESOURCES TO ADDRESS USER NEEDS." TO ACCOMPLISH THIS GOAL, THE FOLLOWING OBJECTIVES WERE DEVELOPED:

- Objective 4.1: Develop a comprehensive recruiting, retention, and training strategy to overcome the shortage of drivers and maintenance workers.

- Objective 4.2: Support providers with the procurement of vehicles and related transit infrastructure to maintain assets in state of good repair.

- Objective: 4.3 Implement customer-oriented technologies that improve services for specialized service users.

5.0   TRANSIT NEEDS AND OBJECTIVES

To identify Wyoming's transit needs and objectives, a statewide service gap analysis was conducted using 2017–2021 American Community Survey Census data and stakeholder engagement. The gap analysis identified customer and transit agency needs related to transit services, and assessed the current levels of coordination across the state related to transit services.

5.1   Service Gap Analysis

The service gap analysis pulled information from the areas with a high transit propensity index and overlaid them with the existing service areas for transit providers. Those areas where there is a lack of existing transit providers and where the transit propensity index are high, should be areas that WYDOT evaluates for new and expanded routes (Figure 28). This methodology was used to show regions with highly transit-dependent populations that do not currently have access to service or where service offerings could be expanded. In addition to assessing the geographic service coverage using quantitative data, stakeholder engagement efforts provided greater insight into areas with limited or restrictive service.

The geographical areas that were determined to have a high level of transit propensity included:

- Gillette
- Casper
- Cheyenne
- Riverton
- Teton County
- Park County

Although the higher transit propensity geographical areas have an active service provider, many of the providers do not have adequate staffing, resources, or hours of operation to meet demand. Rather than a need to identify new service areas, the gap analysis shows that additional resources for the existing service providers may be of more benefit. It is noted in the map that there is some transit propensity in Park County, and because it is mostly national park land, there is limited service coverage throughout the area. Additional outreach should be conducted to determine the level of need in Park County for additional service offerings. It should also be noted that the entire Big Horn County has a 4-5 transit propensity index. It also has limited service coverage areas that tend to have service areas that have limited coverage beyond the cities within the county.

Figure 28. Gap Analysis

Source: Census ACS 2017 - 2021
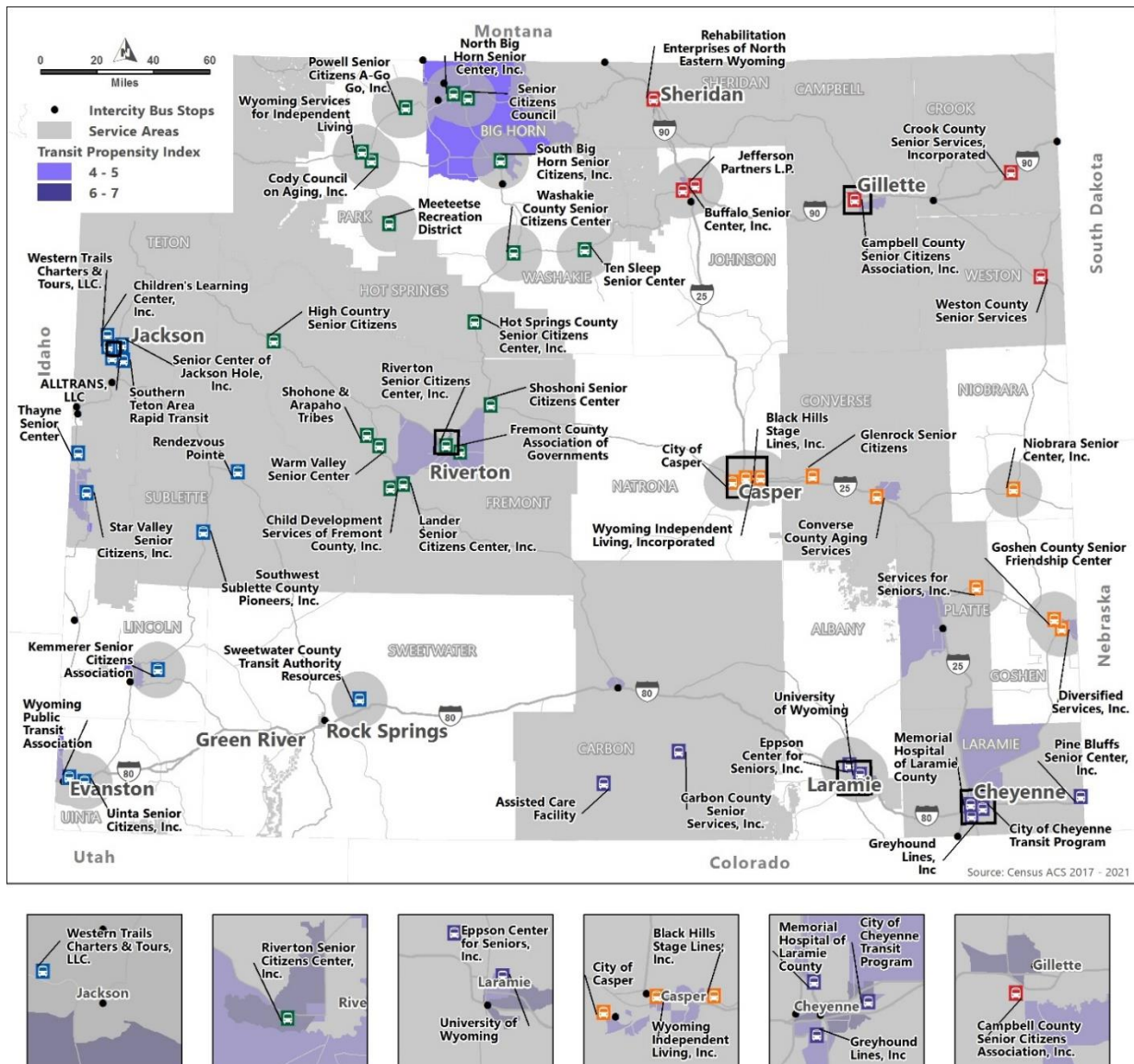
The next step is for WYDOT to identify more specifically the types of services that would meet the needs of the transit users in these geographic locations, and as noted above develop projects around existing service areas where expansion of funding could further expand services. The types of service expansions could include:

- **Fixed-route service:** Transit operating along a prescribed route according to a fixed schedule.

- **Demand response service:** Any non-fixed-route system of transporting individuals, requiring advance scheduling by the customer, including services provided by public entities, non-profit organizations, and private providers.

- o **Complementary paratransit service:** Public transit agencies that operate a fixed-route service are required by the ADA to provide "complementary paratransit"[13] service (a type of demand response service) to people with disabilities who cannot use fixed-route service because of a disability.
- **Voucher Program:** The Wyoming Services for Independent Living (WSIL) and Wyoming Independent Living (WIL) use Section 5310 funds to reimburse transit patrons for rides on existing public transportation systems or to pay volunteer drivers. WIL services the 10 western counties in Wyoming; WSIL covers the 13 eastern counties and includes the Cheyenne and Casper Metropolitan Planning Organizations.

In Wyoming, these services are provided by the following organizations:

- **Public transit agencies:** Government agencies that provide public transportation.
- **Private entities:** Senior centers, taxi services, or transportation network companies such as Uber, Lyft, and others.
- **Human services providers:** Faith-based and other non-profit organizations providing transportation, Medicaid brokers, Area Agencies on Aging, nursing homes, medical centers, or retirement communities with personal transportation options, among others.

6.0   IMPLEMENTATION

6.1   Next Steps and Project Lists

The next steps for WYDOT include implementation of prioritized and ranked strategies that require further coordination and collaboration between WYDOT and service providers within the state. In addition, WYDOT is working on a number of internal planning projects that will help inform the first update of this plan.

WYDOT is finalizing its Transit Asset Management Plan that includes an assessment of all public transit assets for which transit providers have a financial responsibility. This will allow WYDOT to develop a short-term and long-term asset replacement plan with specific projects to fund the replacement of transit vehicles and facilities. Once the plan is complete, the list of projects will be added to this report as an appendix.

Furthermore, WYDOT is currently expanding its annual grant application process to require applicants to provide WYDOT a five-year look ahead for funding needs to expand service offerings. The annual applications and five-year look ahead plans will act as the base for updating this report on an annual basis with an appendix that includes a specific list of projects and initiatives to be completed during the next fiscal year and the needs for the next five years.

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13 ADA complementary paratransit service must be provided within 3/4 of a mile of a bus route or rail station, at the same hours and days, for no more than twice the regular fixed route fare. (Source: https://www.nadtc.org)

A number of specific needs were identified in this report as a result of the provider/user advocacy group interviews. These needs include additional trained drivers, staff for administrative duties, and, in some cases, additional vehicles. It was also noted that in some cases, the agencies have the money to hire additional staff, but posted hiring notices have not resulted in interest from qualified candidates. The understanding that overall resources is an issue led to the development of the strategy recommendations below. As an example, a viable next step may be partnering with vocation schools and universities to develop a pool of qualified individuals to meet the driver shortage.

6.2   Strategy Recommendations and Timelines

The strategy recommendations discussed in this chapter are aimed at furthering the continued development and improvements to the provision of public transit and human services transportation for Wyoming residents. The rural/low density population nature of the state, combined with large areas of public lands, create a beautiful landscape and a desirable quality of life for Wyoming residents. However, this expansive geography presents significant challenges to efficiently provide transportation services to those who need it and when they need it. It is with this context that the CPTHSP strategy recommendations were tailored to the needs and conditions of Wyoming.

Strategy Development

The strategy recommendations support each of the goals and objectives presented in Section 4.0 and summarized below.

	THEME: ACCESSIBLITY AND INTEGRATION	GOAL: Improve the accessibility and integration of local and intercity transit providers to help Wyoming meet the needs of specialized transit users.
	THEME: COORDINATION AND PARTNERSHIPS	GOAL: Strengthen partnerships among federal, state, regional, local, tribal, and private sector transportation entities to improve specialized transit service systems and coordinated service delivery.
	THEME: STANDARDIZATION	GOAL: Establish reporting standards and support agencies in meeting these standards.
	THEME: RESOURCES	GOAL: Facilitate high quality transit service by ensuring that agencies have adequate resources to address user needs.

Goals and objectives should be monitored over time to verify that progress is achieved to a level that meets the needs of participants, even if those needs change over time. Future updates to this CPTHSTP will document the successes achieved, learn from any challenges, refine strategies (as necessary), and advance additional beneficial programs.

Each strategy was built from the plan's:

- Overarching goals and objectives (developed with WYDOT and stakeholders).

- Evaluation of the existing mobility programs and providers across the state.

- Gap analysis identifying priority areas for improvements in the mobility network.

- Discussions, direct interviews, and feedback from the PAC members, mobility providers, and users (customers).

- Consideration of methods to efficiently provide services across a wide range of small urbanized and rural areas.

Each strategy has a step-wise progression of recommendations that leads from a basic introductory level of coordination (for example information sharing) to fully integrated programs (longer term strategies). Partnerships and sharing of resources among the various providers will be essential to expand service, share costs, and create greater efficiencies. It is important to build solid partnerships, accountability, and a common understanding of expectations for implementation of each strategy. Time spent building mutual trust and understanding is essential to long-term implementation and the continued growth of human services mobility across Wyoming.

A critical success factor will be for the existing transportation providers to widen their individual capabilities by working together to expand their services and geographic reach. This is not a transition that occurs rapidly. One provider with a mandate to support seniors may not necessarily see the benefits of working with another provider that is focused on people with disabilities. At the same time, it is important that agencies/providers be attracted to particular programs and not be compelled to participate. As the proponent of statewide coordination, WYDOT can educate and help providers understand the greater benefits of working together and ultimately serving more people, more efficiently, and potentially reducing costs.

Strategy Priorities—Rank Order

No single point of data or feedback drove the recommendations. Prioritization was based on need, potential benefits associated with the mobility investment, and a logical progression of mobility programs. Successful growth of human services mobility is not a one-time investment, rather it is a continuum of expansion, coordination, and improvements to broaden customer choices and benefits over time. This plan represents a significant step along this continuum by establishing an initial framework for the implementation of the highest priority (potentially most beneficial) strategies as funding is realized. The prioritized recommendations are presented in

stages (near term to long term) to allow the agencies and providers to move at an appropriate pace.

Each strategy is rank ordered to convey the proposed sequencing of enhanced or new programs. This rank order reflects the prioritization and sequencing, allowing the strategies to build on one another as they are implemented to continue to improve service and efficiencies.

The PAC had significant input on the overall priority of strategies. The PAC crafted the rank order through multiple PAC meetings in 2022 (Section 3.0). The PAC discussed and considered the ease of implementation, need, and funding opportunities for each strategy to build general consensus on the rank order.

The rank order of strategies is provided below in order of the desired focus from top ranked and beyond.

Rank	Strategy
1	Streamline the procurement process
2	Streamline the grant application process
3	Expand/leverage funding to increase services
4	Enhance information and coordination (one-call/one-click directory)
5	Partner with vocational and technical programs, colleges, universities, and other existing programs
6	Develop marketing, educational, and outreach strategies
7	Create a transit insurance pool for providers
8	Develop a statewide coordinating committee framework
9	Use technology to improve service

Recommended Strategies and Initiatives

This section presents recommended strategies and the underlying program improvements or initiatives. The strategies are the high-level recommendations and overarching structure to achieve the supporting initiatives to implement the strategies. The narrative describes the strategy and actions associated with one or more initiative. A summary 'cut sheet' is included at the end of each strategy as a succinct abstract of critical strategy details and initiative priorities.

STRATEGY—STREAMLINE THE PROCUREMENT PROCESS

Streamlining the procurement process is the top recommended strategy. Many stakeholders expressed that funding could take too long to receive and streamlining the procurement process has the potential to address this issue and expedite implementation. Effective procurement processes can benefit transit agencies in several ways, such as improving the costs of contracts, streamlining project implementation, and enhancing resources to better serve the transit agency. Restructuring procurement methods so that they are more simplified can also improve coordination and confidence among staff. From a service perspective, improving the procurement process can reduce operating costs per trip for transit agencies. The cost savings could be passed on to users through lower fares.

INITIATIVE—JOINT PROCUREMENTS AND PIGGYBACKING

Developing and implementing initiatives to conduct joint procurements and 'piggyback' on other's procurement processes are recommended as key initiatives to begin to streamline the process. Joint procurement is a method of connecting two or more agencies to a single solicitation and enter a single contract with a vendor. Piggybacking refers to the post-award use of a contract that allows an agency that was not in the original procurement to purchase the same supply/equipment through the original process.[14] These cooperative initiatives create stronger negotiating positions and purchasing power with larger procurements than smaller purchases by an individual agency.

The PAC reviewed the project team's procurement research, and considered the challenges and rewards associated with implementing joint procurement and piggybacking initiatives. The PAC determined procurement coordination could be a high return, low risk initiative for human services transportation providers across Wyoming. This is reflected in the high priority ranking for advancing joint procurement and piggybacking initiatives.

Both joint procurement and piggybacking must be evaluated as an appropriate contracting mechanism for each agency on a case-by-case basis. There are a few instances when piggybacking is permitted, as provided by the following definitions:

- The solicitation and contract include an assignability clause that allows for the assignment of all or part of the specified deliverable items (specifically if an agency unintentionally acquires more than is needed).

- The quantities to be ordered were reflected in the original bid and evaluated as part of the contract award decision.

Each agency must verify that joint procurement or piggybacking can meet its needs and follow federal and legal requirements. This includes independent price analyses and if the procurement can meet any unique specifications. Regardless of the procurement method, these joint procurements can maximize agency resources and efficiency.

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14 https://www.transit.dot.gov/regulations-and-guidance/policy-letters/clarification-joint-procurements-and-piggybacking

The FAST Act (Section 3019) expanded opportunities for joint procurements by giving states and transit agencies the option to participate in cooperative interstate procurements with capital assets (such as rolling stock and related equipment).

Before entering a joint or piggyback arrangement, agencies should consider the following:

- Determine the price is reasonable and fair.

- Determine the contract complies with federal requirements.

- Verify the quantities for rolling stock or capital assets among all agencies involved do not exceed the amounts available in the original contract.

In 2022 the Town of Jackson's transit agency START initiated a round of new bus procurements through the Washington State Cooperative Purchasing Contract.[15] This program allowed START to purchase a small number of buses, capitalizing on the purchasing power of the larger entity. A similar approach could be taken by smaller human services transportation providers in Wyoming. Other agencies provide a statewide procurement portal as a resource for organizations, such as the Florida Department of Transportation (FDOT) Transit Research Inspection Procurement Services (TRIPS)[16] and the Wisconsin Transit Procurement[17] websites.

NEXT STEPS—STREAMLINE THE PROCUREMENT PROCESS

Key next steps include creating the structure and understanding for human services transportation providers to take advantage of joint procurement and piggybacking opportunities. This may include:

- Supporting providers by actively identifying and coordinating joint procurement and/or piggybacking opportunities (● high priority).

- Developing training curricula and programs to educate providers on procurement initiatives and legal requirements (● medium priority).

- Providing informational materials and template documents and clauses (● medium priority).

Success on joint procurement or piggybacking with human services transportation providers could demonstrate 'proof of concept,' highlight the benefits, and encourage others to participate.

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15 https://des.wa.gov/services/fleet-vehicles-parking/travel-state-business/transit-buses

16 https://www.tripsflorida.org/
17 https://wisconsindot.gov/pages/doing-bus/local-gov/astnce-pgms/transit/procure.aspx

STRATEGY SHEET—STREAMLINE THE PROCUREMENT PROCESS

Description

This strategy recommends new initiatives to develop joint procurements and 'piggyback' on other's procurement processes. Joint procurement is a method of connecting two or more agencies to a single solicitation and enter a single contract with a vendor. Piggybacking refers to the post-award use of a contract that allows an agency who was not in the original procurement but allows them to purchase the same supply/equipment through the original process.

Benefits and Challenges

Benefits
- Create stronger negotiating positions and purchasing power with larger procurements
- Potentially reduce administrative burdens, process, and costs

Challenges
- Requires initial education, promotion, and support by WYDOT
- Small agencies may lack the staff to undertake the efforts

Potential Partners

- State Association
- WYDOT
- Grant providers

Goals Supported

- Accessibility and integration
- Coordination and partnerships
- Standardization
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Developing training curricula and programs to educate providers
- Providing informational materials and template documents and clauses
- Support providers by actively identifying and coordinating procurement opportunities

Peer Agencies or Examples

- Town of Jackson, Wyoming (START) transit agency procurement
- Washington State Cooperative Purchasing Contract Program
- FDOT TRIPS Program

Implementation Schedule

Near term (one to five years)

Startup actions (year 1 to 5)
- **Year 1-2:** Coordinate and begin the startup initiatives (training and templates)
- **Year 3-4:** Advance active support of procurements
- **Year 5+:** Refine and expand

Priority

- The priority of the initiatives is medium to high with strong potential benefits with a relatively low level of effort

Low   **Medium**   **High**

STRATEGY—STREAMLINE THE GRANT APPLICATION PROCESS

Improving specialized providers' grant management framework is high priority strategy recommendation. Efficient and effective grant application and management is central to ensuring that grant funds are both accessible for specialized service providers and are spent according to the commitments. In some cases, inefficient and manual processes can lead to noncompliance with funders, employee turnover, and inaccurate data. Grants are essential to human services transportation providers, typically providing the start-up dollars to begin or expand programs and to demonstrate success before permanent funding can be justified.

INITIATIVE—CONSOLIDATE GRANT LANGUAGE

The grant application process should be easy for applicants to understand to minimize the time it takes to apply for necessary funding. According to specialized service provider interviews, these agencies, especially the smaller providers, do not have the personnel, time, and/or knowledge to dedicate to administrative work like filling out applications, meeting reporting requirements, or data collection.

It is recommended for WYDOT and the human services transportation providers to develop template grant language, format, and processes that could be utilized by transit providers, nonprofits, and others in Wyoming providing specialized transportation. No single document or process could address the unique needs of all grants. However, a familiar and simple core structure (language and process) could result in streamlined implementation for agencies and less labor-intensive response by applicants.

INITIATIVE—CONSOLIDATE FORMAT

It is recommended that WYDOT consolidate the format of its applications and (where possible) create consistency. This may include merging application components to a single document with standardized check boxes to account for each program application. This streamlines the process by reducing the number of repeated questions. The FTA example award application for Section 5310 funds presents a simplified method with prompts to facilitate application submittals.[18]

INITIATIVE—DEVELOP A GRANT REQUIREMENTS CHECKLIST

Developing a grant requirement checklist is recommended as a method to simplify the grant application process. A grant checklist would list the required application inputs in a single location (ideally on one page). These can be especially useful for agencies that might be less familiar with FTA and WYDOT grant requirements. Checklists can also help applicants determine if additional support is needed to develop the application early in the process. Specific checklists could be developed for each project type. The checklists could supplement the existing BlackCat Application Guidelines.

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[18] https://www.transit.dot.gov/regional-offices/region-4/sample-5310-application.

INITIATIVE—STANDARDIZE DATA AND REPORTING

Establishing consistent reporting standards for human services transportation providers offers an opportunity to evaluate the anticipated impact of proposed programs as part of the grant application process. Additionally, the anticipated impact presented in the grant application can be compared to relevant performance indicators and measurements as part of the grant administration process. Standard indicators are generally the basic information regarding the operations of human services transportation providers, such as number of trips provided, rider details, trip length, and others.

With standardized data and reporting, WYDOT and applicants could demonstrate the level of success achieved through their funding and implementation of mobility programs. The data-driven performance indicators could be tracked over time to get a better picture of the effectiveness of funding providers and the implementing agencies. By standardizing agency data, this effort can expedite grant application processes by leveraging this established information, but only if agencies have the required resources and support to meet those standards. Table 11 summarizes the performance indicators and measures from the New York Department of Transportation 2022 FTA Section 5310 Program Application as an example of a set of standard data points.

Table 11.   Example Performance Indicators and Measures

Performance Indicator	Measure
Vehicles used to provide seniors and persons with disabilities service	Number
Number of seniors and persons with disabilities needing wheelchair positions	Annual
Vehicle miles traveled	Annual
Vehicle miles	Daily Average
One-way trips provided to seniors and persons with disabilities	Annual
Riders per trip	Average
Round Trip length (miles)	Average
Weekday days of operation	Annual
Weekend days of operation	Annual
Weekday hours of operation	Daily Average
Weekend hours of operation	Daily Average

NEXT STEPS—STREAMLINE THE GRANT PROCESS

Streamlining the grant process will require a range of complementary initiatives involving standardizing the grant materials, process, data collection, and performance tracking. Some initiatives are relatively straight forward coordination efforts, while initiatives that includes standardizing data collection and reporting may require considerable resources. Next steps include:

- Consider adding questions to determine the impact of transportation dependent/disadvantaged groups and incorporating performance metrics to assess the impact on these populations, it was noted that this is a high priority due to recent

changes in federal requirements pertaining to Environmental Justice and Civil Rights (● high priority).

- Develop Quality of Service methodology for evaluating human services transportation systems, with the goal of establishing common measures of performance evaluation. (● high priority).

- Develop a grant checklist (● high priority).

- Collect travel data (i.e., travel surveys and logs) to identify where there is significant cross jurisdictional travel. Identify important statewide major destinations and prioritize efforts to get people there (● medium priority).

- Consolidate grant application and provide clear, concise language (● low priority).

STRATEGY SHEET—STREAMLINE THE GRANT PROCESS

Description

This strategy targets improving the efficiency, effectiveness, and level of effort for grant providers and grant applicants/recipients. Efficient and effective grant application and management is central to ensuring that grant funds are both accessible for specialized service providers and are spent according to the commitments. Multiple initiatives are recommended including

- Consolidating grant language
- Consolidating grant format
- Developing a grant requirements checklist
- Standardizing data and reporting

Benefits and Challenges

Benefits

- Reduces level of effort (and associated cost) for grant providers, applicants, and recipients
- Creates a comparable set of data collected at regular intervals

Challenges

- Requires coordination and input from multiple partners/human services transportation providers
- Small agencies may lack the staff to undertake the data collection efforts

Potential Partners

- State Association
- WYDOT
- Transportation providers
- Grant providers

Goals Supported

- Coordination and partnerships
- Standardization
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Incorporate performance metrics to assess the impact of programs and services
- Develop quality of service methodology
- Develop a grant checklist
- Collect travel data
- Consolidate grant application and provide clear, concise language

Peer Agencies or Examples

- Pensacola, Florida (ECAT) example grant checklist
- New York DOT Section 5310 performance measurements

Implementation Schedule

Mid to long term (five to ten years)

Startup actions (year 1 to 5)
- **Year 1-2:** Coordinate standard grant language, format, checklist, and begin data coordination
- **Year 3-4:** Advance data reporting standards
- **Year 5+:** Refine data reporting standards

Priority

- The priority of the initiatives ranges from low to high with varying levels of complexity for implementation

Low   Medium   High

STRATEGY—EXPAND/LEVERAGE FUNDING TO INCREASE SERVICES

Providing additional financial support to human services transportation providers (especially small, rural agencies) to meet grant funding match requirements is a priority strategy. Many federal and state transportation funding programs are available to assist local specialized service providers and planning agencies and organizations. However, these funding programs require a local match to secure funds. Identifying the local match can be a difficult barrier for many small and rural providers with limited local support. The goal with any additional financial support would be to leverage the funds provided to gain additional grant funds.

INITIATIVE—DEVELOP PARTNERSHIPS

It is recommended that supportive funding partnerships among private entities and human services transportation providers be explored to expand potential funding streams for grant matches, provision of services, or expansion of services.

On-demand mobility services, specifically rideshare companies like Uber and Lyft, present opportunities for partnerships. To reduce health care costs in the state, Arizona's Medicaid program has partnered with Lyft to act as a non-emergency transportation provider for Medicaid members who do not require personal assistance.[19] Similar arrangements may be available in the more urbanized areas of Wyoming where there are rideshare services (Cheyenne, Casper, Jackson).

A challenge with rideshare companies is their ability to provide accessible rideshare vehicles. Rideshare companies are beginning to respond with programs like Uber WAV (wheelchair accessible vehicles). Other public-private partnerships have seen the public agencies take the lead to actively recruit drivers with accessible vehicles to become rideshare drivers and participate in their program.

A private (nonprofit) mobility provider and multiple public agencies across nine rural Texas counties partnered to enhance transportation for elderly and those with disabilities.[20] The provider also coordinated with the community center to use the Mobility-as-a-Service (MaaS) software they developed for a smaller pilot providing rides to a medical clinic. This program has united subject matter experts in transportation and rural health to enhance services across an expansive rural area.

The Arizona and Texas programs are examples of the types of partnership programs that could be explored in Wyoming.

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[19] Examples of Mobility on Demand Policies and Public-Private Partnerships to Increase Accessibility (nationalcenterformobilitymanagement.org)

[20] Examples of Mobility on Demand Policies and Public-Private Partnerships to Increase Accessibility (nationalcenterformobilitymanagement.org)

NEXT STEPS—EXPAND/LEVERAGE FUNDING TO INCREASE SERVICES

Identifying and securing additional funding for grant matches has the potential to leverage a small amount of funding into significant programs. Although identifying additional funding to support transit programs and establishing public-private partnerships can be challenging and take time, there is value to exploring these opportunities. Next steps include:

- Develop and implement a plan of action to execute partnerships among private organizations and local human service transportation providers (● high priority).

- Actively match potential private organizations and local human service transportation providers to further explore partnerships (● high priority).

- Evaluate opportunities to support agencies looking for additional local match (● low priority).

STRATEGY SHEET—EXPAND/LEVERAGE FUNDING TO INCREASE SERVICES

Description

This strategy promotes initiatives to develop new funding for human services transportation providers (specifically small, rural agencies) to meet grant funding match requirements. Many federal and state transportation funding programs are available to assist local specialized service providers and planning agencies and organizations. However, these funding programs require a local match to secure funds. A relatively small local match could be leveraged into greater funds with wide-reaching benefits for transportation programs. Various revenue generating initiatives could be considered.

Benefits and Challenges

Benefits
- Potentially provides a more stable source of match funding
- Provides the potential to leverage a small amount of funding to obtain greater funding

Challenges
- The goals of private partners may not fully align with public needs

Potential Partners

- State Association
- WYDOT
- Transportation providers
- Private partners

Goals Supported

- Accessibility and integration
- Coordination and partnerships

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Develop and implement a plan of action
- Advance matching of private organizations and transportation providers
- Evaluate opportunities to support agencies looking for additional local match

Peer Agencies or Examples

- Arizona Health Care Cost Containment System (AHCCCS) and Lyft partnership—Phoenix, AZ
- Feonix—Mobility Rising, the Coastal Bend Center for Independent Living, and the Area Agency on Aging Partnership—Corpus Christi, TX

Implementation Schedule

Mid to long term (five to ten years)

Startup actions (year 1 to 5)
- **Year 1-2:** Complete plan of action and identify partner opportunities
- **Year 3-4:** Pilot partnership program and funding
- **Year 5+:** Expand programs statewide

Priority

- The priority of the initiatives ranges from low to high with significant coordination required

Low   Medium   **High**

STRATEGY—ENHANCE INFORMATION AND COORDINATION (ONE-CALL/ONE-CLICK DIRECTORY)

A one-call or one-click service is recommended to provide users with a single point of connection (voice or web) to schedule rides, confirm rides, and make payments. One-call/one-click systems are specifically valuable when multiple transportation providers in a region or state jointly participate in the service. This allows users a seamless experience of connecting to schedule their ride, while on the backend providers can jointly coordinate rides with greater efficiency.

A one-call/one-click system can have significant benefits to transportation providers and users. However, the system requires a shift in approach for most individual human services transportation agencies. Most providers are non-profit organizations that have a mandate or charter to support a particular community. Their focus may be on supporting mobility specifically for seniors, people with disabilities, people undergoing cancer treatments, and others. Participating in a one-call/one-click system typically requires providers to complete trips that could be outside of their agency's mandate. Transportation providers participating in this type of service typically negotiate to determine the number, types, and times of day for the trips they can provide and, in some cases, may pool their resources. Information on the providers and users would be maintained in a master database with a software interface. In most cases users provide information on their needs to be prequalified for the service and confirm any specific mobility needs. This information would allow users to be matched with drivers that meet their needs. Providers must be prepared to share information with their partners beyond just driver availability and vehicles. To determine the most cost-effective and efficient trip, partners must understand financial information for providers (trip cost and others), staff availability, and other information. Sharing of this level of information can be challenging for some agencies.

Software providers like Trapeze, Routematch, TripSpark, and others provide trip planning service databases with user facing web applications. It is important that the providers participating in the one-call/one-click program agree on the database software and provider information to be shared, as it is central to the efficient operations. As the request for a trip comes into the one-call/one-click software, the user is matched with a trip provider that meets their unique needs (accessible vehicle and others), is fastest, and is most cost effective.

The Community Transportation Association of America (CTAA) provides a helpful guide for organizations exploring the creation of a one-call/one-click system. The CTAA One-Call/One-Click Transportation Services Toolkit[21] provides draft structures, data management information, and peer case studies of the development and ongoing implementation of one-call/one-click systems. An example of an active web interface for a trip planner is available from the Accessible

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[21] Community Transportation Association of America. 2022. https://ctaa.org/ococ-toolkit/.

Transportation Community Initiative in Vancouver, Washington. The Community in Motion Trip Resource Center demonstrates the user interface for a typical trip planner.[22]

Given the population of Wyoming, WYDOT should consider the pros and cons of a statewide system, potentially partnering with one or more human services transportation provider across the state. The initial steps include identifying initial partners and planning the system framework.

INITIATIVE—ENGAGE MOBILITY MANAGERS

Mobility managers can serve at a local agency, regional, or statewide level, focusing on promoting and improving the mobility of residents and/or agency clientele. Mobility managers work to build awareness among decision-makers, service providers, and riders on key issues related to the coordination of transportation and human services. They ultimately encourage mobility management activities at local and regional levels to advance the coordination of projects.

At an agency level, organizations like Wyoming Services for Independent Living and Wyoming Independent Living currently utilize mobility managers to support their users and advocate for services. WYDOT currently provides a variety of support services for human service transportation providers statewide. However, the primary focus for WYDOT staff is grant processes and administration. It is recommended that WYDOT support local mobility managers to seek out additional funding opportunities that may be available for operations. These local mobility managers could be point persons for advancing the initial steps of many of the recommendations included in the CPTHSTP. This is not recommending that WYDOT take on all responsibilities for advancing the initiatives of the CPTHSTP in the long term, but rather serve as the support and oversight to help the providers initiate improvements and programs. WYDOT could support the initial coordination and setup, and help identify funding opportunities, with the understanding the local mobility managers would lead the effort.

Other rural states like Nebraska have a statewide mobility manager role under the 'Go NE Where—Mobility Management' brand. [23] Neighboring Colorado follows a regional approach where the metropolitan planning organizations across the state typically staff a regional mobility manager funded through 5310. The role of a Wyoming local mobility manager should be tailored to undertake efforts based on the largely rural context and unique needs of the state. However, a standard role of a mobility manager is creating and supporting a mobility coordinating committee or council. The coordinating committee serves to provide guidance to WYDOT and other public entities on the planning and implementation of human services transportation programs and interface with mobility managers/committee at the regional level (where they exist).

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[22] Accessible Transportation Community Initiative. 2022. https://www.cwcog.org/mobility-resource/community-in-motion-trip-planner/.

[23] Nebraska Public Transit, 2022. https://www.nebraskatransit.com/mobility-management.

The state of Connecticut has developed the Way to Go Connecticut Program, which is a Mobility Management Program that covers 36 towns in North Central Connecticut.[24] This program provides a trip planning portal, service resource guide, and contact information for regional mobility managers.

INITIATIVE—CREATE A RESOURCE CENTER/INFORMATION CLEARINGHOUSE

Resource centers and information clearinghouses may include a variety of information specific to transit operations and regional characteristics. WYDOT currently has a webmap of service providers, which can be useful for other agencies to utilize as an outward facing platform. Below is a list of some of the most common components that can be beneficial for both transit agencies and transit users:

- Map of service providers
- Public Information Officer's information
- Transit agencies information
- Training/grant resources
- Trip making information and resources
- Coordination

It is recommended that WYDOT continue to advance and refine the web-based mobility information. This effort would be in conjunction with other CPTHSTP recommendations that consolidate and present information like the one-call/one-click system, trip planners, or other databases of information.

NEXT STEPS—ENHANCE INFORMATION AND COORDINATION (ONE-CALL/ONE-CLICK DIRECTORY)

The identification of a statewide mobility manager is a key action that would support the advancement of multiple information and coordination programs. Additional next steps include:

- Identify a statewide mobility manager (● high priority).

- Develop information clearinghouse to serve as a resource for transportation information, data, and best practices to improve coordination and the dissemination of information, both at a planning level and operational level (● high priority).

- Consolidate trip planning into a one-call/one-click system to provide a one-stop resource where users can find information and book trips (● low priority).

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[24] (Way to Go CT. 2022. http://waytogoct.org/about-us/.

STRATEGY SHEET—ENHANCE INFORMATION AND COORDINATION (ONE-CALL/ONE-CLICK DIRECTORY)

Description

This strategy advances new staff, coordination, and technology to expand mobility options. The creation of a statewide mobility manager is recommended to support the implementation of the CPTHSP. A one-call or one-click service is recommended to provide users with a single point of connection (voice or web) to schedule rides, confirm rides, and make payments. This allows users a seamless experience of connecting to schedule their ride; while on the backend providers can jointly coordinate rides with greater efficiency. Finally, consolidation and ease of access to mobility information is recommended.

Benefits and Challenges

Benefits
- Creates a proponent (mobility manager), charged with advancing WYDOT's priorities through the CPTHSP
- Provides a single contact for trip planning

Challenges
- Coordinating among providers statewide can be challenging
- A significant level of funding and coordination is needed for a one-call/one-click system

Potential Partners

- State Association
- WYDOT
- Transportation providers
- MPOs (urbanized areas)
- Transit agencies
- Private partners

Goals Supported

- Accessibility and integration
- Coordination and partnerships
- Standardization
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $$ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Identify a statewide mobility manager
- Advance refinements to WYDOT information clearinghouse
- Begin planning and coordination to evaluate the benefits of a one-call/one-click system

Peer Agencies or Examples

- CTAA One-Call/One-Click Transportation Services Toolkit—Washington, DC
- Go NE Where—Mobility Management—Omaha, NE
- Way to Go Connecticut—Hartford, CT

Implementation Schedule

Mid to long term (five to ten years)

Startup actions (year 1 to 5)
- **Year 1-2:** Identify funding (5310) to support mobility manager position and advance the information clearinghouse
- **Year 3-4:** Plan one-call/one-click system
- **Year 5+:** Implementation of one-call/one-click

Priority

- The priority of the initiatives ranges from low to high with significant coordination and funding required

Low   Medium   **High**

STRATEGY—PARTNER WITH VOCATIONAL AND TECHNICAL PROGRAMS, COLLEGES, UNIVERSITIES, AND OTHER EXISTING PROGRAMS

The lack of trained and available staff in Wyoming is reaching a critical point for many human service transportation providers. There is an industry-wide labor shortage that is affecting passengers due to strained services. Transportation providers are often being required to use management and administrative staff to temporarily fill in for drivers when the positions cannot be filled, or a driver is off duty. It is recommended that relationships and programs be developed to encourage potential drivers to enter the profession or volunteer. Tactics to encourage new staff could include providing training; as well as educational programs with local vocational schools, community colleges, and universities to incentivize.

INITIATIVE—EXPLORE WORKFORCE DEVELOPMENT

Partnering with educational institutions to create training programs for drivers could match new drivers beginning their careers to local agencies. The concept could provide real-world experience and the staff resources for agencies that may have challenges recruiting and maintaining staff in rural Wyoming.

To encourage new drivers, several transit agencies have partnered with community colleges to create driver training and maintenance programs. Hinds Community College in Raymond, Mississippi, partners with local transit agencies and private transportation providers to create training and employment opportunities[25] . These partnerships help create a pipeline for students to become certified drivers while gaining work experience at transit agencies during their training.

Another example of partnering with educational institutions provides opportunities for development for transportation professionals. The FDOT Florida State University (FSU) Transit Fellow Program allows students to apply to become a transit fellow if they are enrolled in a master's program or Ph.D. program specializing in transportation planning. Transit fellows can work as interns within transit agencies while working on their studies. The transit fellow program is funded by FDOT, Florida's Public Transit Office, and the FSU Department of Urban and Regional Planning. There are also stipends and tuition waivers for participants. Fellows have the potential to seek permanent positions (if available) after being exposed to work with the public agencies. A fellow program in Wyoming could provide the support staff for a statewide mobility manager.

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[25] Hinds Community College. 2022. http://waytogoct.org/about-us/.

INITIATIVE—ENLIST VOLUNTEER DRIVERS

Transportation leaders are encouraging older adults and retirees who may want to give back to their community to apply for open transit positions. With more than 17 percent of Wyoming's population age 65 and older, this creates a potential pool of drivers (for those that are capable and qualified). It is recommended to consider statewide partnerships and education with active seniors programs to enlist volunteer drivers. A recommendation would be to establish a clearing house for volunteers, connecting qualified individuals to programs within their local geography.

The Washington State Department of Transportation (WSDOT) developed a Volunteer Drivers Guide to help guide agencies in filling transportation gaps throughout the community[26] . Similarly, Marin Transit in California provides the STAR and TRIP volunteer driver programs to help riders get connected to trusted drivers in their community. These programs help older adults and people with disabilities feel more empowered by providing mobility options and offering mileage reimbursements for anyone in the community providing rides. These programs help people retain independence while continuing to be active participants in their community.[27]

NEXT STEPS—PARTNER WITH VOCATIONAL AND TECHNICAL PROGRAMS, COLLEGES, UNIVERSITIES, AND OTHER EXISTING PROGRAMS

Driver shortages, staff recruitment, and staff replacement challenges will not change without a focused effort to bring new workers into the transportation profession. Next step actions to encourage new drivers and staff include:

- Explore workforce development partnerships with local vocational schools and statewide system of Wyoming community colleges to support new drivers (● high priority).

- Expand training and matching programs for volunteer drivers/agencies, and explore opportunities to establish a statewide volunteer driver program (● high priority).

- Explore opportunities to develop professional staff through fellowship and internship programs with institutions like the University of Wyoming (● medium priority).

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[26] WSDOT. 2022. https://www.wsdot.wa.gov/publications/manuals/fulltext/M3046/WashStateVolunteer_Drivers_Manua_2013.pdf.

[27] Marin Transit. 2022. https://marintransit.org/volunteer-driver#:~:text=The%20STAR%20and%20TRIP%20volunteer,who%20provide%20them%20with%20rides.

STRATEGY SHEET—PARTNER WITH VOCATIONAL AND TECHNICAL PROGRAMS, COLLEGES, UNIVERSITIES, AND OTHER EXISTING PROGRAMS

Description

Staff shortages for vocational and professional roles is significant in Wyoming and other western states. The lack of trained and available human services transportation drivers is especially acute. It is recommended that relationships and programs be developed to encourage potential drivers to enter the profession or volunteer. Tactics to encourage new staff could include providing training; as well as educational programs with local vocational schools, community colleges, and universities to incentivize.

Benefits and Challenges

Benefits
- Supports job growth and employment within Wyoming
- Provides new staff resources to fill vacate driver and profession positions

Challenges
- Requires significant coordination
- Generally lower pay rates for permanent drivers presents a challenge for recruitment vs other vocational jobs with higher salaries

Potential Partners

- Workforce Services
- WYDOT
- Transportation providers
- Community colleges (multiple)
- University of Wyoming

Goals Supported

- Coordination and partnerships
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Explore workforce development partnerships with local schools and community colleges
- Expand training and matching programs for volunteer drivers/agencies
- Develop professional staff through fellowship and internship programs

Peer Agencies or Examples

- Hinds Community College Training Program—Raymond, MS
- WSDOT Volunteer Training Manual—Olympia, WA
- FDOT/FSU Fellows Program—Tallahassee, FL

Implementation Schedule

Near to mid term (one to five years)

Startup actions (year 1 to 5)
- **Year 1-2:** Identify opportunities to engage Workforce Services to identify potential partners
- **Year 3-4:** Plan for vocational school programs and partnerships
- **Year 5+:** Implementation of a vocational school partnership

Priority

- The priority of the initiatives ranges from medium to high with significant coordination required

Low   **Medium**   **High**

STRATEGY—DEVELOP MARKETING, EDUCATIONAL, AND OUTREACH STRATEGIES

Specialized service provider marketing plays a huge role in shaping rider perspectives and generating a greater awareness of the public transit network within the community. The underlying motivations for why people use public transportation are different. From people with disabilities who are unable to drive, to seniors who may use these services to travel for social events, everyone has a unique reason to travel. It is critical to identify individual need; channeling advertising opportunities to capture their attention and increase their trust in the transit service can increase mobility across the community.

Marketing and outreach can also be used as a teaching mechanism to show riders how to use the network and make them feel more comfortable utilizing transit services. This is critical to help ensure that users who truly need human services transportation have the service available; while those who are able to use other means (public transit and others) are confident enough to use the systems. Every marketing strategy should also communicate the value that public transportation provides in terms of mobility, affordability, social responsibility, and convenience.

INITIATIVE—BUS BUDDIES, TRAVEL TRAINING, AND COMPANION PROGRAMS

The development of comprehensive travel training programs is recommended (where they do not exist today). WYDOT could explore providing template program structures, curricula, and trainings to support the implementation of consistent programs across the state. Such programs can help individuals transition from paratransit to other less costly trips. Some users rely on paratransit because they lack confidence or experience to use fixed-route systems. Most transit systems have instituted companion rider or bus buddy programs to support individuals transitioning away from paratransit to fixed-route services.

WSDOT provides funding for The Bus Buddy Program. In Thurston County, Washington, The Bus Buddy Program is facilitated through a partnership with WSDOT, Intercity Transit, Catholic Community Services of Western Washington, and Volunteer Services. The program provides county residents with a phone number to call and make a reservation, 72-hours in advance to be partnered with either a seasoned rider, a volunteer, or agency personnel. The bus buddy will teach the passenger how to read and understand transit routes, plan trips, and navigate the system at no additional cost.

INITIATIVE—TARGETED OUTREACH

Implementing targeted outreach marketing strategies for specialized transit providers is recommended. Understanding the various types of users (or market segments) and specifically providing information to address their needs can influence travel behavior. Various actions should be considered including:

- Create a marketing campaign to communicate mobility options across communities that have historically been challenging to reach; combine traditional and new digital media strategies. Traditional press releases garner television coverage in areas with limited broadband and cell phone coverage. Radio advertising may be better suited for rural

communities. New digital strategies may include geo targeting social media campaigns for areas with high transit propensity indexes for the additional service needs they have. Community working groups are a good engagement opportunity for those who would use the senior citizen transit services. Brochure or flyers of services offerings help to educate potential users.

- Ensure that stakeholders for the project advisory committee include representatives specializing in low-income, unemployment, housing, disabilities, medical, veterans, rehabilitation/corrections, community colleges or universities.

    o Develop a stakeholder contact list.
    o Create educational public forums for stakeholders.
    o Provide educational collateral materials.
    o Include new industry updates.
    o Include testimonials.

As part of the efforts for this project, communications analytics for the high transit propensity areas was evaluated. Figure 29 and Table 12 show the results of this communications analysis and suggest the best way of reaching out to target audiences for future communication outreach.

Figure 29. Community Analytics

2021 HHs with No Internet Access	2021 Population 18-64 in HHs with No Computer	2021 Population 65+ in HHs with No Computer
11.10%	**1.72%**	**2.65%**
2023 Have a Working Cell Phone	2023 HH Owns Computer	2023 Read Local News in Newspaper
97.35%	**87.10%**	**20.18%**
2023 Social Media	2023 Use Computer at Work	2023 Used Cell/Tablet/E-Reader for News
67.81%	**43.21%**	**68.44%**

Table 12. Community Analytics

Variable	Study Area
2021 HHs with **No Internet Access** (%)	11.10%
2021 Hispanic or Latino (%)	10.86%
2021 Households Below the Poverty Level (%)	11.75%
2021 Households with 1+ Persons with a Disability (%)	27.24%
2021 Owner Households with No Vehicles (%)	2.09%
2021 Pop 18-64 in HHs: have **No Computer** (%)	1.72%
2021 Pop 65+ in HHs: have **No Computer** (%)	2.65%
2021 Workers 16+ Took Public Transportation (%)	1.08%
2023 Attended Public Meetings on Town or School Affairs Last 12 Mo (%)	6.85%
2023 Have a **Working Cell Phone** (%)	97.35%
2023 HH **Owns Computer** (%)	87.10%
2023 Read Local News in Newspaper (%)	20.18%
2023 Social Media: Used Facebook Last 30 Days (%)	67.81%
2023 Social Media: Used Instagram Last 30 Days (%)	32.70%
2023 Social Media: Used LinkedIn Last 30 Days (%)	13.26%
2023 Social Media: Used Reddit Last 30 Days (%)	9.06%
2023 Social Media: Used Twitter Last 30 Days (%)	15.89%
2023 Use **Computer at Work (%)**	43.21%
2023 Used **Cell/Tablet/E-Reader** for News Last 30 Days (%)	68.44%
2023 Used Spanish Language Website or App Last 30 Days (%)	3.17%
2023 Used Spanish Language Website or App Last 30 Days (%)	2.57%

Note: 2021 variables were sourced from the American Community Survey, 2023 variables were sourced from ESRI

Future Outreach Recommendations
- Develop and purchase Spanish language social media ads on Facebook in the area around Evanston as this platform has advanced targeting capabilities

    o Recommended social media platforms for organic social media posting include Facebook, Instagram, and Twitter

- Purchase newspaper ads in both English and Spanish publications

- Develop bi-lingual USPS mailers for delivery in the high-propensity areas as they have 3.5% more households without internet access than the Wyoming benchmark

- Organize information drops at public locations; including faith-based locations and Spanish-speaking organizations, to provide more accessible communication to those without internet access

- Post project information inside transit stops to capture transit-user audiences

- Utilize radio ads to advertise pertinent information such as in-person events; recommend 30-second spots that provide enough time to provide and repeat the information

NEXT STEPS—DEVELOP MARKETING, EDUCATIONAL, AND OUTREACH STRATEGIES

Relatively simple marketing and educational programs can have a significant impact on travel behavior. Next step actions include:

- Develop a template engagement and educational programs for easy implementation by human service transportation providers and supporting agencies about available mobility services. Coordinate training and information through staff, directories, websites, social media, and others (● high priority).

- Develop a statewide plan for marketing, education, and outreach for transportation providers (● medium priority).

STRATEGY SHEET—DEVELOP MARKETING, EDUCATIONAL, AND OUTREACH STRATEGIES

Description

The development of tailored marketing, educational, and outreach strategies are recommended to encourage the effective use of both human services transportation and public transit. Marketing and outreach can be used as a teaching mechanism to show riders how to use the network and make them feel more comfortable utilizing transit services. This is critical to help ensure that those users that truly need human services transportation have the service available; while those that are able to use other means (public transit and others) are confident enough to use the systems. Every marketing strategy should also communicate the value that public transportation provides in terms of mobility, affordability, social responsibility, and convenience.

Benefits and Challenges

Benefits
- Potentially increases user base for human services transportation and public transit
- Has the ability to reduce trip costs

Challenges
- Requires a detailed understanding of users and their specific needs or concerns
- Can be challenging to implement in a state as large as Wyoming

Potential Partners

Potential Partners
- State Association
- WYDOT
- Transportation providers
- Public transit agencies

Goals Supported
- Coordination and partnerships
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$

Potential startup staff
- Mobility manager

Initiative Next Step Actions
- Advance the creation of template engagement and educational programs.
- Develop a statewide plan for marketing, education, and outreach for transportation providers.

Peer Agencies or Examples
- WSDOT/Thurston County: The Bus Buddy Program—Olympia, WA

Implementation Schedule

Near to mid term (one to five years)

Startup actions (year 1 to 5)
- **Year 1-2:** Identify stakeholder groups and develop/pilot tailored educational program templates
- **Year 3-4:** Continue expansion statewide
- **Year 5+:** Continue expansion and revise as technology evolves

Priority
- The priority of the initiatives ranges from medium to high with a high level of coordination needed with providers and market research support

Low   Medium   High

STRATEGY—CREATE A TRANSIT INSURANCE POOL FOR PROVIDERS

Connectivity across Wyoming can be challenging. Many times, it can be closer, cheaper, and more convenient to travel to a neighboring state for services or medical care. For example, those in southwestern Wyoming may travel to Salt Lake City, and residents in Teton or Lincoln counties may travel to Idaho Falls, Idaho, more easily for services. General liability insurance that is used by specialized transportation providers currently does not allow interstate travel or requires a much higher premium.

INITIATIVE—ADVANCE INSURANCE POOL

Due to the insurance restrictions, some agencies currently restrict service coverage for many communities. For this reason, it is recommended that a separate insurance pool be developed for groups of providers to maximize service capabilities, address insurance across state borders, and potentially lower insurance costs.

The Washington State Transit Insurance Pool (WSTIP) is a not-for-profit, local government risk sharing pool. It provides transit agencies with insurance resources to provide safe and cost-effective transit services, such as resources to self-insure their agencies, purchase excess insurance, learning to manage claims and litigation, risk management resources, and insurance-related trainings.[28]

The California Transit Indemnity Pool (CalTIP) is a public sector organization that provides cost-effective insurance, risk management strategies, and safety services to public transit agencies. They are organized under two programs: the Liability Program and the Vehicle Physical Damage Program. They also provide the following services:

- Program Administration Services
- Liability and Vehicle Physical Damage Claim Services
- Certificate of Coverage
- Vehicle Schedule Updates
- Sedgwick Resources
- CalTIP Safety & Loss Control Services
- Employment Risk Management Authority (ERMA)[29]

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28 https://wstip.org/

29 https://www.caltiponline.org/

The Virginia Transit Liability Pool (VTLP) provides liability coverage for public transit agencies in the state. They provide self-insurance options for agencies which pools resources from members to provide stable and affordable coverage. Since VTLP is a non-profit and tax-exempt organization, any surpluses can be returned to members as dividends or retained within the agency to enhance the pool.[30]

NEXT STEPS—CREATE A TRANSIT INSURANCE POOL FOR PROVIDERS

Standard insurance options currently limit the ability of providers to address the demand for trips across state borders, even though they may be shorter and less expensive than the alternatives. Insurance pools can help address this situation. Next step actions include:

- Research and document the benefit cost savings of a separate insurance pool (● medium priority).

- Support coordination of providers to undertake the creation of a joint insurance pool (● low priority).

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30 https://vtlp.net/

STRATEGY SHEET—CREATE A TRANSIT INSURANCE POOL FOR PROVIDERS

Description

Connectivity across Wyoming can be challenging. Many times, it can be closer, cheaper, and more convenient to travel to a neighboring state for services or medical care. General liability insurance that is used by specialized transportation providers currently does not allow interstate travel or requires a much higher premium. Due to the insurance restrictions, some agencies currently restrict service coverage for many communities. For this reason, it is recommended that a separate insurance pool be developed for groups of providers to maximize service capabilities, address insurance across state borders, and potentially lower insurance costs.

Benefits and Challenges

Benefits
- Provides more direct and faster connection to services and medical
- Has the ability to reduce trip distances and costs

Challenges
- Requires the participation of a critical mass of providers to be cost effective
- Requires administration and oversight of the program

Potential Partners

Potential Partners
- State Association
- WYDOT
- Transportation providers

Goals Supported

- Accessibility and integration
- Coordination and partnerships
- Resources

Cost and Staff ($ to $$$)

Potential startup cost
- $$ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Research and document the benefit cost savings of a separate insurance pool
- Support coordination of providers to undertake the creation of a joint insurance pool

Peer Agencies or Examples

- WSDOT/ WSTIP Program—Olympia, WA
- CalTIP—Sacramento, CA
- VTLP—Richmond, VA

Implementation Schedule

Near to mid term (one to five years)

Startup actions (year 1 to 5)
- **Year 1-2:** Coordinate initial participants and develop program jointly
- **Year 3-4:** Continue expansion statewide
- Year 5+: Continue expansion and update insurance needs as relevant

Priority

- The priority of the initiatives ranges from low to medium with a high level of coordination needed with providers and market research support

Low   Medium   High

STRATEGY—DEVELOP A STATEWIDE COORDINATING COMMITTEE FRAMEWORK TO CONTINUE COMMUNICATIONS AND DEVELOP SOLUTIONS

Developing a statewide coordinating committee framework can help enhance communications across the state and promote coordination among agencies to solve mobility challenges. Strengthening partnerships among transportation agencies can help improve specialized transit service systems and coordinated service delivery. Partnerships can occur across federal, state, regional, local, tribal, and private sector transportation agencies, and are beneficial for enhancing mobility across the state.

To capitalize on the coordination benefits, it is recommended WYDOT develop a statewide coordinating committee framework and implement regular coordination among participants.

INITIATIVE—DEVELOP A STATEWIDE COORDINATING COMMITTEE

By working together, transportation providers can pool resources to avoid duplication of services, resulting in reduced costs. To achieve collaboration on this level, a forum is needed to bring providers together, encourage partnerships, and help guide these efforts. State and regional 'coordinating committees' are utilized in many states to achieve these goals.

The Iowa Transportation Coordination Council is one example of a state level committee for specialized transportation[31]. The council is led by the Iowa Department of Transportation in partnership with the state's human services and elder affairs organizations. The group was created by state legislation in 1976 and has grown in scope and membership since its inception.

Future local mobility managers could act as the facilitators and initiate the creation of the committee in partnership for specialized transportation providers across the state. The first steps of the committee will be to create a committee charter and goals to define the group's purpose, actions, and focus on specialized mobility. With this basis, the group can finalize their committee structure, membership, schedule, and succession plans.

The structure must be developed jointly and respond to the unique needs of providers. Needs will vary depending on the size and location of the specialized service providers. Specific topics for consideration by the committee could include:

- Implementing the strategies and initiatives defined in the CPTHSTP.
- Providing assistance with training, managing employees, and/or volunteers.
- Encouraging communication among stakeholders.
- Addressing policy barriers for crossing jurisdictional boundaries.
- Identifying local funding matches.

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[31] IDOT. 2023. https://iowadot.gov/transit/itcc.

- Educating funders and decision-makers about mobility needs, the importance of service, and communicating the benefits.

- Identifying the benefits of coordination.

- Identifying opportunities for collaboration or joint service.

NEXT STEPS—DEVELOP A STATEWIDE COORDINATING COMMITTEE FRAMEWORK TO CONTINUE COMMUNICATIONS AND DEVELOP SOLUTIONS

Coordinating committee participants can benefit from sharing of information, working together to solve challenges, and ultimately providing better transportation services. Next step actions include:

- Develop and implement the framework, charter, and goals for a Wyoming State Coordinating Committee. (● high priority).

STRATEGY SHEET—DEVELOP A STATEWIDE COORDINATING COMMITTEE FRAMEWORK TO CONTINUE COMMUNICATIONS AND DEVELOP SOLUTIONS

Description

Developing a statewide coordinating committee framework can help enhance communications across the state and promote coordination among agencies to solve mobility challenges. Participants can benefit from sharing of information; working together to solve challenges; and ultimately providing better transportation services.

To capitalize on the coordination benefits, it is recommended WYDOT develop a statewide coordinating committee framework and implement regular coordination among participants.

Benefits and Challenges

Benefits
- Provides access to information and support for specialized providers
- Shares the responsibility for implementation of the CPTHSP

Challenges
- Requires an ongoing commitment of WYDOT and the participants
- Requires staff resources to initiate and maintain the committee

Potential Partners

- State Association
- WYDOT

Goals Supported

- Accessibility and integration
- Coordination and partnerships

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Gauge interest and potential participation by specialized providers
- Develop and implement the framework, charter, and goals for a Wyoming State Coordinating Committee

Peer Agencies or Examples

- Iowa Transportation Coordination Council—Aims, IA
- New Hampshire State Coordinating Council for Community Transportation—Manchester, NH

Implementation Schedule

Near to mid term (one to five years)

Startup actions (year 1 to 5)
- **Year 1-2:** Coordinate with providers, develop structure/charter, and begin meetings/coordination
- **Year 3-4:** Grow membership and scope of the committee
- **Year 5+:** Maintain progress on plan implementation

Priority

- The initiatives are a high priority with the potential for significant return on a relatively small investment of WYDOT's time

Low   Medium   **High**

STRATEGY—USE TECHNOLOGY TO IMPROVE SERVICE

The provision of transit, paratransit, and human service agency transportation has long benefitted from the use of technology to lower operating costs, reduce customer travel times, and provide more convenient routes and schedules. The use of technology to improve services to the target populations can be beneficial to the human services transportation provider and its customers. It is recommended that WYDOT and specialized transportation providers continue to explore relevant technologies to support improved services, range of service, speed, efficiency, and cost reductions.

Not all technologies will be relevant to the specialized transportation providers in Wyoming. However, it is important to understand how technology is evolving to pinpoint those technological improvements that may serve the needs of Wyoming's riders and specialized providers. Targeted investment in certain technologies could have a significant impact the ease of use for riders and the overall efficiency and safety of the services.

Initiative—Technology Review

This section provides additional information on multiple technology categories that can inform future conversations on new methods to solve specialized transportation challenges.

- **Mobility:** Mobility technologies increase access to transit options, increase trip speed, and improve travel time reliability.

- **Safety:** Safety systems are designed to reduce collisions with vehicles, cyclists, pedestrians, as well as provide safety for passengers.

- **Fare Collection & Processing:** Fare collection and processing systems enable payment for transportation services.

- **Accessibility:** Accessibility features and services are those that make trips easier for older adults and travelers with disabilities.

- **Service Model:** Emerging service models refer to new technologies that are giving rise to services that may complement traditional transit.

- **Traveler Information:** Traveler information technologies provide the user with actionable trip planning options prior to and while completing transit trips.

- **Operations:** Back-office operations systems support transit agencies in planning, operating, and maintaining their transit system and assets.

- **Environmental:** Environmental technologies reduce fuel consumption and emissions.

Mobility

Mobility technologies provide the infrastructure and framework for transporting passengers where they need to go. Convenience and customizability are the main aspects of the passenger experience that mobility technologies target. By increasing access to mobility options, increasing

trip speeds, and improving travel time reliability, mobility technologies can help passengers better plan their journeys.

Safety

Safety technologies function by decreasing the risk of harm to both transit passengers, as well as other travelers on the road. These technologies reduce the chance of collisions among vehicles, cyclists, and pedestrians while also providing personal safety for passengers. An example of a transit safety technology is a Driver Assist System (DAS) providing driver information, lane assist, vehicle locations, and others.

Angel Trax	Vehicle surveillance company that provides cameras, automatic vehicle location, and related components.

Fare Collection and Processing

Fare collection and processing technologies enable passengers to pay for transportation services. Convenience, simplicity, and speed of transit payment interfaces are some of the factors to consider when designing a payment system. Scheduling and payments via mobile devices is becoming the norm for all manner of mobility including specialized transportation. Various cloud based scheduling services (Trapeze, Routematch, and others) provide mobile phone application modules addressing scheduling, rider information, and payment.

Passport	This is an example of a mobile fare system. The system allows customers to plan, track, and pay for their trip in one application. The agency is also provided with analytics on passenger behavior.

Accessibility

Accessibility technologies make transit trips easier for older adults and passengers with disabilities. Accessibility can be increased by using simple facilities and alterations to certain aspects of the transit model. By making transit more accessible, more passengers are likely to incorporate these systems into their daily lives. Paratransit dispatch systems provide information on the unique needs and locations of passengers; as well as calculate the most efficient route for a transit vehicle to follow.

MJM Innovations	This software electronically captures and tracks fare and trip information for specialized transportation users.

Service Model

Service model technologies refer to new technologies that give rise to service that may complement traditional transit. Technologies that involve innovating the mode of transport or method of payment all fall under the category of service model technologies.

Some of these innovations include the creation of automated vehicle fleets, Mobility-as-a-Service (MaaS) models, and mobile passenger ticketing. Service model technologies like these focus on integrating the wider array of technological advancements into transit services.

IT Curves	This software provides communications and dispatching, booking and scheduling, payment services, and several other resources to help specialized providers operate their system efficiently.

Traveler Information

Traveler information technology provides users with actionable trip planning options prior to and while completing transit trips. Having the ability to determine which routes to take, when a transit vehicle will arrive, or how full the vehicle will be are all examples of information that a transit passenger could use.

The current and most widely used traveler information technologies include wireless broadcasting, telephone advisory messages, and electronic data lines. In the future, mobile applications and other more accessible options may become the norm.

Message Point Media	Designer of mobility trip planning applications aimed at a simple user interface and voice commands. The technology can be integrated with payment, scheduling, and vehicle management.

Operations

Operations technologies support data collection, including vehicle mileage, number of passengers in a given vehicle, ticketing, and route efficiencies. Additionally, operations technology systems can collect Automatic Vehicle Location (AVL) data to monitor vehicle performance.

Remix	This transit planning and scheduling software supports route design and analyzes the cost and demographic impact of changes to the network.

Environmental

Environmental technologies aim to reduce fuel consumption and emission levels of transit vehicles. Reducing the amount of pollution that a vehicle emits can benefit local communities while still connecting passengers to their destinations.

Currently, the most common types of environmental technologies in use are electric vehicles and alternative fuels. Many vehicles are also equipped with hybrid engines that utilize both electric and traditional diesel gas power. Some fuel alternatives include dimethyl ether, hydrogen, and liquefied natural gas.

Proterra	This is a vehicle manufacturer providing options with various fuel types, including all-electric low-floor cutaway buses.

NEXT STEPS—USE TECHNOLOGY TO IMPROVE SERVICE

Technology is evolving rapidly. It is important for WYDOT and specialized transportation providers across the state to stay informed. While not all technologies will be applicable, targeted implementation to address unique Wyoming challenges may yield significant benefits. Next step actions include:

- Develop a standing technology subcommittee as part of the State Coordinating Committee. This group could be charged with staying informed on technology and serve as subject matter experts to the larger group (● high priority).

- Advance consideration of specific technologies, where appropriately matched with specific challenges (● low priority).

STRATEGY SHEET—USE TECHNOLOGY TO IMPROVE SERVICE

Description

The use of technology to improve services to the target populations can be beneficial to the human services transportation provider and its customers. Targeted investment in certain technologies could have a significant impact the ease of use for riders and the overall efficiency and safety of the services. It is recommended that WYDOT and specialized transportation providers continue to explore relevant technologies to support improved services, range of service, speed, efficiency, and cost reductions.

Benefits and Challenges

Benefits
- Can provide a simple interface for users with the mobility service
- Can minimize the level of administrative effort required to implement service improvements

Challenges
- Initial investments can be costly
- Likely requires multiple partnerships to implement

Potential Partners

- State Association
- WYDOT
- Transportation providers
- Technology providers

Goals Supported

- Accessibility and integration
- Coordination and partnerships

Cost and Staff ($ to $$$)

Potential startup cost
- $ to $$$

Potential startup staff
- Mobility manager

Initiative Next Step Actions

- Advance consideration of specific technologies, where appropriately matched with specific challenges.
- Develop a technology subcommittee (subject matter experts) as part of the State Coordinating Committee.

Peer Agencies or Examples

- Via Mobility Services Technology to Enable Trip Sharing Among Providers—Boulder, CO
- Green Bay Metro Mobile Scheduling—Green Bay, WI

Implementation Schedule

Mid to long term (five to ten years)

Startup actions (year 1 to 5)
- **Year 1-2:** Coordinate with providers, develop structure/charter, and begin meetings/coordination
- **Year 3-4:** Grow membership and scope of the committee
- **Year 5+:** Maintain progress on plan implementation

Priority

- The initiatives range from high to low priority depending on the complexity and cost of implementation

Low   Medium   **High**

6.3   Funding Programs

This section describes the federal and state funding programs currently available to public transit agencies and other service providers in Wyoming to support transit programs. Some of the programs are administered by the WYDOT Office of Local Government Coordination–Transit; others are available to providers as direct recipients of the funds.

The WYDOT State Management Plan prepared for the FTA describes the process WYDOT Office of Local Government Coordination—Transit staff follow to allocate federal and state transit funds among the available programs and administer them. The latest State Management Plan can be found on the Transit in Wyoming web page: https://www.dot.state.wy.us/home/planning_projects/transportation_programs/transit-in-wyoming.html.

The Fiscal Year (FY) 2023 federal grant programs and apportionments are presented in Table 13. This represents the combination of funding sources that may be used to support the Wyoming transit network and the implementation of this plan's recommendations.

Table 13.   FY 2023 Funding Apportionments

Program	Recipient	Apportionment
5305(d)	WYDOT	$620,606
5305(e)	WYDOT	$162,064
5307	City of Casper	$1,378,720
5307	City of Cheyenne	$1,553,781
5310 – Urbanized	WYDOT	$377,619
5310—Non-Urbanized	WYDOT	$348,486
5311	WYDOT	$7,862,252
5311(b)(3)	WYDOT	$121,487
5311(f)	WYDOT	$1,387,456
5339—Urbanized Areas	WYDOT	$251,852
5339—State Allocation	WYDOT	$4,000,000
State Public Transit Account	WYDOT	$1,500,000
Total		**$19,564,323**

Programs Administered by WYDOT

FTA provides annual apportionments to WYDOT through federal grant programs based on established formulas. As the designated recipient, WYDOT conducts an annual grant application process for transit providers and distributes funds based on priorities in the state's long-range transportation plans and the CPTHSTP. Public notifications for the availability of these funds and the application cycle are posted in newspapers with statewide distribution and on WYDOT's website. WYDOT Office of Local Government Coordination–Transit staff review the applications

for completeness and against general and program-specific evaluation criteria. Recommendations for award and award amounts are submitted to a Wyoming Public Transit Advisory Committee (WyTAC) for further evaluation, concurrence, comment, or changes.

FTA SECTION 5305(e) STATE PLANNING

Section 5305(e) funds are reserved for statewide planning. These funds are added to state planning funds and made available to both municipalities and small rural areas for planning initiatives.

FTA SECTION 5310 ELDERLY AND PERSONS WITH DISABILITIES TRANSPORTATION PROGRAM

Section 5310 funds are available for capital and operating expenses to support the provision of transportation services to meet the specific needs of seniors and individuals with disabilities in large urbanized, small urbanized, and rural areas. Funds are apportioned to each state as a designated recipient based on the state's population of seniors, individuals with disabilities, and low-income households. Subrecipients of these funds can include states or local government authorities, private non-profit organizations, and/or other operators of public transportation. Projects selected for Section 5310 funding must be included in a locally developed, Coordinated Public Transit-Human Services Transportation Plan. WYDOT takes this into consideration when awarding Section 5310 funds.

At least 55 percent of program funds must be used on capital or "traditional" projects that could include buses and vans, wheelchair lifts, ramps, securement devices, transit-related information technology systems or mobility management programs. The remaining 45 percent is for other "nontraditional" projects that could include but are not limited to travel training, volunteer driver programs, building an accessible path to a bus stop, improving signage, and others. Using these funds for operating expenses requires a 50 percent local match, using these funds for capital expenses (including acquisition of public transportation services) requires a 20 percent local match, and a 15 percent match is required for ADA-compliant vehicles.

In Wyoming, two subrecipients use Section 5310 funds for voucher programs and mobility management services. Wyoming Independent Living and Wyoming Services for Independent Living pay volunteer drivers and provide riders with vouchers to use on public transportation.

FTA SECTION 5311 AND STATE PUBLIC TRANSIT ACCOUNT FUNDS

The Section 5311 program provides capital, administrative, planning, and operating assistance to state agencies, local governments, Indian tribes and non-profit organizations providing public transportation services in rural areas, defined as areas with fewer than 50,000 residents.

Section 5311 provides federal funds up to 80 percent for preventive maintenance, capital, planning, and administrative costs; 85 percent for ADA-compliant vehicles; and 56.56 percent for operating needs and planning for transit providers. WYDOT uses a sliding scale for operating funds.

State Public Transit Account funds in the amount of $1,500,000, are authorized by the Wyoming Legislature to supplement the FTA Sec. 5311 program funds, and are also available to Cheyenne and Casper (Wyoming's two "urban" communities).

FTA SECTION 5311(b)(3) RURAL TRANSPORTATION ASSISTANCE PROGRAM (RTAP)

Section 5311(b) (3) provides a source of funding to assist in the design and implementation of training and technical assistance projects and other support services tailored to meet the needs of transit operators in nonurbanized areas. Allocation of federal funds for RTAP occurs annually in conjunction with Section 5311 and State Public Transit Account funds. WYDOT uses RTAP funds for training and technical assistance to rural transit providers. The funds are in part allocated to WYTRANS, the statewide organization of community transit providers, for driver training and safety programs; technical assistance; a newsletter (Transit Express); and the annual WYTRANS conference.

FTA SECTION 5311(f) INTERCITY BUS TRANSPORTATION PROGRAM

Title 49 United States Code (U.S.C.) 5311(f) requires each state to spend 15 percent of its annual Section 5311 apportionment to develop and support a program of projects for intercity bus transportation. The goal of the program is to connect isolated rural areas throughout the country to larger communities. Wyoming has identified potential corridors that support this goal and serve the people of Wyoming. Although FTA allows these funds to be used to purchase vehicles or vehicle-related equipment, such as wheelchair lifts, WYDOT awards these funds only for operating purposes to establish, preserve, and enhance rural and small urban intercity transportation.

FTA SECTION 5339 (BUS AND BUS FACILITIES PROGRAM)

This capital program provides funding to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. Eligible capital projects include the acquisition of buses for fleet and service expansion, bus maintenance (preventive maintenance is not an eligible activity under Section 5339 except for bus overhauls) and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, acquisition of replacement vehicles, bus rebuilds, passenger amenities such as passenger shelters and bus stop signs, accessory and miscellaneous equipment such as mobile radio units, supervisory vehicles, fare boxes, computers, and shop and garage equipment. This is an apportionment program divided between the Rural and Urban areas of Wyoming. The urban areas of Wyoming are Casper and Cheyenne. This program requires a 20 percent local match, a 15 percent match for ADA-compliant vehicles, or a 50 percent match for non-ADA compliant vehicles.

Programs Not Administered by WYDOT

Providers under the following programs receive funds directly from FTA, grants and the State Land Investment Board. This represents funding sources available to transit providers in Wyoming, that are not administered by WYDOT.

FTA SECTION 5305(D) METROPOLITAN PLANNING PROGRAM

Casper and Cheyenne are direct recipients annually of metropolitan planning funds as part of their apportionment. WYDOT is not involved in the disbursement of these funds. The funds are annually combined with Federal Highway Administration (FHWA) Planning Funds to create the Consolidated Planning Grant and are transferred to FHWA for administration by the WYDOT Systems Planning Office.

FTA SECTION 5307 URBANIZED AREA FORMULA ASSISTANCE PROGRAM

The Urbanized Area Assistance Program Section 5307 formula grant program supports the development, maintenance, and improvement of public transportation in areas with a population greater than 50,000. WYDOT is not involved in the disbursement of these funds.

Annually, the FTA distributes funds based on a population ratio and are allocated to communities upon governor approval. In Wyoming, only Casper and Cheyenne are eligible for this program. In Wyoming, the transit providers are either directly or indirectly under management of their city government.

Section 5307 funds may be used for administrative, operations, planning, and capital costs within the transit program. Administrative costs are eligible for an 80 percent federal share. Operations costs are eligible for 50 percent federal share. Capital costs are eligible for 80 percent federal share and include vehicle purchase, facility construction, and other categories as defined by the FTA.

FTA SECTION 5311(j) TRIBAL LANDS

Federal public transportation law (49 U.S.C 5311(c)(1)(B)) and IIJA Section 300076, authorizes the formula amount of the Public Transportation on Indian Reservations Program (Tribal Transit Program) for Fiscal Years (FY) 2022-2026. Five percent of Rural Formula (Section 5311) funding is available for the Public Transportation on Indian Reservations program. 20 percent of the Public Transportation on Indian Reservations funds must be distributed on a competitive basis, while the remainder must be apportioned by formula. There is no local match required under the formula program.

TRANSPORTATION ENTERPRISE FUND

The Transportation Enterprise Fund was enacted into law by the 1999 Wyoming State Legislature. Annual interest income from the Transportation Trust Fund (along with any program carry over) provides the fund. This is a funding source for public transit vehicle acquisitions. The fund is administered by the State Loan and Investment Board (SLIB). Applications are submitted annually and are reviewed by the SLIB staff. WYDOT provides recommendations for award recipients, which typically are current WYDOT subrecipients. Transportation Enterprise Funds are used as a match for Section 5339 and Section 5310 subrecipients.

Competitive Grant Funding

Competitive grants allow for an additional source of funding for transit agencies. The Bipartisan Infrastructure Law, as enacted in the Infrastructure Investment and Jobs Act, reauthorized surface transportation programs for FY2022-2026.

In 2020, Teton County was awarded a $20 million BUILD grant for the purchase of buses, installation of Transit Signal Priority system, active transportation improvements, and trail improvements.

In 2020, the Cheyenne Transit Program was awarded a $3.3 million Coronavirus Aid, Relief, and Economic Security (CARES) Act grant for operations and preventative maintenance.

Competitive grant funding opportunities should be coordinated with WYDOT to improve overall grant success opportunities. Grant opportunities are posted on both the WYDOT website and on the FTA website as they become available.

7.0   CONCLUSION

FTA requires that projects selected for funding under the Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program be included in a coordinated public transit-human services transportation plan. Development of the WYDOT CPTHSTP engaged a wide range of participants who directly contributed to this plan by identifying the statewide transportation needs of individuals with disabilities, older adults, and low-income populations. The input was instrumental in the creation of strategies and initiatives to meet these needs of specialized transportation users, and prioritizing transportation services for funding and implementation.

The recommended strategies and initiatives presented in the CPTHSTP are designed to begin to address the challenges faced by the providers and help create a more dynamic, integrated system. The priorities are aligned with each recommendation in an order that builds on the success of each prior improvement. Overall, the recommendations seek to improve the quality of mobility for Wyoming's residents.

This CPTHSTP is a living document. It will be updated at a minimum of once every 4 years as part of the LRTP update process. However, each year during the annual grant application process, the newly awarded projects and the five-year lookahead will be updated. WYDOT will determine the process moving forward and will develop a process for scoring transit projects, during the grant application period, based on how well they support the strategies provided in this document. The CPTHSTP will also be reviewed in conjunction with the TAM update every four years. This will allow the plan to evolve to reflect WYDOT's vision, the needs of service providers, and incorporate new improvements to specialized transportation across the state.

In addition, WYDOT is establishing the Wyoming Transit Advisory Committee (WyTAC), made up of statewide agencies that support human services organizations, user advocacy groups, cities

and counties, and Wyoming transit providers. This group will review the Office of Local Government Coordination–Transit annual project award recommendations and can provide comments or suggestions for changes. This added review will help ensure that the awarded grant funds are consistent with human services and local transit plans and will contribute to the ongoing development of a coordinated transit network throughout Wyoming.

Appendix A.

HEALTH CARE AND RELATED FACILITIES IN WYOMING

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ADULT DAY CARE CENTERS	
ADC	Uinta Senior Citizens Center Inc Evanston Adult DayHab 1229 Uinta St Evanston, WY 82930
ADC	Uinta Senior Citizens Inc Lyman Adult DayHab 216 West Sage St Lyman, WY 82937
ADC	Sheridan Senior Center: Day Break 241 Smith St Sheridan, WY 82801
ASSISTED LIVING FACILITIES	
ALF	Beyond Home Assisted Living 153 Doyle Child Cir. Afton, WY 83110
ALF	Willow Creek Homes of Buffalo 1 North Klondike Buffalo, WY 82834
ALF	Veterans' Home of Wyoming 700 Veterans' Lane Buffalo, WY 82834
ALF	Agape Manor Inc 830 North Main St Buffalo, WY 82834
ALF	EMG Casper PP LLC DBA Park Place Assisted Living Community 1930 East 12th St Casper, WY 82601
ALF	EP-MPAL LLC DBA Mountain Plaza Assisted Living 4154 Talon Dr Casper, WY 82604
ALF	TSMM Management LLC DBA Primrose Retirement Community of Casper 1865 South Beverly St Casper, WY 82609

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ALF	Casper Assisted Living LLC DBA Garden Square of Casper 1950 South Beverly St Casper, WY 82609
ALF	EMG Casper MW LLC DBA Edgewood Meadow Wind 3955 East 12th St Casper, WY 82609
ALF	EMG Cheyenne AW LLC DBA Aspen Wind Assisted Living Community 4010 North College Dr Cheyenne, WY 82001
ALF	EMG Cheyenne SH LLC DBA Sierra Hills Assisted Living Community 4606 North College Dr Cheyenne, WY 82001
ALF	Cheyenne Retirement Investors Limited Partnership DBA Pointe Frontier Retirement Community 1406 Prairie Ave Cheyenne, WY 82009
ALF	Primrose Retirement Community of Cheyenne 1530 Dorothy Lane Cheyenne, WY 82009
ALF	Cottonwood Creek of Cheyenne 6800 Faith Drive Cheyenne, WY 82009
ALF	Absaroka Senior Living 2401 Cougar Ave Cody, WY 82414
ALF	Mountain Lodge LLC 1110 Birch Street Douglas, WY 82633
ALF	Willow Creek Homes of Evanston 1949 West Uinta St Evanston, WY 82930
ALF	Compassionate Journey LLC 624 Twin Ridge Ave Evanston, WY 82930

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ALF	Gillette Retirement LLC Primrose Retirement Community of Gillette 921 Mountain Meadow Lane Gillette, WY 82716
ALF	Showboat Retirement Center 150 Wyoming St Lander, WY 82520
ALF	EMG Laramie LLC Spring Wind Assisted Living Community 1072 North 22nd St Laramie, WY 82072
ALF	Cambria Heights LLC Mondell Heights Retirement Community 106 East Main St Newcastle, WY 82701
ALF	Homestead Assisted Living 950 Homestead Ave Riverton, WY 82501
ALF	EP-RSAL LLC Deer Trail Assisted Living 2360 Reagan Ave Rock Springs, WY 82901
ALF	Cascades of Sugarland Ridge 1551 Sugarland Drive Sheridan, WY 82801
ALF	Wyoming Assisted Living LLC 108 Abby Lane Sundance, WY 82729
ALF	Legacy Homes Assisted Living & Adult Day Care 2391 Muddystring Co Rd 117 Thayne, WY 83127
ALF	Wyoming Pioneer Home 141 Pioneer Home Dr Thermopolis, WY 82443
ALF	Evergreen Plaza Assisted Living 536 East 20th Avenue Torrington, WY 82240

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ALF	Platte County Legacy Home Assisted Living 98 19th St Wheatland, WY 82201
AMBULATORY SURGICAL CENTERS	
ASC	Central Wyoming Outpatient Surgery Center LLC DBA Casper Surgical Center 1201 East Third St Casper, WY 82601
ASC	Western Ambulatory Surgery LLC 1421 Wilkins Circle Casper, WY 82601
ASC	Casper WY Endoscopy ASC LLC DBA Sterling Surgery Center 1441 Wilkins Circle Casper, WY 82601
ASC	Wyoming Surgical Center LLC 4140 Centennial Hills Blvd, Suite C Casper, WY 82609
ASC	Cheyenne Ocular Surgery LLC DBA Cheyenne Eye Surgery 1300 East 20th St Cheyenne, WY 82001
ASC	Cheyenne Surgical Center LLC DBA High Plains Surgery Center 2301 House Ave Suite 200 Cheyenne, WY 82001
ASC	Center for Dermatolgoic Surgery 123 Western Hills Blvd Cheyenne, WY 82009
ASC	Wyoming Endoscopy Center LLC 7220 Commons Circle Cheyenne, WY 82009
ASC	Northern Wyoming Surgical Center LLC 732 Lindsay Lane Cody, WY 82414
ASC	Premier Surgical Center LLC 195 Overthrust Rd Evanston, WY 82930

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ASC	Northeast Wyoming Surgery Center LLC 1307 West Third St, Suite B Gillette, WY 82716
ASC	The Center for Surgical Excellence Inc 1503 Cressett St Gillette, WY 82716
ASC	Powder River Surgery Center 906 W 6th Street, Suite C Gillette, WY 82716
ASC	Advanced Surgical Care of Wyoming LLC 51 Town Center Drive, Suite 140 Gillette, WY 82718
ASC	Teton Outpatient Services LLC 150 Buffalo Way Jackson, WY 83001
ASC	Ambulatory Surgery Clinic 1150 W Main St Lander, WY 82520
ASC	Western Wyoming Medical LLC 535 East Main St Lander, WY 82520
ASC	Premier Bone and Joint Ambulatory Surgical Center 1909 Vista Dr Laramie, WY 82070
ASC	Sweetwater Surgery Center LLC 2761 Commercial Way Rock Springs, WY 82901
ASC	Sheridan Surgical Center LLC 1524 West 5th St Sheridan, WY 82801
CRITICAL ACCESS HOSPITALS	
CAH	Star Valley Health 901 Adams St Afton, WY 83110
CAH	South Big Horn County Critical Access Hospital 388 South US Hwy 20 Basin, WY 82410

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
CAH	Johnson County Memorial Hospital DBA Johnson County Healthcare Center 497 West Lott Buffalo, WY 82834
CAH	West Park Hospital District DBA Cody Regional Health 707 Sheridan Ave Cody, WY 82414
CAH	Memorial Hospital of Converse County 111 South 5th St Douglas, WY 82633
CAH	South Lincoln Hospital District DBA South Lincoln Medical Center 711 Onyx St, Kemmerer, WY 83101
CAH	North Big Horn Hospital District 1115 Lane 12 Lovell, WY 82431
CAH	Niobrara County Hospital District 921 South Ballancee Ave Lusk, WY 82225
CAH	Weston County Hospital District DBA Weston County Health Services 1124 Washington Blvd Newcastle, WY 82701
CAH	Powell Valley Hospital 777 Ave HPowell, WY 82435
CAH	Memorial Hospital of Carbon County 2221 West Elm St Rawlins, WY 82301
CAH	Hot Springs County Hospital District DBA Hot Springs County Memorial Hospital 150 East Arapahoe Thermopolis, WY 82443
CAH	Community Hospital 2000 Campbell Dr Torrington, WY 82240

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
CAH	Platte County Memorial Hospital 201 14th St Wheatland, WY 82201
CAH	Washakie Medical Center 400 South 15th St Worland, WY 82401
COMPREHENSIVE OUTPATIENT REHABILITATION FACILITIES/REHABILITATION FACILITIES	
CORF/REHAB	Gottsche Rehabilitation Center 148 East Arapahoe Thermopolis, WY 82443
END STAGE RENAL DIALYSIS CENTERS	
ESRD	Wyoming Kidney Center LLC US Renal Care Wyoming Dialysis 1141 Wilkins Circle Casper, WY 82601
ESRD	USRC Casper LLC DBA US Renal Care Casper Dialysis 1300 Venture Way, Suite 100 Casper, WY 82609
ESRD	Bio-Medical Applications of Wyoming LLC DBA Fresenius Medical Care of Cheyenne 1739 Meadowland Dr Cheyenne, WY 82009
ESRD	CHWY Partners, LLC DBA US Renal Care Cheyenne Dialysis 1760 Prairie Avenue, Suite 102 Cheyenne, WY 82009
ESRD	Big Horn Basin Regional Dialysis Center LLC DBA Cody Regional Health Dialysis LLC 424 Yellowstone Ave Ste 150 Cody, WY 82414
ESRD	Evanston Dialysis Center 112 Yellowcreek Dr Evanston, WY 82930
ESRD	Wind River Dialysis Center 11 Shipton Lane Fort Washakie, WY 82514

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
ESRD	Ivinson Memorial Hospital Dialysis Services 255 North 30th St Laramie, WY 82072
ESRD	Memorial Hospital of Sweetwater County Dialysis Unit 1180 College Dr Rock Springs, WY 82901
ESRD	Watt Dialysis Center LLC 1401 West 5th St Sheridan, WY 82801
FEDERALLY QUALIFIED HEALTH CENTERS	
FQHC	Health Care for the Homeless Clinic 1514 East 12 St Casper, WY 82601
FQHC	University of Wyoming DBA University of Wyoming Family Medicine Residency-Casper 1522E A St Casper, WY 82601
FQHC	Community Health Center of Central Wyoming DBA Community Health Center of Central Wyoming-Conwell Clinic 5000 Blackmore Road Casper, WY 82601
FQHC	Community Health Center of Central Wyoming Inc 2546 East 2nd Street, Suite 600 Casper, WY 82609
FQHC	Laramie County Health Care for the Homeless 1620 Central Ave Ste 30 Cheyenne, WY 82001
FQHC	University of Wyoming DBA University of Wyoming Family Medicine 820 East 17th St Cheyenne, WY 82001
FQHC	Cheyenne Health and Wellness Center 2508 East Fox Farm Rd #1A Cheyenne, WY 82007
FQHC	Dubois Medical Clinic 5647 US Highway 26 Dubois, WY 82513

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
FQHC	Bear Lake Community Health Center DBA Evanston Community Health Center 75 Yellow Creek Rd Ste 102 Evanston, WY 82930
FQHC	Heritage Health Center 444 Greybull Avenue Greybull, WY 82426
FQHC	Community Health Center of Central Wyoming Inc DBA Fremont County Pediatrics Lander 115 Wyoming Street Lander, WY 82520
FQHC	Community Health Center of Central Wyoming Inc DBA Cougar Community Health Center 223 North Cherry Street Pavillion, WY 82523
FQHC	University of Wyoming Albany Community Health Clinic 1174 N 22nd Street Pine Bluffs, WY 82082
FQHC	Powell Health Care Coalition DBA Heritage Health Center 126 North Bent Street Powell, WY 82435
FQHC	Powell Health Care Coalition DBA Heritage Health Center 128 North Bent Street Powell, WY 82435
FQHC	Powell Health Care Coalition DBA Heritage Health Center 130 North Bent Street, Suite B Powell, WY 82435
FQHC	Community Health Center of Central Wyoming Inc DBA Fremont CHC 511 North 12th St E Ste A Riverton, WY 82501

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
FQHC	Community Health Center of Central Wyoming Inc DBA Fremont County Pediatrics Riverton 704 East Fremont Avenue Riverton, WY 82501
FQHC	Bear Lake Community Health Center Rock Springs Community Health Center 2620 Commercial way, Suite 140 Rock Springs, WY 82901
FQHC	Northwest Community Action Programs 1922 Roberston Worland, WY 82401
FQHC	Montana Migrant & Seasonal Farmworkers Council, Inc DBA Ag Worker Health & Services 233 East 2nd Street Powell, WY 82435
HOME HEALTH AGENCIES	
HHA	Best Home Health & Hospice LLC 105 Yellow Creek Road Evanston, WY 82930
HOSPITALS	
HOSP	Wyoming Medical Center 1233 East 2nd St Casper, WY 82601
HOSP	Summit Medical Center LLC 6350 E 2nd St Casper, WY 82609
HOSP	Memorial Hospital of Laramie County DBA Cheyenne Regional Medical Center 214 East 23rd St Cheyenne, WY 82001
HOSP	Evanston Regional Hospital 190 Arrowhead Dr Evanston, WY 82930
HOSP	Riverton Memorial Hospital LLC DBA SageWest Health Care 2100 West Sunset Dr Riverton, WY 82501

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
HOSP	Memorial Hospital of Sweetwater County DBA County of Sweetwater 1200 College Dr Rock Springs, WY 82901
HOSP	Memorial Hospital of Sheridan County DBA Sheridan Memorial Hospital 1401 West 5th St Sheridan, WY 82801
HOSPICE FACILITIES	
HSPC	Symbii Hospice 625 So Washington St, Ste B Afton, WY 83110
HSPC	Susie Bowling Lawrence Hospice 497 West Lott Buffalo, WY 82834
HSPC	Central Wyoming Hospice Program 319 South Wilson St Casper, WY 82601
HSPC	CaringEdge Hospice of Casper LLC 5870 E 2nd St Casper, WY 82601
HSPC	EH Hospice of the West LLC DBA Enhabit Hospice 907 North Poplar St, Ste 277 Casper, WY 82601
HSPC	EH Hospice of the West LLC DBA Enhabit Hospice 4024 Laramie ST Cheyenne, WY 82001
HSPC	Memorial Hospital of Laramie County DBA Cheyenne Regional Davis Hospice Center 6000 Sycamore Rd Cheyenne, WY 82009
HSPC	Eden Hospice at Cheyenne LLC DBA Eden Hospice, Aspen Ridge Building 2232 Dell Range Blvd, Suite 100 Cheyenne, WY 82009

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
HSPC	Cody Regional Health Spirit Mountain Hospice 707 Sheridan Ave Cody, WY 82414
HSPC	Wyoming Home Health Inc DBA Sharon's Home Health 1103 E Boxelder Rd, Suite J-B Gillette, WY 82718
HSPC	Hospice of Campbell County Memorial Hospital 300 South Burma Ave Gillette, WY 82718
HSPC	St John's Hospice 625 E Broadway Ave Jackson, WY 83001
HSPC	EH Hospice of the West LLC DBA Enhabit Hospice 230 North First St Lander, WY 82520
HSPC	Hospice of Laramie 1754 Centennial Drive Laramie, WY 82070
HSPC	Stillwater Hospice of Northern Wyoming 444 Montana Ave. Lovell, WY 82431
HSPC	Cowboy Cares Inc DBA Cowboy Cares Home Health & Hospice 39814 Business Loop 80 Lyman, WY 82937
HSPC	Help for Health Hospice 1240 College View Dr Riverton, WY 82501
HSPC	Hospice of Sweetwater County 333 Broadway Ste 220 Rock Springs, WY 82901
HSPC	Sheridan Memorial Hospital Hospice 1401 W 5th St Sheridan, WY 82801

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
INTERMEDIATE CARE FACILITIES FOR INDIVIDUALS WITH INTELLECTUAL DISABILITIES	
ICF/IID	Canyons ICF/MR at Wyoming Life Resource Center 8204 Wyoming Highway 789 Lander, WY 82520
NURSING HOMES	
NH	Star Valley Care Center 130 Hospital Lane Afton, WY 83110
NH	Wyoming Retirement Center 890 Highway 20 So Basin, WY 82410
NH	Amie Holt Care Center DBA Johnson County Healthcare Center 497 West Lott Buffalo, WY 82834
NH	Casper Operations LLC DBA Life Care Center of Casper 4041 South Poplar St Casper, WY 82601
NH	Casper Opco LLC DBA Casper Mountain Rehabilitation and Care Center 4305 South Poplar Street Casper, WY 82601
NH	EmpRes at Casper LLC DBA Shepherd of the Valley Rehabilitation and Wellness 60 Magnolia Street Casper, WY 82604
NH	Cheyenne OpCo LLC DBA Polaris Rehabilitation and Care Center 2700 East 12th St Cheyenne, WY 82001
NH	EmpRes at Cheyenne LLC DBA Granite Rehabilitation and Wellness 3128 Boxelder Dr Cheyenne, WY 82001

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
NH	Cheyenne Operations LLC DBA Life Care Center of Cheyenne 1330 Prairie Ave Cheyenne, WY 82009
NH	Douglas Care Center LLC 1108 Birch St Douglas, WY 82633
NH	Morning Star Care Center 4 North Fork Rd Fort Washakie, WY
NH	Campbell County Hospital District DBA Legacy Living and Rehabilitation Center 1000 S Douglas Hwy Gillette, WY 82716
NH	Mission Health Services DBA Mission at Castle Rock 1445 Uinta Dr Green River, WY 82935
NH	Teton County Hospital District DBA St John's Health Sage Living 625 East Broadway, Building B Jackson, WY 83001
NH	Westward Heights Care Center 150 Caring Way Lander, WY 82520
NH	Cottonwood Health and Rehabilitation 503 South 18th St Laramie, WY 82070
NH	New Horizons Care Center 1111 Lane 12 Lovell, WY 82431
NH	EmpRes at Rawlins LLC DBA Rawlins Rehabilitation and Wellness 542 16th St Rawlins, WY 82301

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
NH	EmpRes at Riverton LLC DBA Wind River Rehabilitation and Wellness 1002 Forest Dr Riverton, WY 82501
NH	EmpRes at Rock Springs LLC DBA Sage View Care Center 1325 Sage St Rock Springs, WY 82901
NH	Sheridan Opco LLC DBA Big Horn Rehabilitation and Care Center 1851 Big Horn Ave Sheridan, WY 82801
NH	Westview Operations LLC DBA Westview Health Care Center 1990 West Loucks St Sheridan, WY 82801
NH	Alternative Elder Living Inc DBA Green House Living for Sheridan 2311 Shirley Cove Sheridan, WY 82801
NH	Crook County Medical Services District Long Term Care 713 Oak St Sundance, WY 82729
NH	EmpRes at Thermopolis LLC DBA Thermopolis Rehabilitation and Wellness 1210 Canyon Hills Rd Thermopolis, WY 82443
NH	Goshen Healthcare Community 2009 Laramie St Torrington, WY 82240
NH	Platte County Legacy Home 100 19th St Wheatland, WY 82201
NH	SNH WY Tenant LLC DBA Worland Healthcare and Rehabilitation Center 1901 Howell Ave Worland, WY 82401

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
NH	North Big Horn Hospital District DBA Rocky Mountain Care – Evanston 475 Yellow Creek Rd Evanston, WY 82930
OUTPATIENT PHYSICAL THERAPY OR SPEECH PATHOLOGY/SERVICES	
OPT	Rocky Mountain Therapy 2546 E 2nd St Bldg 500 Casper, WY 82601
OPT	Laramie Peaks Therapies LLC 207 Holly Ave Saratoga, WY 82331
OPT	Bear Lodge Rehabilitation Services 225 S Hwy 585 Sundance, WY 82729
PSYCHIATRIC HOSPITALS	
PSYCH	UHS of Wyoming Inc DBA Wyoming Behavioral Institute 2521 East 15th St Casper, WY 82601
PSYCH	Wyoming State Hospital 251 Yellowstone River Road Evanston, WY 82931
RURAL HEALTH CLINICS	
RHC	Big Horn Clinic 156 North 6th St Basin, WY 82410
RHC	SCL Health Medical Group-Billings LLC DBA SCL Health Medical Group-Cody 720 Lindsay Lane, Suite A Cody, WY 82414
RHC	West Park Hospital District DBA Cody Regional Health 424 Yellowstone Ave Cody, WY 82414
RHC	South Lincoln Hospital District DBA Arrowhead Family Medicine 195 Feather Way Suite 100 Evanston, WY 82930

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
RHC	Glenrock Hospital District DBA Glenrock Health Center 925 West Birch Glenrock, WY 82637
RHC	Castle Rock Hospital District 1400 Uinta Dr Green River, WY 82935
RHC	Platte County Memorial Hospital DBA Banner Medical Clinic Guernsey 1 E Whalen Street Guernsey, WY 82214
RHC	Register Cliff Rural Health Clinic 650 W Whalen St Guernsey, WY 82214
RHC	Hulett Clinic 122 Main St Hulett, WY 82720
RHC	South Lincoln Hospital District DBA South Lincoln Medical Clinic 711 Onyx Street Kemmerer, WY 83101
RHC	Rawhide Rural Health Clinic 921 Ballancee Ave Lusk, WY 82225
RHC	Evanston Hospital Corporation DBA Bridger Valley Medical Group 107 North Main St Lyman, WY 82937
RHC	Medicine Bow Health Center DBA Medicine Bow Rural Healthcare District' 514 Idaho Dr Medicine Bow, WY 82329
RHC	Moorcroft Clinic 208 North Big Horn Moorcroft, WY 82721

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
RHC	Evanston Hospital Corporation DBA Bridger Valley Medical Group 531 Parkway Dr Mountain View, WY 82939
RHC	Weston County Hospital District 1121 Washington Blvd Newcastle, WY 82701
RHC	Kimball County Hospital DBA Pine Bluffs KHS Health Clinic 117 E 4 St Pine Bluffs, WY 82082
RHC	Hot Springs County Hospital District DBA Riverton Clinic 2002 W. Sunset Dr, Ste 3 Riverton, WY 82501
RHC	Oregon Trails 525 Birch St Rollings Hills, WY 82637
RHC	Hot Springs County Hospital District DBA Shoshoni Clinic 702 E 2nd Street Shoshoni, WY 82649
RHC	Hot Springs County Hopsital District DBA Red Rock Family Practice 120 North C Ave Thermopolis, WY 82443
RHC	Community Hospital DBA Banner Medical Clinic Torrington 625 Albany Ave Torrington, WY 82240
RHC	Weston County Health Services DBA Weston County Health Services 717 Pine St Upton, WY 82730
RHC	Cowboy Medical Group PC DBA Cowboy Medical Group PC 1125 Charles Ave Worland, WY 82401

HEALTH CARE AND RELATED FACILITIES IN WYOMING

Type	Name Physical Address
REHABILITATION HOSPITALS	
R-HOSP	Elkhorn Valley Rehabilitation Hospital LLC 5715 East 2nd St Casper, WY 82609

Appendix B.

COLLEGES AND UNIVERSITIES IN WYOMING

COLLEGES AND UNIVERSITIES IN WYOMING

Type	Name Physical Address
4-Year	University of Wyoming 1000 E. University Avenue Laramie, WY 82071
4-Year	Wyoming Catholic College 1400 City Park Drive Lander, WY 82520
2-Year	Casper College 125 College Drive Casper, WY 82601
4-Year	Central Wyoming College 2660 Peck Avenue Riverton, WY 82501
2-Year	Eastern Wyoming College 3200 West C Street Torrington, WY 82240
4-Year	Laramie County Community College 1400 East College Drive Cheyenne, WY 82007
2-Year	Northwest College 231 West 6th Street Powell, WY 82435
2 Year	Sheridan College 1 Whitney Way Sheridan, WY 82801
2-Year	Western Wyoming Community College 2500 College Drive Rock Springs, WY 82901
2 Year	WyoTech 1889 Venture Drive Laramie, Wyoming 82070
2 Year	Wind River Tribal College 533 Plunket Ethete, WY 82520

Appendix C.

TRANSIT PROVIDER SURVEY

Coordinated Public Transit Human Services Plan
Transportation Provider Survey

The Wyoming Department of Transportation (WYDOT) is updating its Coordinated Public Transit Human Services Plan (the Plan), which identifies transportation issues, service overlaps, and gaps for older adults and individuals with disabilities within the state of Wyoming. WYDOT must update the Plan to continue to receive FTA §5310 funding. **We ask that you complete this survey with information on how your system operates and the needs of the** population you serve. With this information, we will be able to identify areas for collaboration, partnerships, and other opportunities to improve the operation of the rural transportation network.

Thank you for your assistance in providing this information. If you have any questions, please contact Chrissy Breit at Chrissy.Breit@hdrinc.com or 303.524.8467.

Section 1: Transportation Provider Information

Organization _____

Phone _____

Contact Person _____

E-mail Address _____

What community or tribal area do you serve?

_____

What type of organization do you represent?

☐ Public Transit System (i.e. Local Government Operated Service)

☐ Government Human Service Agency (i.e. Council on Aging)

☐ Non-Profit Human Service Agency (i.e. Hospital provided service)

☐ Non-Profit Transportation Provider (i.e. Independent service)

☐ Private For-Profit Transportation Provider (i.e. Intercity bus service)

☐ Other _____

Who is eligible for transportation services with your organization? (check all that apply)

☐ Low Income ☐ Elderly Disabled ☐ Youth
☐ Elderly (60+) Non-Disabled ☐ Non-Elderly Disabled (mental/physical) ☐ General Public
☐ Other

How many clients does your organization serve with transportation?

	Average Daily	Average Weekly	Average Monthly	Peak	Low
Low Income					
Elderly Disabled					
Youth					
Elderly (60+) Non-Disabled					
Non-Elderly Disabled (mental/physical)					
General Public					
Other					

What type of service does your organization provide? (check all that apply)

☐ Fixed Route (FR) ☐ Demand Response (DR) ☐ Both FR and DR
☐ Route Deviation ☐ Other _____

What percent of your trips provided travel outside of your community area?

_____

Do you coordinate these trips with other providers? If so, describe the process.

_____

_____

_____

_____

_____

Does your organization provide contract transit service?

☐ Yes – FR   ☐ Yes – DR   ☐ No

Do you contract out your transportation services?

☐ Yes   ☐ No

If so, what percentage is contracted out?

_____

Who is your contract service provider?

_____

Does your organization coordinate with any other transit providers or transportation network companies (Uber, Lyft, Taxi, etc.)?

☐ Yes   ☐ No

If so, please describe those coordination activities and with which organizations.

_____

_____

_____

_____

_____

Which days per week do you regularly provide transit service? (check all that apply)

☐ Sunday   ☐ Monday   ☐ Tuesday   ☐ Wednesday

☐ Thursday   ☐ Friday   ☐ Saturday   ☐ Other _____

What are your hours of operation? Please indicate time using AM and PM - e.g., 8:30 AM.

	From	To
Peak period 1		
Peak period 2		
Peak period 3		
Peak period 4		

How many weeks per year do you regularly provide transit service?

_____

If you serve specific program clients, please indicate the number of clients in each program such as Head Start or Senior Nutrition.

Program	Number of Participants
1	
2	
3	
4	
5	
6	
7	
8	

How many of each vehicle type do you operate?

Type	# of vehicles	# of passenger (capacity)	Annual Avg. Age
Cars			
Trucks			
Vans			
Buses			

Section 2: Transportation Cost Information

Please provide your organization's annual passenger transportation costs for fixed-route and demand-response services using Fiscal Year 2020 information. If the information for 2020 is not available, use your organization's most current fiscal year information, and identify the fiscal year.

Time Period	Annual Operating Budget	Annual Capital Expenditure Budget

Section 3: Revenue Information

Please provide your organization's transportation revenues for the last fiscal year.

Source	Amount	Source name (if necessary)
Fares/Donations		
Grants – FTA 5310 (elderly and disabled)		
Grants - 5311		
Other #1 (include name)		
Other #2 (include name)		
Other #3 (include name)		

Section 4: Transportation Condition

The following questions will ask about your organization's transportation needs and the projects you would like to accomplish in the short and long term. Examples of potential projects include: Replacement of 4 large buses at a cost of $250,000 each; 2 minibuses at $50,000 each; New service to the shopping mall with 30-minute headways at a cost of $500,000 annually; 1-day per week demand-response service to the elderly apartments at a cost of $20,000 annually; 4 new bus shelters at $1,000 each; New schedules printed, estimated cost with labor and materials $5,000; Hire 1 dispatcher at $18,000 annually. Please be as specific as possible when answering the questions and provide cost information as you're able.

1. ***Please list specific projects that your organization would like to accomplish in the next five years.***

2. ***What are the major transportation needs of your organization in the long term (7 to 20 years)? Additionally, please list specific projects.***

_____

_____

_____

_____

_____

_____

_____

_____

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Please share any additional comments

_____

_____

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_____

Thank you for completing this survey! If you have any questions or would like to receive additional information about the Plan, please email Chrissy.Breit@hdrinc.com.

Appendix D.

PROJECT ADVISORY COMMITTEE MEETING #1 PRESENTATION

WYOMING COORDINATED TRANSIT PLAN

PROJECT ADVISORY COMMITTEE MEETING #1

February 23, 2022

Agenda

1:30 – 1:35 PM	Welcome & Introductions
1:35 – 1:45 PM	Meeting Goals
	Advisory Committee Role
	Project Overview
1:45 – 2:00 PM	Baseline Conditions
2:00 – 2:15 PM	Existing Services
2:15 – 2:50 PM	Group Discussion
2:05 – 3:00 PM	Next Steps
3:00 PM	Adjourn

Introductions

Project Team

Sara Janes-Ellis   **Leanna Humble**

Wyoming Department of Transportation

Laycee Kolkman   **Brian Waterman**   **Chris Proud**

HDR Consultant Team

Meeting Goals

- **Learn the plan's purpose** and development **process**

- **Understand Project Advisory Committee role**

- **Review baseline conditions**

- **Explore existing service**

- **Connect with providers** throughout the state

- Begin to **identify goals** for the plan

Advisory Committee & Project Overview

Project Advisory Committee

- **What is the Project Advisory Committee?**
  - Representatives from local governments, mobility advocacy groups, specialized/human service transportation providers, and other specialized transportation stakeholders
  - Guide the development of the plan

- **What are the expectations and roles?**
  - Active participation and information sharing
  - Conduit of information to your communities
  - Attendance at 4 meetings throughout 2022

What is the Wyoming Coordinated Transit Plan?

- Identifies **transportation needs** and **service gaps** for older adults, individuals with disabilities, and people with low incomes in the state of Wyoming

- Provides **strategies** and **prioritizes** transportation services

- **Collaboration with transportation providers** (public, private, and non-profit)

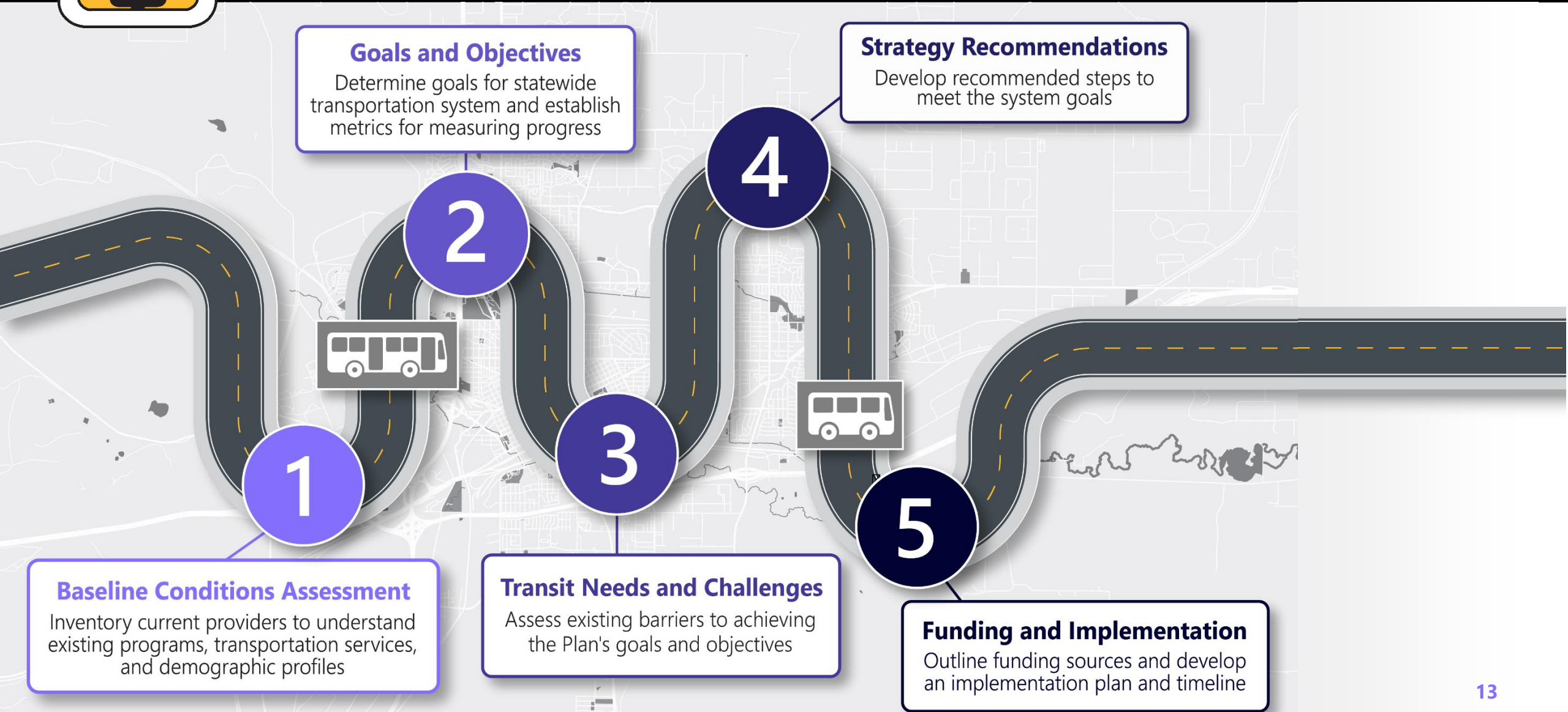- **Input from users** of the transit system

Plan Development Process

Goals and Objectives
Determine goals for statewide transportation system and establish metrics for measuring progress

2

Strategy Recommendations
Develop recommended steps to meet the system goals

4

1

3

5

Baseline Conditions Assessment
Inventory current providers to understand existing programs, transportation services, and demographic profiles

Transit Needs and Challenges
Assess existing barriers to achieving the Plan's goals and objectives

Funding and Implementation
Outline funding sources and develop an implementation plan and timeline

13

Polling Question

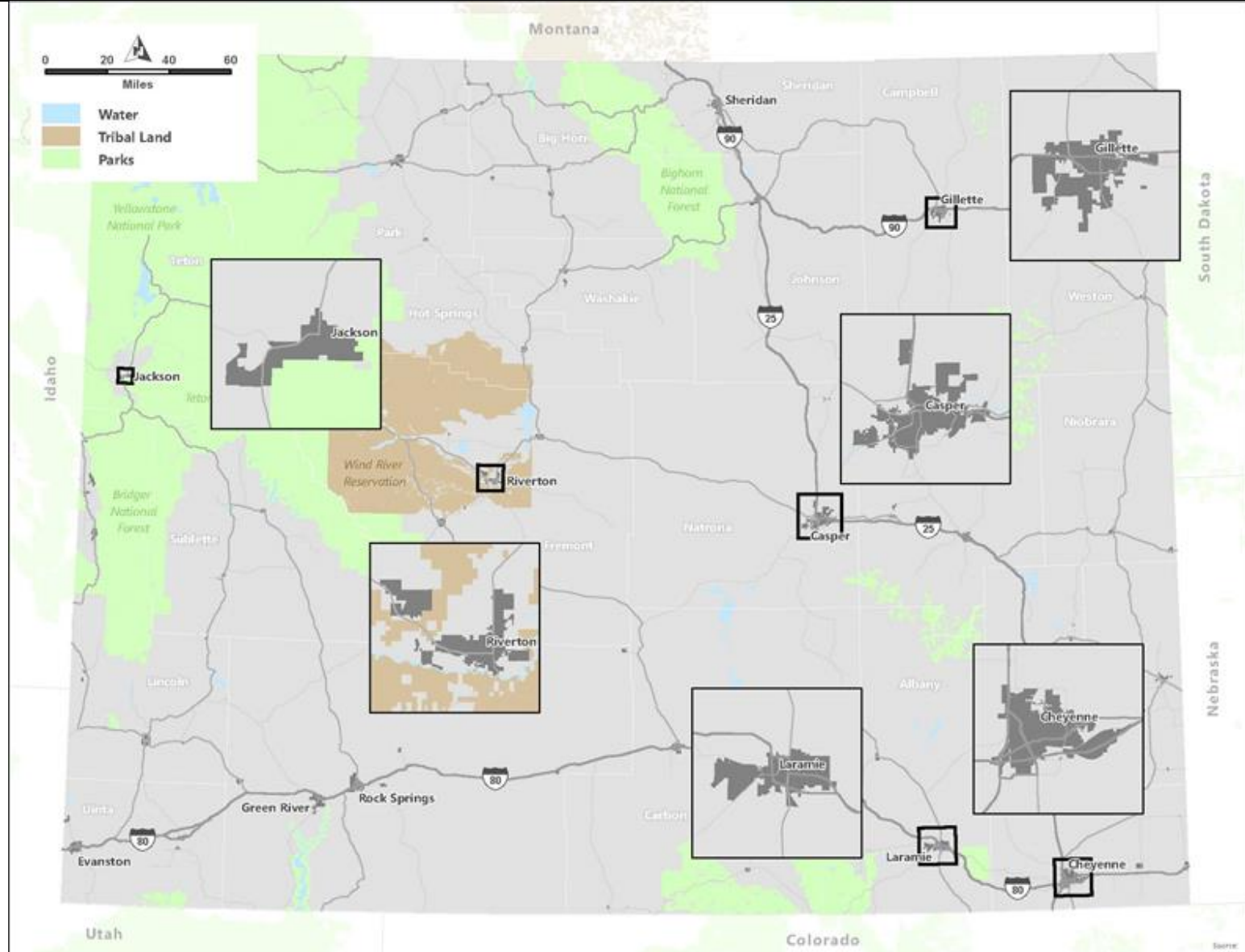**GO TO MENTI.COM & ENTER THE CODE 8860 1847**

QUESTION TWO
What element of the plan would most benefit your organization?

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Baseline Conditions

Service Area

Federal Land

- Bureau of Indian Affairs
- U.S. Forest Service
- National Park Service
- U.S. Fish and Wildlife Service
- Bureau of Land Management
- Bureau of Reclamation
- Department of Defense

Surface Management Agency
- Department of Defense (DOD)
- Bureau of Land Management (BLM)
- National Park Service (NPS)
- US Forest Service (USFS)
- US Fish and Wildlife (USFW)
- Bureau of Reclamation (BOR)
- Bureau of Indian Affairs (BIA)
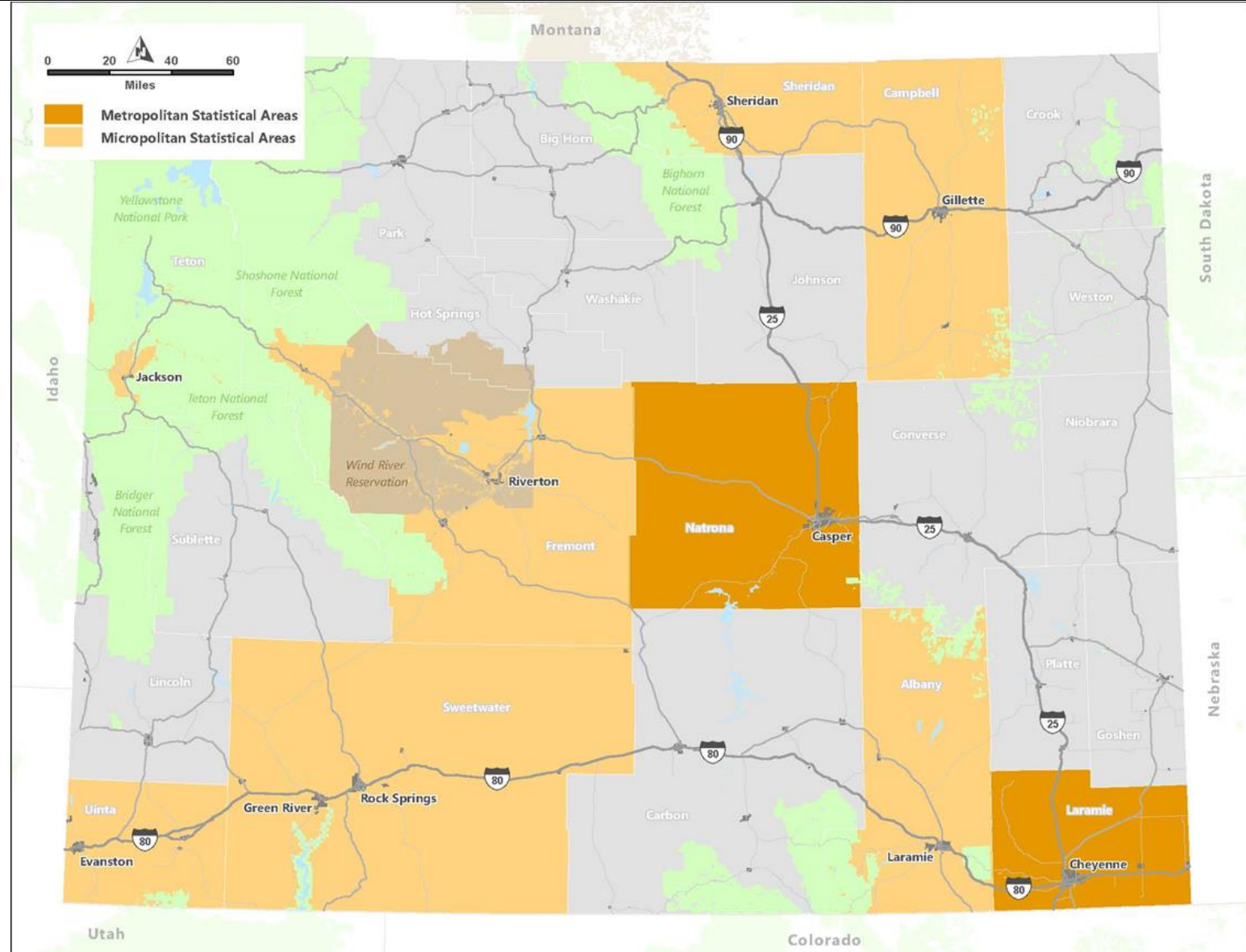- Other Federal

Source: Bureau of Land Management
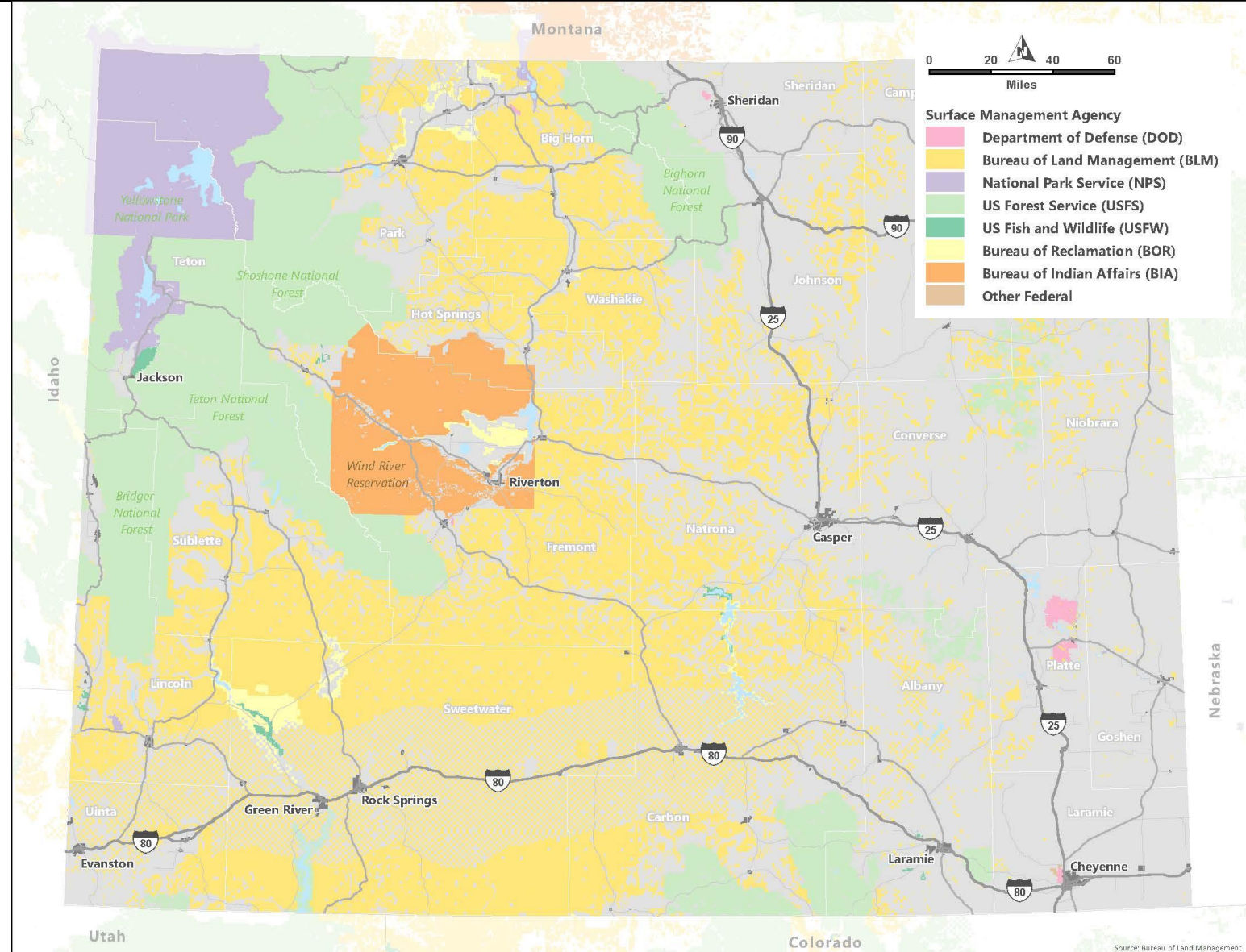
Metropolitan/Micropolitan Statistical Areas

Population:

- **Cheyenne MSA** 100,512
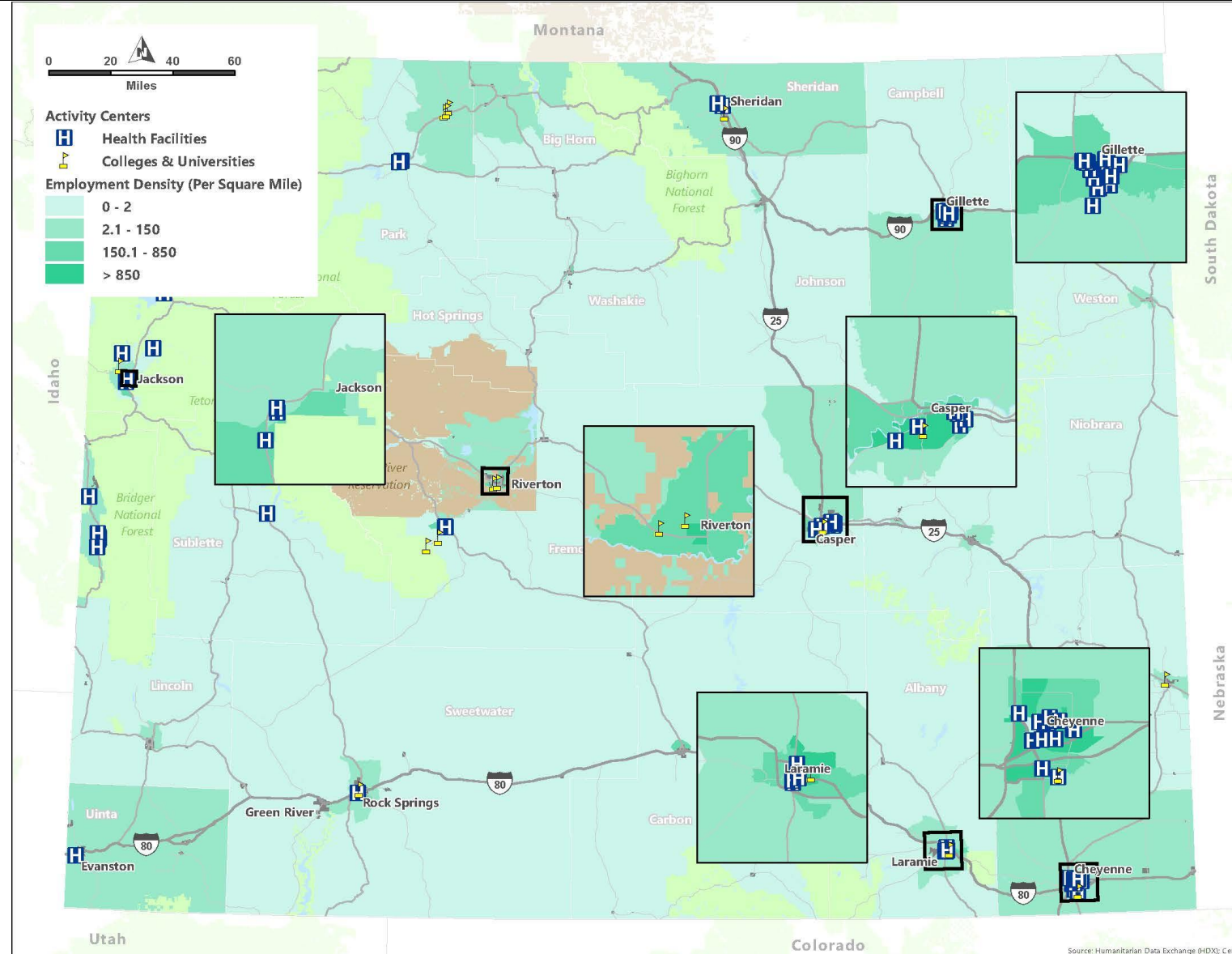
- **Casper MSA** 79,955

Activity Centers

Social Services operating in Wyoming:

- Wyoming Department of Family Services

- Wyoming Department of Health

- Wyoming Department of Education

- Local Agencies

Demographics (2019)

- The population over the age of 65 in Wyoming (17.1%) is 0.6% higher than the National Average.

- Approximately 13% of Wyoming's population is disabled.

- More than 1 in 10 people in Wyoming live below the poverty line.

Transit Propensity Index

- Population Under 18
- Population Over 65
- Population with a Disability
- Minority Population
- Population Below Poverty Line

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QUESTION THREE
What are the biggest barriers to providing transit service?

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Existing Service

Existing Service Providers

| Service Providers (2020)	Service Area	Annual Ridership	Revenue Miles	Revenue Hours	Revenue Vehicles
Buffalo Senior Center	City of Buffalo (+5 miles) with trips to the Cities of Sheridan & Casper	8,430	30,271	5,457	5
Campbell County Senior Citizens Association	City of Gillette & Campbell County	13,032	34,636	1,387	10
Carbon County Senior Services, Inc.	Carbon County				
Cheyenne Transit Program	City of Cheyenne	126,630	394,920	28,978	18
Child Development Services of Fremont County	Cities of Lander & Riverton				18
Children's learning Center, Inc.	Sublette County & Teton County				
Casper Area Transit	City of Casper	200,503	439,458	40,271	13
Cody Council of Aging	City of Cody (+10 miles)	9,896	55,025	6,889	6
Converse County Aging Services	Converse County	14,633	38,341	4,554	5
Crook County Senior Services, Inc.	Crook County				
Diversified Services	City of Torrington				
Eppson Center for Seniors	City of Laramie (+5 miles)	8,648	49,474	3,818	3
Fremont County Association of Governments	Fremont County, Wind River Indian Reservation, & Central Wyoming	27,603	207,911	7,743	14
Goose Creek Transit	City of Sheridan				4
Goshen County Senior Friendship Center	City of Torrington Community	11,212	36,733	3,499	4
High Country Senior Citizens	Town of Dubois	2,868	8,665	1,359	2
Hot Springs County Senior Citizens Center, Inc.	Hot Springs County with trips to the Cities of Cody, Casper, Riverton, Lander, Worland, & Sheridan				
Kemmerer Senior Citizens Association	City of Kemmerer	875	5,842	1,165	2
Lander Senior Citizens Center	City of Lander	8,787	29,736	5,985	3
Meeteetse Recreation District	Town of Meeteetse with trips to the City of Cody	1,688	6,075	170	2
Memorial Hospital of Laramie County	Laramie County				
Niobrara Senior Center	Town of Lusk	1,265	24,069	830	4
North Big Horn Senior Center	Town of Lovell	3,072	29,226	1,520	6

Existing Service Providers

Service Providers (2020)	Service Area	Annual Ridership	Revenue Miles	Revenue Hours	Revenue Vehicles
Pine Bluffs Senior Citizens, Inc.	Town of Pine Bluffs				
Powell Senior Citizens Ago-Go	City of Powell (10+ miles)	6,549	22,251	5,886	4
Rehabilitation Enterprises of Northeastern Wyoming (RENEW)	Sheridan County	13,381	55,694	3,428	15
Rendezvous Pointe	Town of Pinedale	1,303	20,161	629	4
Riverton Senior Center	City of Riverton	8,825	25,041	3,395	3
Senior Center of Jackson Hole	Town of Jackson to Rafter J Ranch				2
Senior Citizens Council, dba: Sheridan Mini-Bus	Sheridan County	37,510	181,490	15,518	15
Services for Seniors, Inc.	Platte County				
Shoshone and Arapaho Tribes DOT	The Wind River Reservation	2,321	29,338	2,210	2
Shoshoni Senior Citizens Center	Fremont County & surrounding areas				
South Big Horn Senior Citizens, Inc.	Town of Greybull	7,470	37,780	1,675	5
Star Valley Senior Citizens	Town of Afton	71	14,966	1,173	4
Southern Teton Area Rapid Transit	Jackson Hole	35,128	79,482	2,525	3
Southwest Sublette County Pioneers, Inc.	Town of Marbleton & Town of Big Piney				1
Sweetwater Transit Authority Resources	Cities of Rock Springs & Green River	21,838	148,917	10,087	12
Ten Sleep Senior Center	Town of Ten Sleep				1
Thayne Senior Center	Town of Thayne				
Wyoming Services for Independent Living	Western Wyoming				
Uinta Senior Citizens Inc.	City of Evanston & Bridger Valley				
University of Wyoming	University of Wyoming Campus	361,125	226,026	31,424	20
Warm Valley Senior Center	Fort Washakie	1,696	12,714	1,158	1
Washakie County Senior Citizens Center	City of Worland				
Weston County Senior Services	Weston County	30,364	68,207	4,183	8
Wyoming Independent Living, Inc.	Eastern Wyoming				
Wyoming Public Transit Association 11F	Statewide				

Intercity Bus Service Providers

| Route	Operator	Major Corridors	Cities Served
A	**Jefferson Lines**	I-90 Corridor	Sundance, Moorcroft, Gillette, Buffalo, Sheridan
B	**Black Hills Stage Lines**	I-25 Corridor	Cheyenne, Wheatland, Douglas, Casper, Buffalo
C	**Alltrans (Mountain State Express)**	US 191/89/30/ 1-89/I-80	Evanston, Kemmerer, Alpine, Jackson
D	**Black Hills Stage Lines**	US 20/26/16/ 14/310	Casper, Shoshoni, Thermopolis, Worland, Basin, Greybull, Cody, Powell, Byron, Cowley
E	**Greyhound (Greyhound Lines)**	I-80 Corridor	Cheyenne, Laramie, Rawlins, Rock Springs, Evanston
F	**Western Trails Charters (Salt Lake Express)**	US 89/191	Jackson, Hoback Junction, Alpine
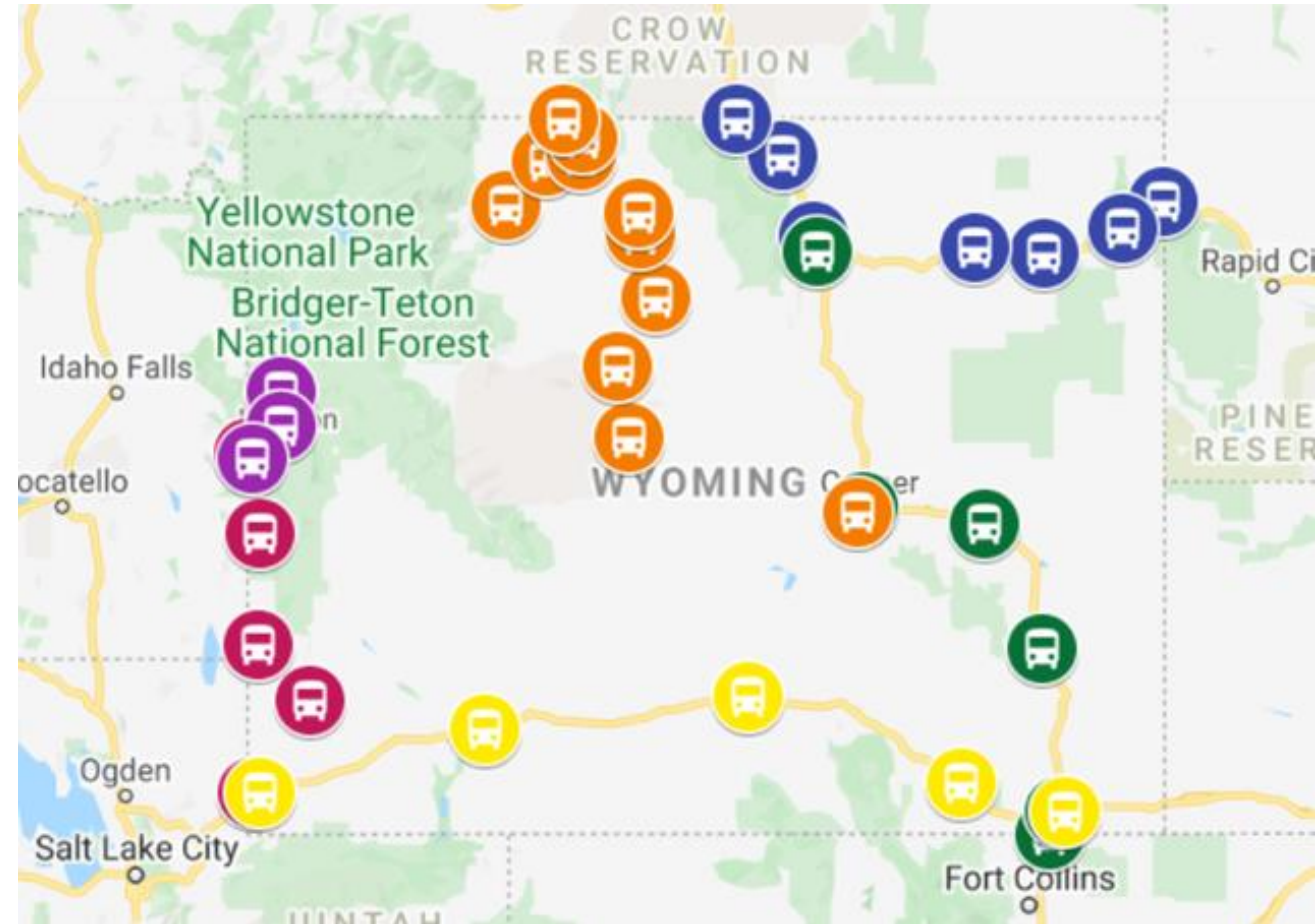
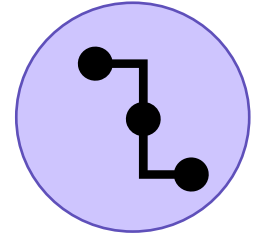# Provider Inventory Survey Themes

Vehicle Replacement or Acquisition

Funding Constraints

Need for Additional Qualified Staff
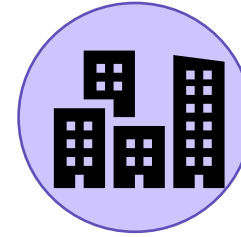
Rural Service Area/Low Population Density

Limited Connections to Major Cities and Hubs

27

Group Discussion

Project Advisory Committee
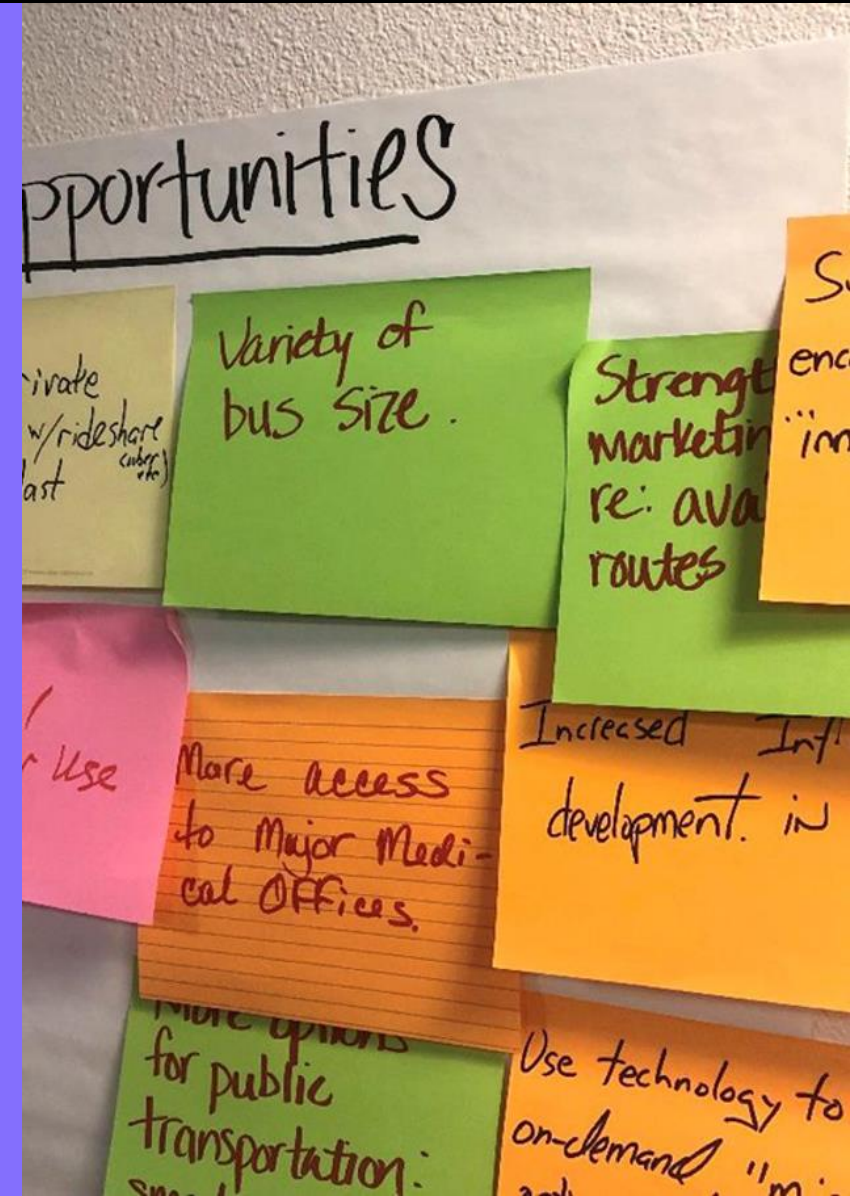
Introductions & Overview of Services

- Who do you serve?
  - Geography, User Group
- How are you funded?
- What are your routes?
- What is your service schedule?

You tell us!

- **Collaborative White Board Exercise**
    - What are your top three challenges or barriers?
    - How would you use additional resources?
    - How do you publicize your services?
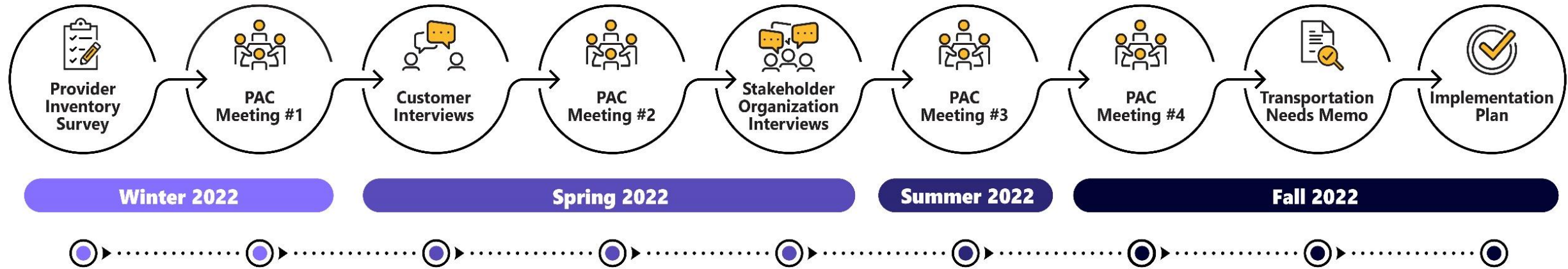   - What is your most successful program or aspect of service?

Next Steps

Project Schedule

| Provider Inventory Survey | PAC Meeting #1 | Customer Interviews | PAC Meeting #2 | Stakeholder Organization Interviews | PAC Meeting #3 | PAC Meeting #4 | Transportation Needs Memo | Implementation Plan |

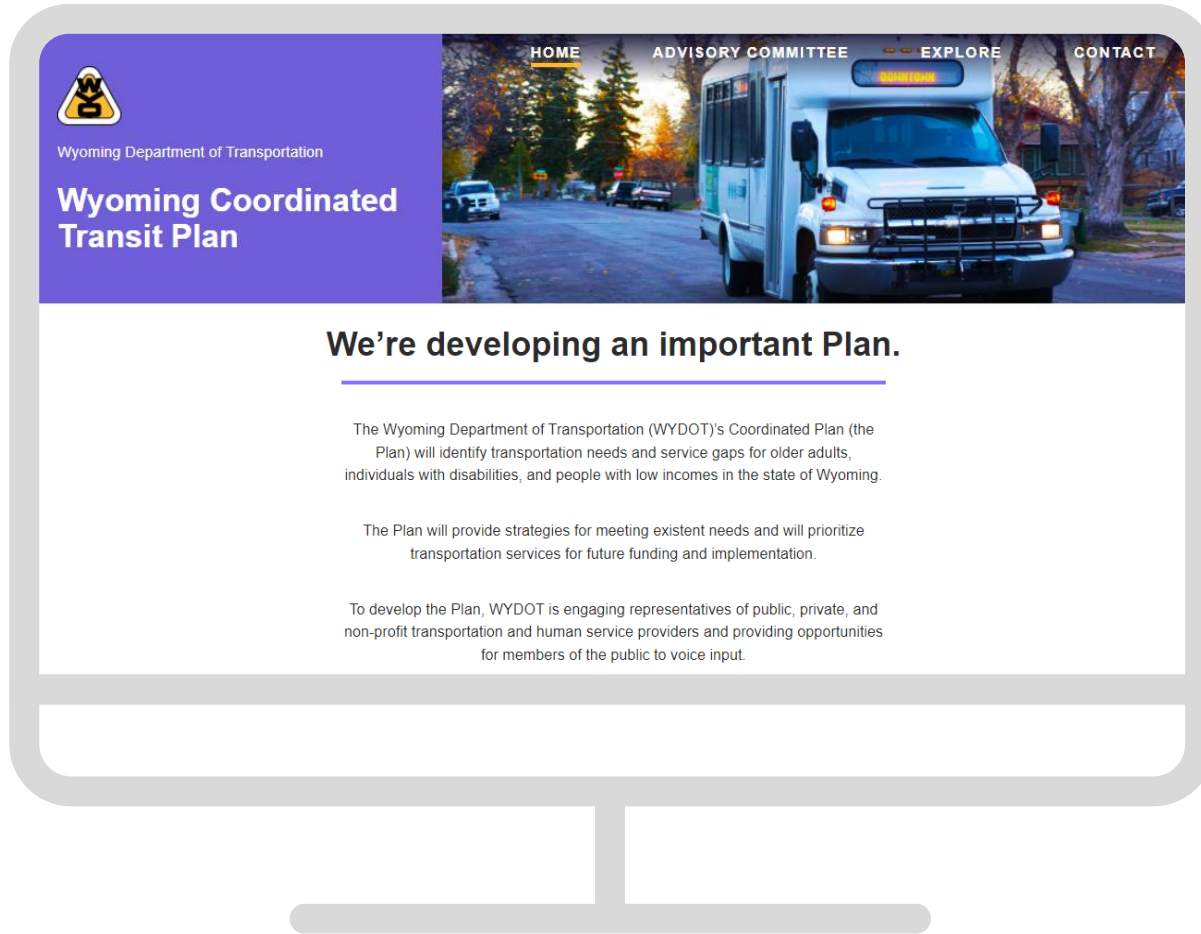| Winter 2022 | Spring 2022 | Summer 2022 | Fall 2022 |

Next Steps

- Developing Plan's **Goals** and **Objectives**
- **Interviewing Providers** and **Advocacy Groups**
- Assessing **Needs** and **Challenges**

- Next PAC Meeting: March/April 2022
  - Preferred time of day
  - Preferred day of week
  - When is spring break

Stay in touch

PROJECT WEBSITE: wyomingcoordinatedtransitplan.com

Sara Janes-Ellis, *Local Government Coordinator*
(307) 777-4438 | *Sara.Ellis@wyo.gov*

Laycee Kolkman, *Consultant Project Manager*
(702) 573-6522 | *Laycee.Kolkman@hdrinc.com*

Chrissy Breit, *Stakeholder Outreach Coordinator*
(303) 903-5724 | *Chrissy.Breit@hdrinc.com*

Appendix E.

PROJECT ADVISORY COMMITTEE MEETING #2 PRESENTATION

WYOMING COORDINATED TRANSIT PLAN

PROJECT ADVISORY COMMITTEE MEETING #2

April 14, 2022

Agenda

09:00 – 09:10 AM Welcome & Introductions

09:10 – 09:15 AM Recap of Last Meeting

09:15 – 09:20 AM Plan Development Next Step

09:20 – 09:35 AM Coordinated Service Delivery

09:35 – 10:20 AM Goals and Objectives for the Transportation System

10:20 – 10:25 AM Interviews

10:25 – 10:30 AM Next Steps

10:30 AM Adjourn

Welcome

Introductions

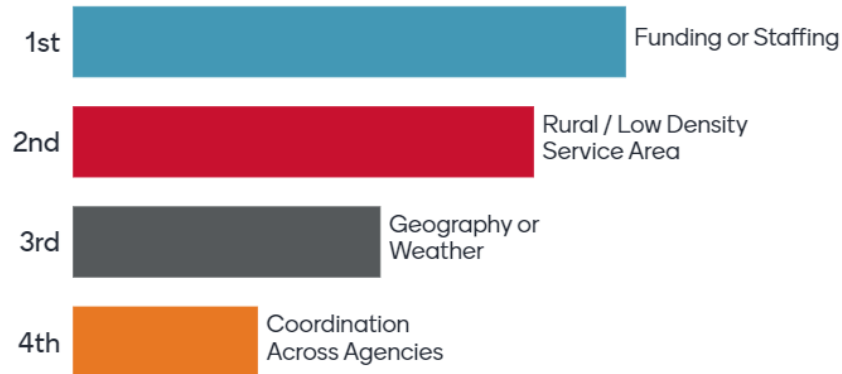**Name and Organization**

Recap of Meeting #1

What is the Wyoming Coordinated Transit Plan?

- Identifies **transportation needs** and **service gaps** for **older adults**, **individuals with disabilities**, and **people with low incomes** in the state of Wyoming

- Provides **strategies** and **prioritizes** transportation services

- Developed in **collaboration** with **transportation providers** (public, private, and non-profit)

- **Input from users** of the transit system shapes the plan, too

What We Heard

What are the biggest barriers to providing transit service?
Rank in order of (1) biggest barrier to (4) smallest barrier

Rank	Barrier
1st	Funding or Staffing
2nd	Rural / Low Density Service Area
3rd	Geography or Weather
4th	Coordination Across Agencies

Challenges and Barriers

- Staffing and Retention
- Climate and Weather
- Fleet Maintenance / Aging Vehicles
- Destinations Across State Lines
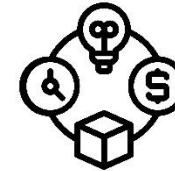
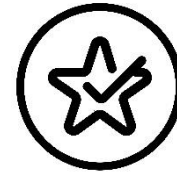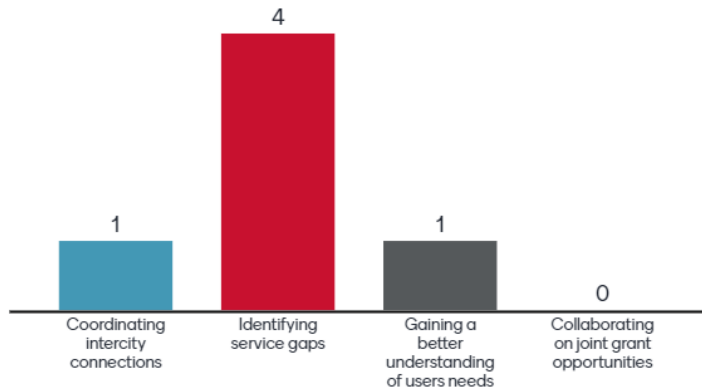## Additional Resources

- More Drivers
- Newer / Upgraded Vehicles
- Additional Fixed-Route Service

What element of the plan would most benefit your organization?

1	4	1	0
Coordinating intercity connections	Identifying service gaps	Gaining a better understanding of users needs	Collaborating on joint grant opportunities

Spreading the Word

- Branding and Contact Info on Vehicles
- Newsletters, Radio, Website, Social Media, Paid Ads
- Coordination with other Agencies (Food Bank, etc.)
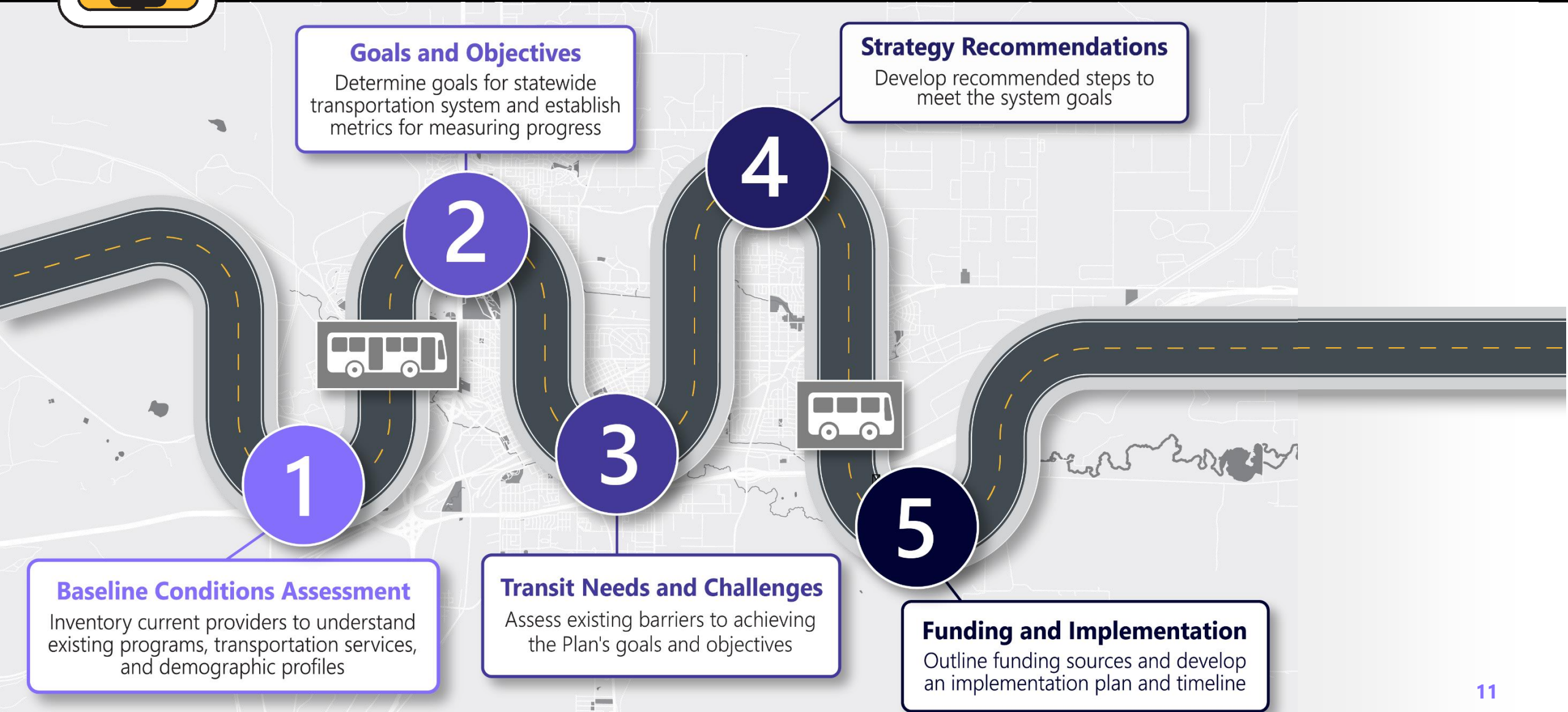- Word of Mouth

Successes

- Beloved Drivers
- Helping Others Less Fortunate

Plan Development Next Step

Plan Development Process

Goals and Objectives
Determine goals for statewide transportation system and establish metrics for measuring progress

Strategy Recommendations
Develop recommended steps to meet the system goals

2

4

1

3

5

Baseline Conditions Assessment
Inventory current providers to understand existing programs, transportation services, and demographic profiles

Transit Needs and Challenges
Assess existing barriers to achieving the Plan's goals and objectives

Funding and Implementation
Outline funding sources and develop an implementation plan and timeline

11

Today's Discussion

- Today we're discussing **goals and objectives** for the **specialized transportation system**

- **Goals and objectives set the course** for how we **improve mobility** for older adults, individuals with disabilities, and people with low incomes

- Our goals are **rooted in coordinated service delivery**, a way to help us achieve success

- We'll **review coordinated service delivery** and see how it could be integrated over time

- Then, we'll review **goals and objectives** for **preliminary discussion**

Coordinated Service Delivery
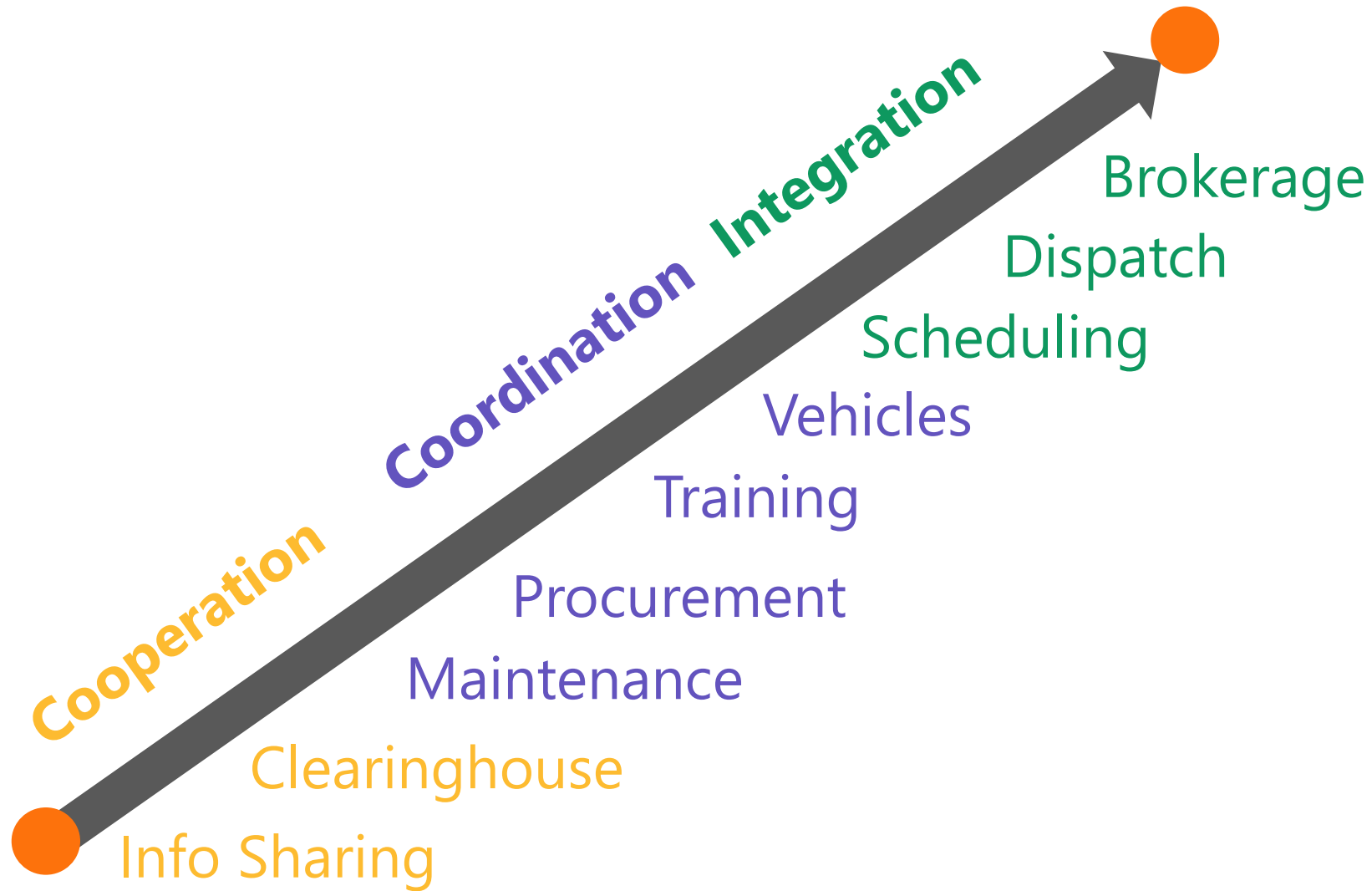
Coordinated Service Delivery

Transportation providers communicating with one another, pooling resources, responding to trip requests, and/or delivering services together

- **Avoids duplication** caused by overlapping individual program efforts

- **Improves overall mobility**, particularly when human service agencies are each providing transportation to their own clients

- **Eliminates** the **inefficiencies** that can result when there are multiple providers offering similar services

- Helps to **stretch limited** (and often insufficient) **funding** and **personnel resources**

- Can **reduce operating costs per trip** for transportation providers

- Users benefit from **more extensive service**, lower costs and **easier access** to transportation

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Coordination Continuum

Brokerage

Dispatch

Scheduling

Vehicles

Training

Procurement

Maintenance

Clearinghouse

Info Sharing

Cooperation

Coordination

Integration

Goals and Objectives

Discussion Framework

- We have drafted **preliminary goals** and **objectives**

- We want to **discuss** each goal and objective **with you**

  - Are we on the right track? Do they make sense for you?

- **Your feedback today** and **feedback from future interviews** will further shape our finalized goals and objectives

- **Incremental approach** – not aiming to swallow the elephant in one bite

Preliminary Goals

Standardization

- Establish reporting standards and support agencies in meeting these standards.

Coordination and Partnerships

- Strengthen partnerships between federal, state, regional, local, tribal, and private sector transportation entities to improve specialized transit service systems and coordinated service delivery.

Recruitment, Training and Retention

- Support the development of appropriately skilled and prepared transit workers and develop strategies to meet workforce challenges.

Accessibility and Integration

- Improve the accessibility and integration of local and intercity transit providers to help Wyoming meet the needs of specialized transit users.

Standardization

Standardization

Establish reporting standards and **support agencies** in meeting these standards.

Objectives

1. Review existing reporting standards, data specifications, information sharing, and collection processes to ensure consistency.

2. Develop an information clearinghouse for specialized transit services, funding sources, innovations, and coordination efforts.

3. Improve our identification, collection, and analysis of potential data sources.

Standardization Example

Standardize Grant Applications

- Evaluate existing data management platforms
- Define standards for data collection and reporting
- Providing guidance and training

The secretary shall:

"award a grant under section…5311 only if the applicant, and any person that will receive benefits directly from the grant, are subject to the reporting and uniform systems"

(Chapter 53 of title 49)

Coordination and Partnerships

Coordination and Partnerships

Strengthen partnerships between federal, state, regional, local, tribal, and private sector to improve specialized transit service systems and **coordinated service delivery**.

Objectives

1. Coordinate specialized transit programs with appropriate local, state, federal, and tribal agencies.

2. Develop model contracts or agreements for sharing resources.

3. Explore innovative partnerships with employers and institutions.

4. Enhance information-sharing and referral systems.

Washington State Insurance Pool

- Risk sharing pool.
- Provides public transit agencies the benefits of combined resources to:
  - Self-insure
  - Purchase excess insurance
  - Manage claims and litigation
  - Receive risk management and training

Recruitment, Training, Retention

Recruitment, Training, Retention

Support the recruitment and development of appropriately skilled and prepared transit workers and create strategies to meet workforce challenges.

Objectives

1. Develop comprehensive recruiting, retention, and training strategies to overcome shortage of drivers and maintenance workers.

2. Develop a statewide certificate program for dispatchers, maintenance specialists, and vehicle operators and evaluate technological resources for delivering trainings.

3. Work in cooperation with cities, counties, technical schools, and community colleges to secure sufficient funding to support the recruitment, training, and retention of qualified professionals.

Recruitment, Training, Retention Example

Facilitate partnerships between Community Colleges and agencies to:

- Provide strategic support to agencies
- Address current and future workforce shortages
- Create a pipeline of trained and certified staff

Hinds Community College

Accessibility and Integration

Accessibility and Integration

Improve the **accessibility** **and** **integration** **of local and intercity transit providers to help Wyoming meet the needs of specialized transit users.**

Objective

1. Identify barriers to coordination and accessibility.

2. Prioritize connecting rural communities to urban centers.

3. Increase service options where gaps exist.

4. Implement new transportation technologies and practices.

5. Maintain infrastructure and assets in a state of good repair.
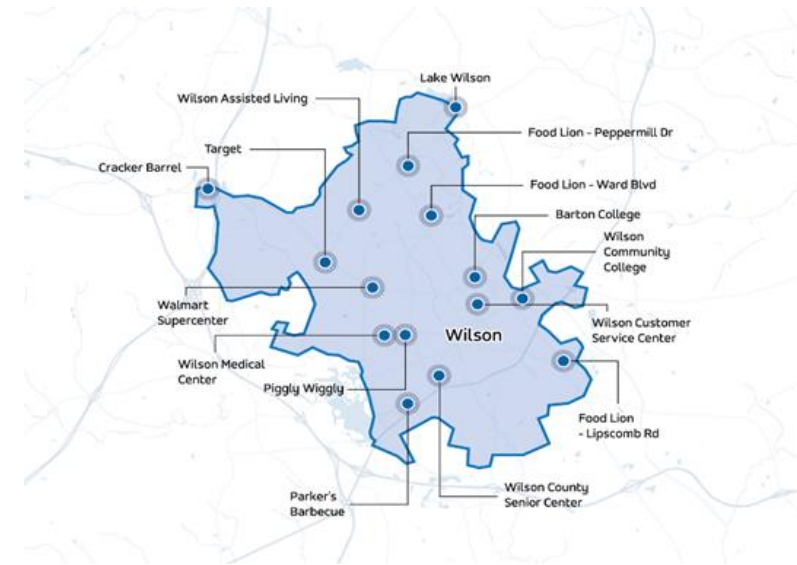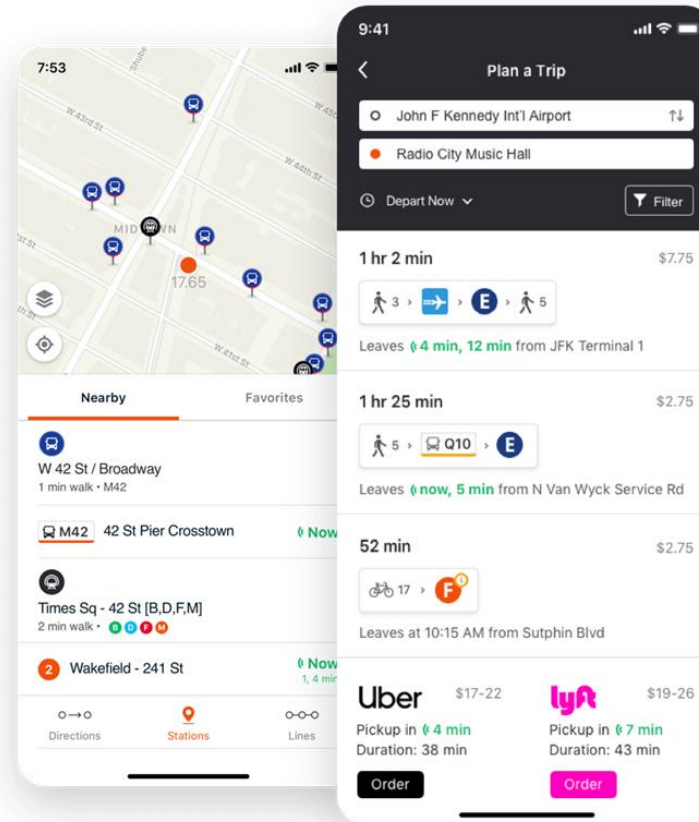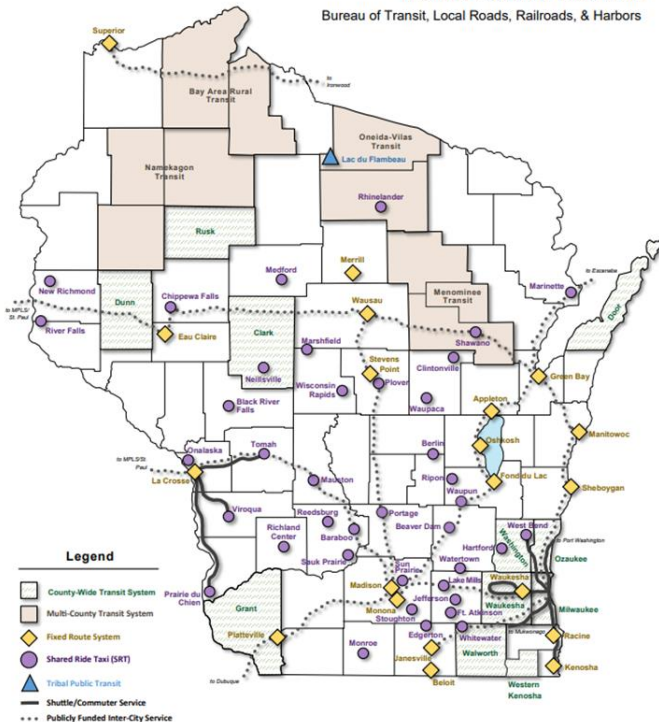
Accessibility and Integration

Service and Trip Coordination   Coordinated Scheduling   Mobility On-demand

Next Steps

Interviews

USERS

- **ARC of Laramie County**
- Comea Shelter
- **Wyoming – Veterans Affairs**
- **Wyoming Center on Aging**
- **Wyoming Department of Family Services**
- **Wyoming Department of Health – Aging**
- **Wyoming Department of Health – Behavioral Health**
- Wyoming Governor's Council on Developmental Disabilities
- **Wyoming Homelessness Collaborative (CoC)**
- Wyoming Institute for Disabilities
- Wyoming Department of Workforce Services

PROVIDERS

- **Goose Creek Transit**
- Meeteetse Recreation
- **Niobrara Senior Center**
- **RENEW**
- **Southern Teton Area Rapid Transit (START)**
- Southwest Sublette County Pioneers
- **Star Valley Senior Citizens**
- **Sweetwater County Transit Authority Resource (STAR)**
- Ten Sleep Senior Center
- **University of Wyoming**
- **Wind River Tribal**

Next Steps

- **Interviewing Providers** and **Advocacy Groups**
- Assessing **Needs** and **Challenges**

- Next PAC Meeting: Week of June 13
  - In-Person during training in Sheridan

Appendix F.

PROJECT ADVISORY COMMITTEE MEETING #3 PRESENTATION

WYOMING COORDINATED TRANSIT PLAN

PROJECT ADVISORY COMMITTEE MEETING #3

June 28, 2022

Recap of Meeting #2
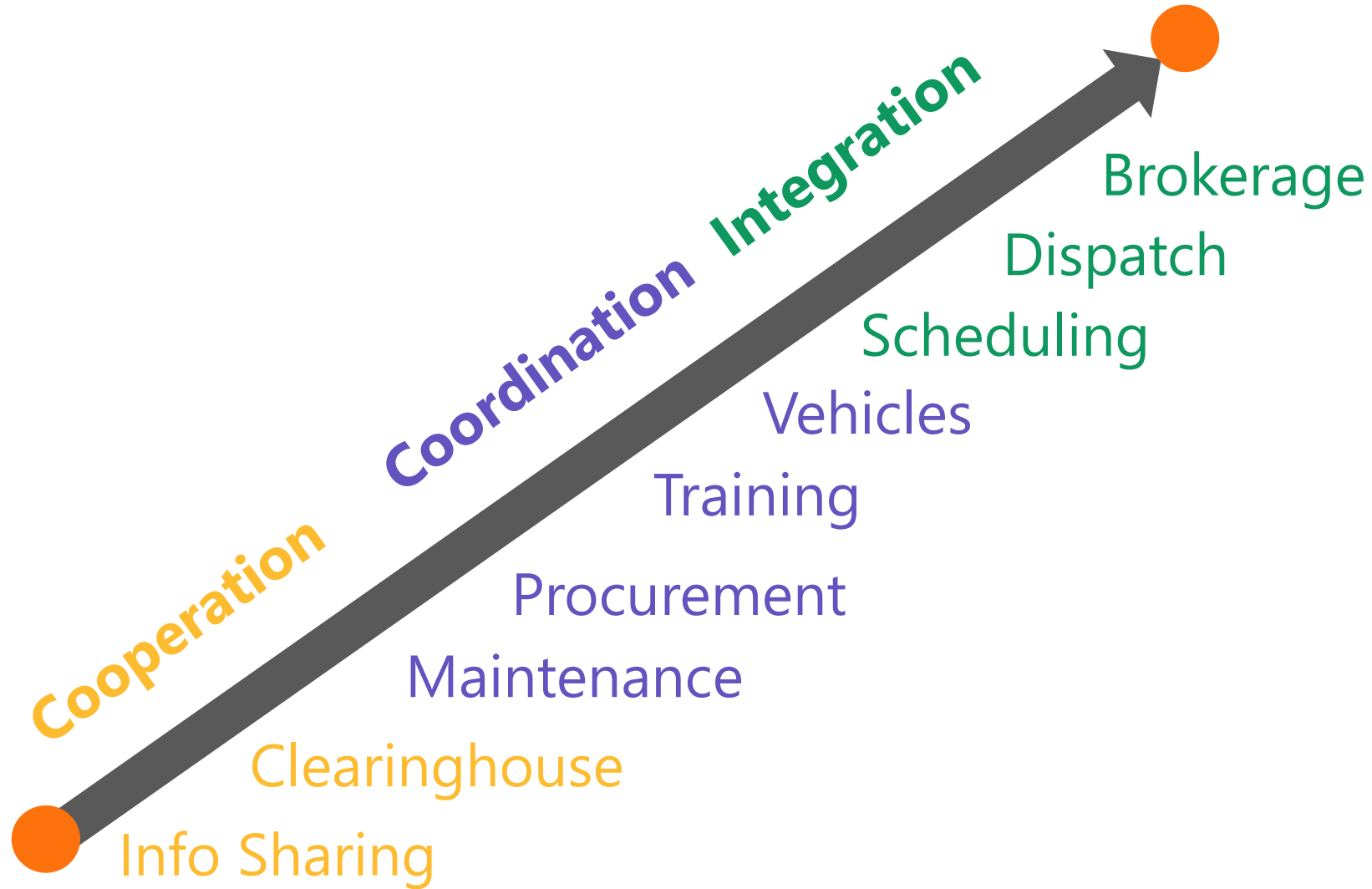
Coordinated Service Delivery

Transportation providers communicating with one another, pooling resources, responding to trip requests, and/or delivering services together

- **Avoids duplication** caused by overlapping individual program efforts

- **Improves overall mobility**, particularly when human service agencies are each providing transportation to their own clients

- **Eliminates** the **inefficiencies** that can result when there are multiple providers offering similar services

- Helps to **stretch limited** (and often insufficient) **funding** and **personnel resources**

- Can **reduce operating costs per trip** for transportation providers

- Users benefit from **more extensive service**, lower costs and **easier access** to transportation
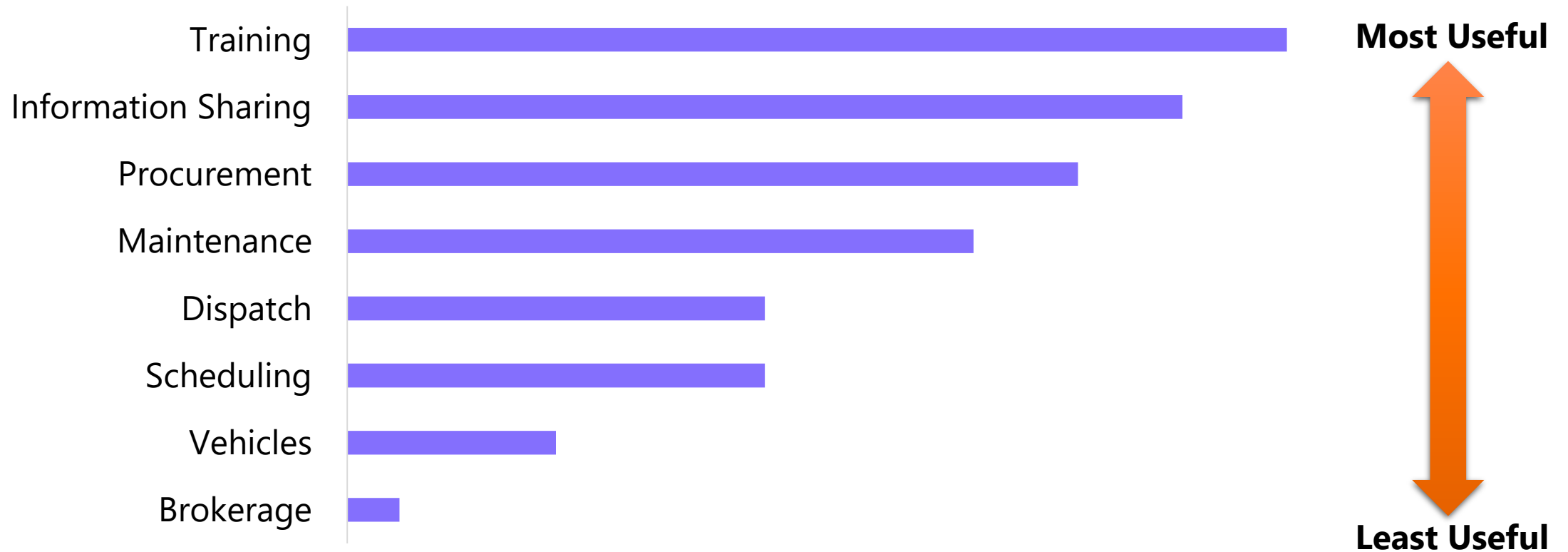
Coordination Continuum

Cooperation

Coordination

Integration

Brokerage

Dispatch

Scheduling

Vehicles

Training

Procurement

Maintenance

Clearinghouse

Info Sharing

Plan Goals

Accessibility and Integration

- Improve the accessibility and integration of local and intercity transit providers to help Wyoming meet the needs of specialized transit users.

Coordination and Partnerships

- Strengthen partnerships between federal, state, regional, local, tribal, and private sector transportation entities to improve specialized transit service systems and coordinated service delivery.

Standardization

- Establish reporting standards and support agencies in meeting these standards.

Resources

- Facilitate high quality transit service by ensuring that agencies have adequate resources to address user needs.
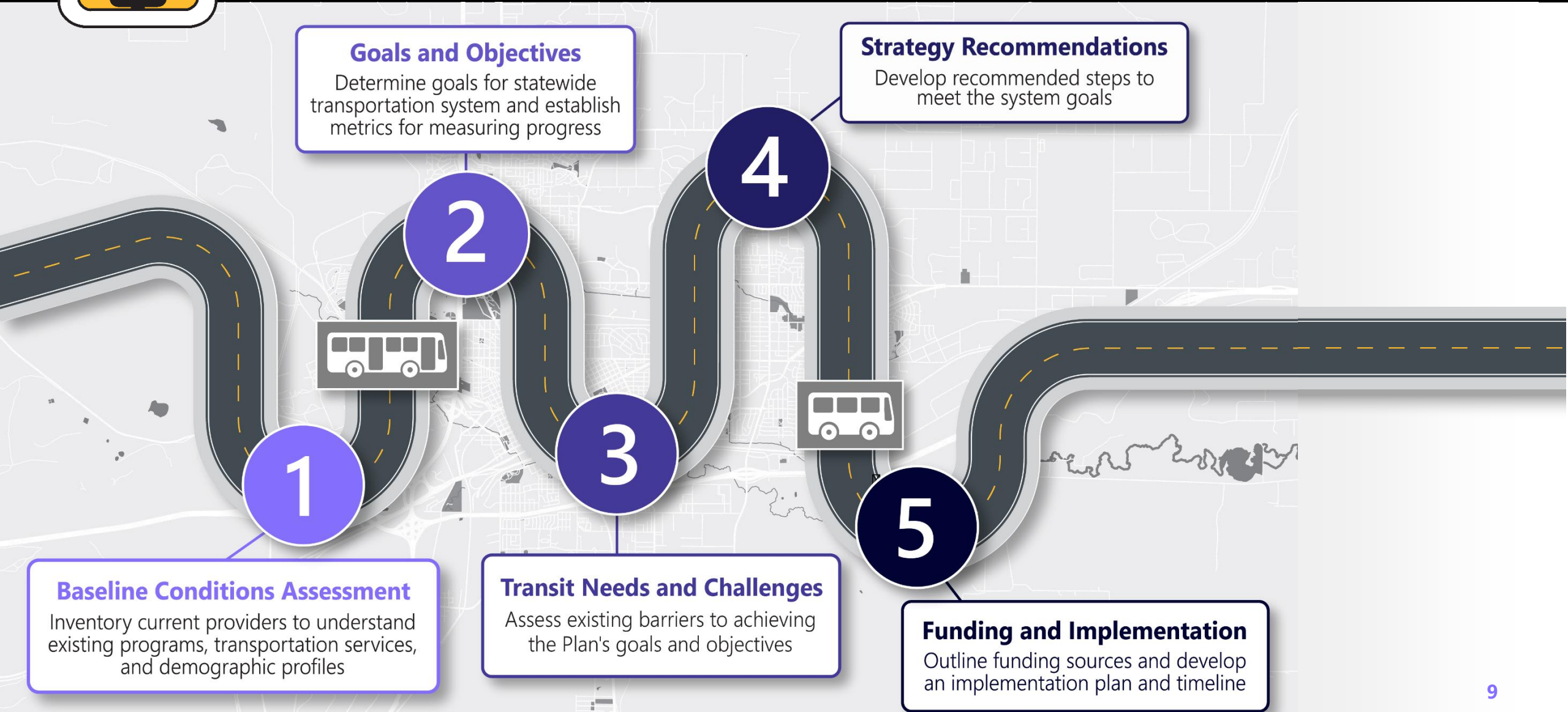
Questions

Plan Development Next Step

- We have **identified** a core list of **specialized transit needs** and **challenges** from our:
  - Provider survey
  - Project Advisory Committee meetings
  - Stakeholder interviews

- **Stakeholder interviews** provided **previously unshared context** and **perspectives** that may be unfamiliar for some PAC members

- We have developed **strategy recommendations** that **address** these **needs** and **challenges**

Stakeholder Interviews

Interviewees

WYDOT-Funded Providers

- Meeteetse Recreation District
- Southern Teton Area Rapid Transit (START)
- Southwest Sublette County Pioneers Senior Center
- Sweetwater County Transit Authority Resource (STAR)
- Ten Sleep Senior Center
- University of Wyoming

Non-WYDOT Providers

- Cheyenne VA Medical Center
- Volunteers of America Northern Rockies

User Advocates

- Comea Shelter
- Family Services - Adult Protection Program
- Dept. of Health - Aging Division
- Dept. of Health – Behavioral Health: Mental Health, Substance Abuse
- Dept. Workforce Services – Vocational Rehabilitation
- Wyoming Governor's Council on Developmental Disabilities
- Wyoming Institute for Disabilities (WIND)

Interview Feedback – Providers

Resources

- Hiring and retaining staff
- Provider trainings
- Centralized information center
- Local match
- Gas prices, inflation, supply chain issues

Interview Feedback – Providers

Coordination

Unreliable intercity bus service

Different outlooks on value/capacity for increased coordination

Varying desires for increased technology

Communications and grant processing challenges

Service Need

> Different perspectives regarding if existing need is being met

> Desire for expanded service options

> Challenging for users to navigate riding the bus

Strategy Recommendations

Goals and Strategies Recommendations Overview

	Collect Intercity and Intrastate Travel Needs Data	Separate Insurance Pool for Transit Providers	Expand/ Leverage Funding to Increase Service	One-Call/One-Click Provider Directory	Improve Grant Process	Streamline Procurement	Statewide Steering Committee	Marketing and Outreach Strategies	Partnerships with VocTech, Colleges, Universities
Accessibility & Integration	●	●	●	●		●	●	●	
Coordination & Partnerships		●	●	●		●	●	●	●
Standardization	●			●	●	●	●		
Resources		●		●	●	●			●

Collect Intercity and Intrastate Travel Needs Data

Concern

Most of our **data** is **anecdotal**

Statistical data is **important** for grants and funding opportunities

Recommendation

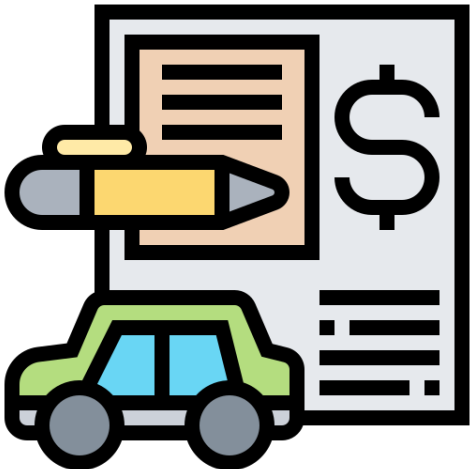**Collect uniform data** on intercity and intrastate travel needs for specialized transportation user groups

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Separate Insurance Pool for Transit Providers

Concern	Recommendation
Insurance requirements **limit service areas** and can be **costly** for individual providers	**Separate insurance pool** for transit providers

Expand/Leverage Funding to Increase Service

Concern

Funding sources **often allocated** to **strong single candidate** or **group of candidates** working toward common goal

Cumbersome grant application **process**

Procurement of equipment and maintenance facilities can be **difficult**

Recommendation

Expand funding sources to increase services provided

Identify where **local funding matches can be pooled** to meet a common goal

Improve the **grant process** to include **performance measures** and **best practices**
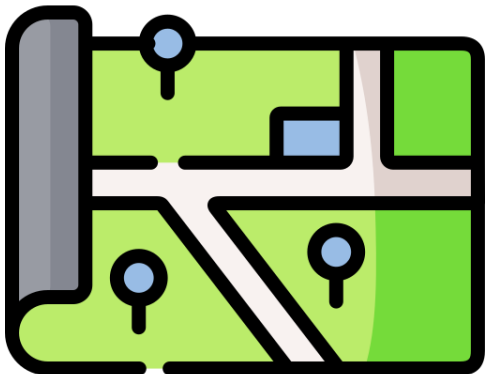
Streamline procurement

One-Call/One-Click Directory

Concern

Not all users, potential users, or **providers** of coordinated transit are **aware** of the **resources** or **service areas**

Recommendation

Develop **one-call/one-click directory** of specialized transit providers

First step in this program may include a **map** of **service providers** and the areas they serve

Communication and Outreach Strategies

Concern

Communication about **coordinated transit** may **not continue** beyond this plan

Current **outreach** and **educational strategies do not meet** the **needs** of all potential travelers

Recommendation

Develop **Statewide Steering Committee** framework to **continue communications** and **develop solutions**

Bus Buddies, **travel training**, and **expanded outreach** materials

Partnerships with Vocational Colleges & Universities

Concern	Recommendation

Lack of **interested** and **qualified workforce**

Partner with **vocational** and **technical programs**, **colleges**, **universities** and other **existing programs**

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Discussion

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QUESTION ONE

Do you support the recommended strategies?

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QUESTION TWO

Please rank the strategies in order of most to least valuable

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QUESTION THREE

What important strategy(s) are missing?

Next Steps

Next Steps & Stay in Touch

Developing Implementation Plan

We'll share Plan with you for comments this fall

Plan comments inform next step for PAC

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Polling Results

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