



National Center for Mobility Management

# State of the State: Transportation Coordination and Mobility Management Efforts in Florida

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## **About the National Center for Mobility Management (NCMM)**

The National Center for Mobility Management is a national technical assistance center funded through a cooperative agreement with the Federal Transit Administration, and operated through a consortium of three national organizations—the American Public Transportation Association, the Community Transportation Association of America, and Easterseals Inc. The mission of the Center is to promote customer-centered mobility strategies that advance good health, economic vitality, self-sufficiency, and community.

NCMM would like to thank the Florida coordination professionals who were interviewed and provided review of this state profile:

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- Community Transportation Coordinator
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# Overview

Florida has long been at the forefront of innovative thinking regarding coordinated transportation, especially for the “transportation disadvantaged.” Florida law defines the term as those persons who, because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk.<sup>1</sup>

In 1989, the Florida Legislature created the Commission for the Transportation Disadvantaged (CTD) within the Department of Transportation (DOT) to coordinate the transportation services provided to the transportation disadvantaged.<sup>2</sup> The purpose of the coordinated effort is to assure the cost-effective provision of transportation by qualified community transportation coordinators (CTCs) or transportation operators<sup>3</sup> to the transportation disadvantaged. As the state-level entity responsible for the oversight of the coordinated transportation disadvantaged services, the CTD contracts with CTCs and the planning agency for each county.<sup>4</sup>

Florida has a dedicated funding source, the Transportation Disadvantaged Trust Fund, for services that are considered “non-sponsored.”; meaning, the program supports trips for eligible individuals who have no other funding source (i.e., “sponsored” trips) or means of transportation available in the community (including public transit). For example, an eligible individual may receive “sponsored” trips through Florida’s Managed Care Medical Assistance Program (Medicaid) to access medical appointments.<sup>5</sup> However, there may not be a similar funding source for that same individual to access grocery shopping and other life-sustaining activities, where such trips could be reimbursed under the Transportation Disadvantaged program.

Florida’s well-established coordination system is intended to balance local flexibility with comprehensive state planning, policy, and oversight. The CTD serves as the policy development and implementation agency for Florida’s transportation disadvantaged program. “Coordination” is specifically defined in Chapter 427, Florida Statutes, as the “arrangement

<sup>1</sup> Section 427.011(1), F.S.

<sup>2</sup> Section 427.013, F.S.

<sup>3</sup> The term “transportation operator” means one or more public, private for-profit, or private nonprofit entities engaged by the CTC to provide service to transportation disadvantaged persons pursuant to a coordinated system or plan. Section 427.011(6), F.S.

<sup>4</sup> Florida Commission for Transportation Disadvantaged, 2018 Annual Performance Report, p. 9-11. Available at: <https://ctd.fdot.gov/docs/AORAPRDocs/ApprovedAOR2017-2018.pdf> (last visited Jan. 13, 2020)

<sup>5</sup> When Medicaid was “in” the Coordinated system. In 2011, they pulled out of coordination (see NEMT section below)

for the provision of transportation services to the transportation disadvantaged in a manner that is cost-effective, efficient, and reduces fragmentation or duplication of services.”<sup>6</sup>

Figure 1 highlights the organization structure of the coordination model.

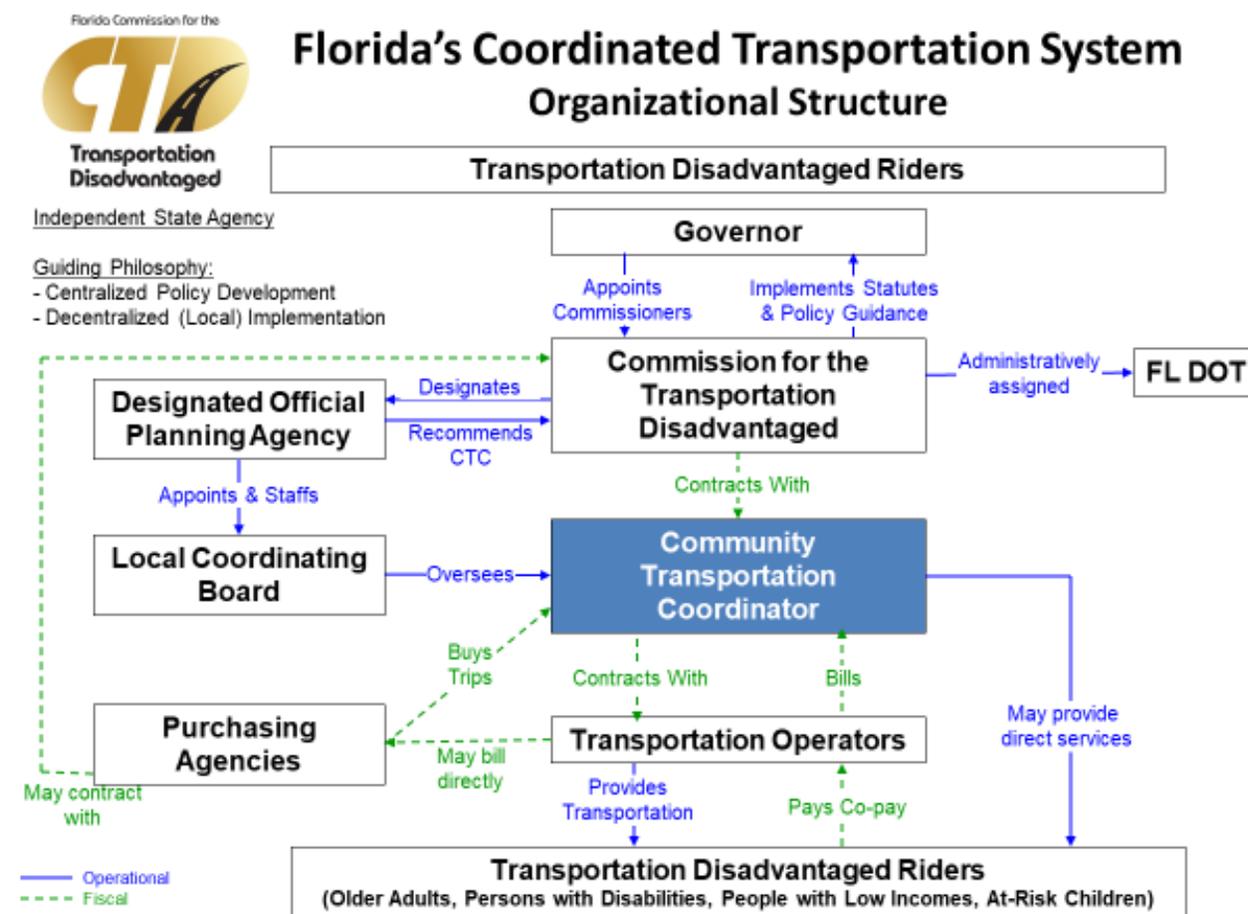


Figure 1 - An overview of the organization of the Florida CTD model. Source: [TD 101 - A Comprehensive Overview of the Transportation Disadvantaged Program PowerPoint](#)

## Roles and Responsibilities

### The Role of the Commission for the Transportation Disadvantaged

*“Our Mission - To ensure the availability of efficient, cost-effective, and quality transportation services for transportation disadvantaged persons.” - Commission for Transportation Disadvantaged*

The CTD brings together multiple agencies and populations. It has seven voting members appointed by the Governor; at least five who have significant business experience, at least two who have a disability and use the transportation disadvantaged system, and at least one over 65 years of age. Ex-officio non-voting advisors include representatives of the state agencies or departments of Children and Families, Elder Affairs, Health Care Administration,

<sup>6</sup> Section 427.011(11), F.S.

Persons with Disabilities, Transportation, Veterans Affairs and Economic Opportunity, as well as a county manager or administrator appointed by the Governor.

The CTD administers the Transportation Disadvantaged Trust Fund (TDTF),<sup>7</sup> a dedicated source of funding for the coordination of transportation disadvantaged services across the state. The majority of TDTF funds are allocated and disbursed to Florida's 67 counties through the Trip and Equipment Grant program. Trips funded from the TDTF are considered "non-sponsored" services, meaning such services "are not sponsored or subsidized by any funding source other than the Transportation Disadvantaged Trust Fund."<sup>8</sup> Some counties choose to provide additional local funds to increase the availability of services for TD populations.

Florida's legislation clearly defines the roles of both state and local agencies (see figure 1). The state Commission selects a Metropolitan Planning Organization (MPO) or other local entity to be the designated official planning agency, which, in turn, appoints and staffs a Local Coordinating Board (LCB), the chair of which must be an elected official. The LCB serves as an advisory body in its service area. It identifies local service needs, provides guidance for service coordination, and recommends a community transportation coordinator (CTC) to the CTD.

The CTD contracts directly with the CTCs, which are organizations responsible for coordinating transportation services in each of Florida's 67 counties. CTCs receive state and federal funds to provide, or broker transportation services. State agencies may purchase transportation services ("purchasing agencies") from a CTC or are billed directly by service operators. Purchasing agencies may include the Florida Agency for Health Care Administration (which administers the state's Medicaid Managed Medical Assistance program), the Agency for Persons with Disabilities Medicaid Waiver program, Department of Elder Affairs, etc.

State law gives the state Commission several other responsibilities besides designating planning agencies and contracting with CTCs. Florida provides extensive technical assistance to the CTC in each county. Florida's TD program requires CTCs to include CPR, first aid, driver safety, passenger assistance, and driver sensitivity in its training program. In addition, the TD program works with the Department of Transportation to provide guidelines for planning, program management training, contract management, quality assurance reviews, operational reviews, financial evaluations, drug testing of employees, and information on Federal guidelines.

Among other duties, the Commission must submit an annual report to the governor and legislature, establish objectives and standards for transportation disadvantaged service provision, develop policies and procedures for coordinating state, local and federal funding, disburse funds and provide assistance to local agencies, and prepare a statewide five-year transportation plan that addresses coordination issues.

### **The Role of Community Transportation Coordinators (CTCs)**

Every county in Florida has a designated Community Transportation Coordinator (CTC) that is responsible for the coordination and delivery of quality, safe and cost-effective

<sup>7</sup> Section 427.0159, F.S.

<sup>8</sup> Section 427.011(12), F.S.

transportation services for the transportation disadvantaged. A CTC is a transportation entity or organization recommended by a metropolitan planning organization (MPO), or by the appropriate designated official planning agency in an area outside the purview of a MPO, to ensure that coordinated transportation services are provided to the transportation disadvantaged population in a designated service area.

Each local CTC is responsible for the actual arrangement and delivery of transportation services to the transportation disadvantaged. Services may include door-to-door paratransit services, on-demand transportation (where the CTC may subcontract with a taxi-cab and/or a transportation network company to provide), and/or bus pass programs, if a fixed route system exists in the community and is accessible to the individual. The CTC, through a competitive procurement process, may contract with local transportation operators to provide transportation services to the transportation disadvantaged. Specifically, CTCs must:

- Execute uniform contracts for service using a standard contract, which includes performance standards for operators.
- Collect annual operating data for submittal to the commission.
- Review all transportation operator contracts annually.
- Approve and coordinate the utilization of school bus and public transportation services in accordance with the transportation disadvantaged service plan.
- In cooperation with a functioning coordinating board, review all applications for local government, federal, and state transportation disadvantaged funds, and develop cost-effective coordination strategies.
- In cooperation with, and approved by, the coordinating board, develop, negotiate, implement, and monitor a memorandum of agreement, including a service plan, for submittal to the commission.
- In cooperation with the coordinating board and pursuant to criteria developed by the commission, establish eligibility guidelines and priorities regarding the recipients of non-sponsored transportation disadvantaged services that are purchased with Transportation Disadvantaged Trust Fund moneys.
- Have full responsibility for the delivery of transportation services for the transportation disadvantaged.
- Work cooperatively with local workforce development boards to aid in the development of innovative transportation services for participants in the welfare transition program.

### **The Role of Local Coordinating Boards (LCBs)**

The local coordinating board (LCB) is an advisory entity in each designated service area composed of representatives appointed by the MPO, or designated official planning agency, to assist the CTC relative to the coordination of transportation services. The LCB oversees and annually evaluates the CTC. The LCB also aids the CTC by identifying local service needs.

Each LCB must:

- Review and approve the coordinated community Transportation Disadvantaged Service Plan (TDSP), including the memorandum of agreement, prior to submittal to the commission. The TDSP serves as the human services transportation coordination plan, in line with requirements for FTA's Section 5310 program.
- Evaluate services provided in meeting the approved plan.

- In cooperation with the CTC, review and provide recommendations to the commission on funding applications affecting the transportation disadvantaged.
- Assist the CTC in establishing eligibility guidelines and priorities regarding the recipients of non-sponsored transportation disadvantaged services that are purchased with Transportation Disadvantaged Trust Fund moneys.
- Review the coordination strategies of service provision to the transportation disadvantaged in the designated service area.
- Evaluate multicounty or regional transportation opportunities.

To better understand the perspective of a LCB planner, NCMM interviewed Julia B. Davis, AICP, senior transportation planner for the Polk Transportation Planning Organization. Davis shared that the primary role for the LCB is to be the local stakeholder that provides continuity in the activities of Polk County’s TD Program. “Coordinators (CTC’s), county commission champions, and budget money may come and go, but the planning agency stays there most of the time,” Davis said.

Davis also underscored the importance of the relationship between planners in each county. They tend to refer to each other as “my coordinator” or “my planner,” and they often “have one another on speed dial.” For Polk County, Davis writes a draft of the TDSP and works with the local CTC for them to review and comment. Davis also works with a subcommittee on the LCB to write, comment, and publish changes to the TDSP, with the process taking place iteratively for a few months. One of the key components Davis emphasized is that everything is done together- whether the planner works with the coordinator, the coordinator works with the local board, or the board works with the planner. “It is not just, you are responsible for this, but we [the TD program in Polk county] are.”

Also serving on the board are 19 members who represent various stakeholder groups - including:

- Elected officials
- FDOT Regional Office staff
- Department of Children and Families
- FL Division of Vocational Rehabilitation
- Veterans Service Office
- Citizen Advocates (Users of the system, caregivers, etc.)
- Children at Risk
- FL Department of Elder Affairs
- Local Private Operators
- Public Transit Representatives
- FL Agency for Healthcare Administration
- Regional Workforce Development Board
- Local Medical Community
- Public Education/School Board
- Economically Disadvantaged

The board membership provides opportunities for stakeholders in the community to serve on the LCB, and each of those people brings their resources, priorities, concerns, or things they want to, and/or must accomplish. There are many ways the board members can be

advocates. Each of them has some sort of hierarchy, like the state agency, representatives can communicate with their hierarchy about the program and the need for help. They can assist with legislation and legislative advocacy, or education as appropriate for their constituents.

Davis emphasized that the coordinated system partners have the potential to be a powerful platform to coordinate transportation, especially in times of crisis. Davis recalls one example from Charlotte County during Hurricane Charley, where drivers from Charlotte County Transit knew their routes and customers, what their needs were, and were able to make critically important life-saving trips.

### **The Role of Florida DOT**

The state's Central Office coordinates with the Commission for the Transportation Disadvantaged to ensure that all locally developed Transportation Disadvantaged Service Plan's (TDSP) meet the FTA's requirements for Locally Developed Coordinated Human Services Transportation Plans (required under FTA section 5310). Under Chapter 427, Florida Statutes, it is mandated that all new transportation funding for the transportation disadvantaged be coordinated with the Commission for the Transportation Disadvantaged. TDSPs are developed using local stakeholder groups and are approved by local coordinating boards (LCBs).

The Central Office staff and District Office staff also coordinate on rural transportation planning issues. Community Transportation Coordinators, as designated under Chapter 427, Florida Statutes, participate in the rural transportation planning process in the rural areas.

### **Non-Emergency Medical Transportation (NEMT)**

In 2011, the Florida Legislature reformed the Medicaid state plan to operate under a managed care system (i.e., Managed Medical Assistance program), which included non-emergency medical transportation services (NEMT). When the legislation took effect in FY 2014-2015, the Commission no longer had authority to administer NEMT. Some of the CTCs continue to provide NEMT services under contract with brokers and managed care organizations, but they occur outside the purview of the CTD.

## **Geographic Scale, Lead Agency, and Authority**

**Geographic Scale:** Statewide coverage, with CTCs and LCBs in each county

**Lead Agency:** Florida Commission for the Transportation Disadvantaged, an independent agency of the Florida Department of Transportation.

**Establishing Authority:** 427.011-017, Florida Statutes, and Rule 41-2, Florida Administrative Code

Legislation was first passed in 1979 requiring the coordination of state-funded programs that provided transportation to transportation-disadvantaged populations. In 1989, the law was amended to create the CTD and Transportation Disadvantaged Trust Fund. Florida's transportation disadvantaged program and the CTD are currently governed by Chapter

427.011-017, Florida Statutes, and Rule 41-2, Florida Administrative Code. The Transportation Disadvantaged Trust Fund, which provides for carrying out the responsibilities of the CTD, is established in Chapter 427.0159, Florida Statutes, and further outlined in Rule 41-2.013 and 41-2.014, Florida Administrative Code. For sources of revenue for the trust fund, see Chapters 320.02, 320.03, 320.0848, 320.204, 341.052 and 427.0159, Florida Statutes.

## Funding

Unique among states, Florida has a dedicated funding source for transportation disadvantaged services and coordination: The Transportation Disadvantaged Trust Fund, administered by the CTD. The funds deposited into the Trust Fund must be appropriated by the Legislature to fund the commission and may be used by the commission to subsidize a portion of a transportation disadvantaged person's transportation costs if certain criteria are met.<sup>9</sup> In fiscal year 2019-2020, the Legislature appropriated \$66.5 million in revenue through the Trust Fund (see Figure 2 below). The largest source of revenue deposited in the Trust Fund is the \$1.50 fee collected from each motor vehicle license tag registration. The trust fund also statutorily receives:

- A \$5 portion of the \$15 fee for a temporary disabled parking permit, which must be used for matching grants to counties to improve transportation of persons who have disabilities.
- Voluntary contributions, which must be used as provided in the TD Program.
- An annual \$10 million from the proceeds of fees for original and duplicate certificates of title transferred from the State Transportation Trust Fund (STTF), which must be used as provided in the TD Program.
- An annual \$10 million from the Multi-Use Corridors of Regional Economic Significance (M-CORES) legislation (SB 7068) for the Commission to award Innovation and Service Development Grants; and
- Additional amounts from the STTF, reflected in Figure 2 below.

<sup>9</sup> Section 427.0159, F.S.

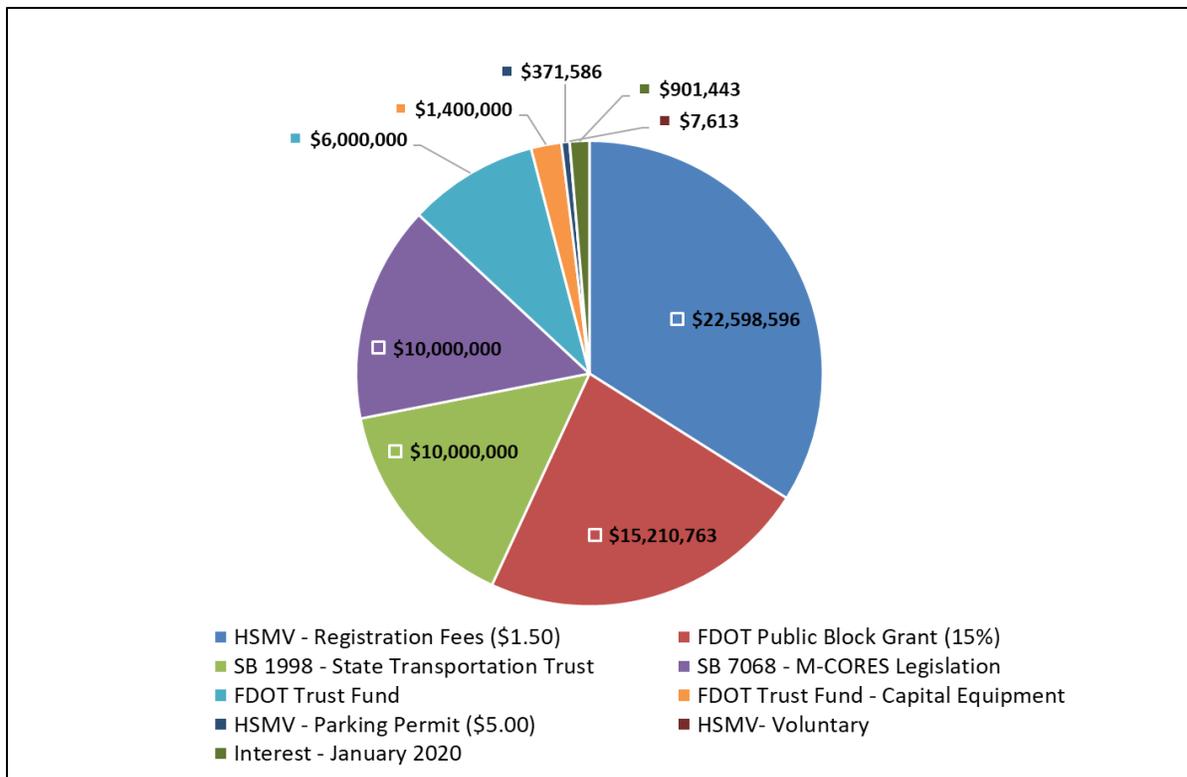


Figure 2 - Commission Revenues FY 2019-2020. Source: [TD 101 - A Comprehensive Overview of the Transportation Disadvantaged Program PowerPoint](#)

The trust fund is disbursed in two kinds of grants: 1) planning grants to local planning agencies for the purpose of local transportation disadvantaged planning and providing staff support to local Coordinating Boards, and 2) trip and equipment-related grants to CTCs to fund transportation services not otherwise sponsored by a government agency or program, including the purchase of capital equipment. The latter grants fulfil the crucial role of filling a service gap for persons whose transportation needs are not met by any other program. The fund also covers the CTD’s administrative expenses.

The commission has awarded grants to several CTCs around the state to support projects that fulfil the objectives of the M-CORES legislation (see following section). Majority of the projects extend service options to existing operations, such as extending hours of operation or providing “on-demand” services not currently available to the TD population.

From a systemwide perspective, Florida’s Coordinated Transportation System reported approximately \$296 million in revenues from all the various funding sources in FY 2019-20. Most of the revenue (46 percent) comes from local government programs, such as fares collected by the transit system. Of the \$296 million of systemwide revenue, the TDTF provided approximately 17.5 percent. Other sources of funding included the federal Department of Transportation and other federal programs, and the state departments or

agencies for Children and Families, Education, Elder Affairs, Health, and Economic Opportunity (the workforce development system). See Figure 3 below.

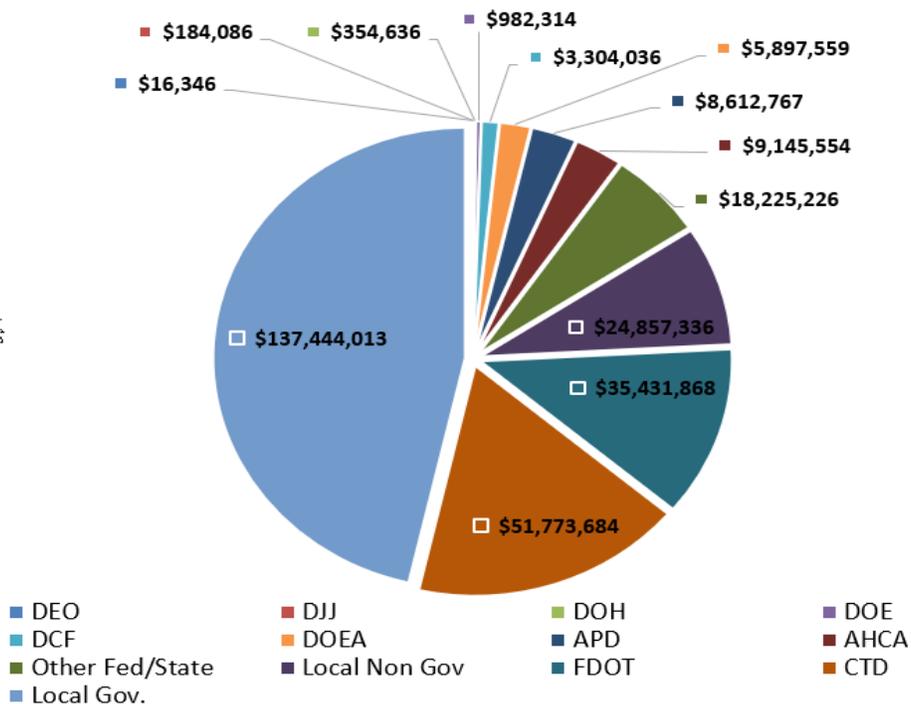


Figure 3 - Coordinated System's Revenues FY 2019-2020. Source: [2020 Annual Performance Report \(fdot.gov\)](#)

### **Innovation & Service Development Grant Program**

The 2019 Legislature created the Multi-Use Corridors of Regional Economic Significance (M-CORES) program, which included \$10 million in recurring funding to the Transportation Disadvantaged Trust Fund.<sup>10</sup> The Commission administers the funding through the “Innovation and Service Development” Grant program in Rule 41-2.014(2)(c), F.A.C.

The Commission awards the funding through competitive grants to CTCs and Transportation Network Companies (TNCs) for innovative transportation service projects that:

1. Increase a transportation disadvantaged person’s access to and departure from job training, employment, health care, and other life-sustaining services.
2. Enhance regional connectivity and cross-county mobility; or,
3. Reduce the difficulty in connecting transportation disadvantaged persons to a transportation hub, and from the hub to their destination.

For Fiscal Year 2019-20, the Commission awarded \$4.5 million for 21 Innovation and Service Development projects. Most of the projects extended service options to existing operations, such as extending hours of operation or providing “on-demand” services not currently available to the TD population. Some of the projects supported employment activities, such

<sup>10</sup> Section 338.2278(8)(e), F.S.

as trips for employees who work late shift hours in Pinellas County (St. Petersburg). Approximately six projects supported access to health care activities, such as dialysis treatment centers. Some of the projects supported cross-county transportation, such as trips for veterans in Citrus County to access the VA hospitals in Gainesville and Tampa.

## Current Status of Network

### Current status of network (June 2020):

In 2020, Florida's Commission for the Transportation Disadvantaged conducted a "Trip and Equipment Allocation Formula Study" to explore changes to the formula used to allocate funds through the Trip and Equipment Grant, established in Rule Chapter 41-2.014, F.A.C. The study consisted of:

- An in-depth analysis of data collected and reported by the Coordinated Transportation System, including an examination of the impact of potential changes to the formula.
- Stakeholder workshops for the Commission to receive input and explore funding models for future consideration; and
- A final report, summarizing findings from the analysis, input received from stakeholders, and proposed changes to the formula to be implemented in rule, beginning July 1, 2021.

The final report from this study was published in September 2020. The report analysed data from federal and state sources to identify more precise ways of allocating funding based on demand, performance, and systematic stability. The study can be found at <https://ctdallocationstudy.com/index.php/final-report/>.

The Commission adopted changes to Rule 41-2, F.A.C., to implement the recommendations of the study, beginning July 1, 2021. If approved by the State of Florida, the changes will implement a new formula that will allocate funding to each county based on the following four variables:

- 1) **TD Population** - Using the American Community Survey 5-Year Estimates,<sup>11</sup> the CTD will allocate funding more directly to county residents that are eligible to be served by the TD program (individuals living with a disability, who are 65 years or older, and/or living below poverty).
- 2) **Miles of Public Roads** - As an alternative to geographic square miles, the Commission will allocate funding for a county's centerline miles<sup>12</sup> to estimate travel habits more accurately across diverse counties.
- 3) **TD Services Reimbursed Directly by the Trip & Equipment Grant** - The current allocation formula accounts for systemwide trips and miles reported in the county's Annual Operating Report (AOR), which includes both TD (non-sponsored) services and other sponsored transportation. The Commission will allocate TD funding more directly for services *only* reimbursed under the Trip & Equipment Grant. Using invoice data on Trip & Equipment services submitted by CTCs (instead of AOR data) more directly

<sup>11</sup> Data on characteristics that match the TD population are found on Table C18130

<sup>12</sup> This data is collected and reported by the Federal Highway Administration

measures performance of the TD non-sponsored services, which the allocations are intended to reimburse.

- 4) **Base Funding** - The current methodology has a separate base allocation component, which is based on a county's equivalent amount from Fiscal Year 1999-00, for the purpose of ensuring stability in funding from year-to-year. As an alternative approach, the new formula adds base funding as a variable and allocates funds based on a percent of a county's previous year's allocation. This is intended to reduce extreme increases or decreases in a county's allocation year-to-year.

## Current Hurdles

These are hurdles identified by Florida coordinated transportation system stakeholders.

**Definition of "Sponsored" Trips** - In 2016, several policy changes had been implemented that had a major effect on the ability of Florida's larger fixed-route transit systems to pull down the TD dollars that have been allocated to their respective counties. The two major changes were as follows:

- Lack of TD eligibility for passengers living within the Americans with Disabilities Act (ADA) service area and/or near fixed-route service (unless they are traveling after hours or their origin/destination is outside the fixed route/ADA service area).
- Allowing only the passenger fare to be billed to the CTD if the customer lives within the ADA service area and/or near a fixed-route and cannot pay the fare.

David Darm, Executive Director of the CTD states that, "[the CTD] does not have an official policy on this matter as of October 2020, beyond what is interpreted in Chapter 427. We are planning to examine this issue further and hold workshops with stakeholders in the coming months to develop a policy."

There have been disagreements between the CTD and fixed route transit systems about the definition of what constitutes a "sponsored" trip and what kind of trips are eligible to be covered by the TDTF. In 2019, the CTD informed Florida's fixed route transit systems that they can no longer use their allocated TDTF dollars within the  $\frac{3}{4}$  mile ADA corridor because the trip a person would be taking within the corridor is already "sponsored by an agency," as individuals with disabilities can use the ADA paratransit services. According to the CTD, the position on ADA complementary paratransit was made before 2019. As referenced above, the position was made in 2016 after the Commission discovered through its quality assurance reviews that there was a lack of documentation among certain CTCs, verifying whether individuals were determined eligible for TDTF services. Darm states that "the Commission is ultimately accountable to the state in spending TDTF money in support for individuals who are TD and have no other means of transportation available (e.g., personal vehicle, transit, etc.)."

Advocates with the Florida Public Transportation Association (FPTA) highlight Chapter 427.0159(3) of Florida Statutes. The statute states that TDTF "funds for non-sponsored transportation disadvantaged services shall be distributed based upon the need of the

recipient and according to criteria developed by the CDT.” The criteria for “non-sponsored” is based on the individual’s need, not whether the transportation operator is reimbursed for that service. The funding is intended to purchase tips for eligible individuals who would otherwise not have access to transportation. The ADA affords individuals with disabilities living within a fixed route corridor access to services through complementary paratransit, regardless of whether the DDTF reimburses those services. Previous guidance from the FTA shows that ADA paratransit service should not be considered a sponsored program, since it is a civil rights law. In addition, only 10% of 5307 funds can be used towards paratransit service costs, which does not cover the expenses of implementing the federally mandated ADA law. CTD is exploring this issue further to see if there is a better method in determining eligibility for dual TD/ADA eligible riders. But it is important to emphasize that the state created the DDTF to support individuals who have no other means of transportation.

FPTA understood that in the early to mid-90’s the Medicaid agency in several states also attempted to deem their clients that lived within the ADA corridor to be ineligible for Medicaid transportation. FTA provided a statement specifying that since the ADA is a piece of civil rights legislation, it is therefore not considered a “sponsored program.” Consequently, the Medicaid agency was informed that it should work with the local transit provider to provide the trips for Medicaid utilizing state Medicaid transportation dollars and that the agency should negotiate a fair rate with the transit system to provide the service. It was determined that the state Medicaid Agency could not shift the financial burden to the local transit provider.

Conversely, the CTD states that the civil rights mandate is on transit agencies (not the Commission) to provide access to individuals with disabilities who live within a fixed-route corridor and cannot access the route itself due to their disability. David Darm states, “this is not to say the Commission is not willing to negotiate a rate to purchase paratransit services for individuals with disabilities living within or around a fixed-route corridor. However, we need to understand how that would increase access for individuals (i.e., who have limited access under the current system) and the ramifications of such a decision on our trust fund.”

### **Cross-County Mobility**

Cross-county mobility is the ability to utilize transportation disadvantaged services across county lines. While the commission encourages CTCs and local planning agencies to promote regional and cross-county transportation to enhance the mobility of the transportation disadvantaged, there are challenges that may inhibit certain CTCs from providing trips outside of their county, including:

- Urban transit systems - If the CTC is a transit authority, federal law requires it to provide Americans with Disabilities Act (ADA) complementary paratransit services for individuals who, due to a disability, cannot access the fixed-route bus system. The FTA requires these services to be provided within  $\frac{3}{4}$  of a mile outside the bus route, but the local transit authority may decide whether to provide these services beyond the ADA corridor, including across county lines.
- Local autonomy - The transportation disadvantaged program provides the CTCs and their local coordinating boards with the flexibility of determining their own service level, which includes prioritizing the service needs. Some CTCs may choose to limit the number of trips

that cross county lines or support a certain activity based on a priority determined by the local program.

- Costs - Out-of-county trips are more expensive and require additional resources such as drivers and vehicles. Despite this challenge, several CTCs are coordinating out-of-county trips, which may be limited to certain days of the week or month to manage costs. Additionally, some CTCs may have to contract with a taxi or transportation network company to provide cross-county trips for individuals who need an “on-demand” service.

Some CTCs must cross county lines to go to major medical facilities. CTD Executive Director David Darm shared that “funding is structured to allow that but there are limits.” As such, many cross-county trips may be limited to once a week. The CTD has expressed interest in developing performance metrics that allow CTD to assess cost-effectiveness of cross-county mobility.

Lisa Bacot, Executive Director of the Florida Public Transportation Association (FPTA) believes that to better coordinate out of county trips and to maximize the limited dollars, it may be time to consider a regional pilot program with several CTCs in order to pool the funding for TDTF dollars, and extend their reach for a more regional transportation approach that better responds to emerging travel patterns in Florida.

**Lack of Coordination with Medical Transportation** - Back in 2011, the Medicaid transportation program was placed under a managed care system, with all the NEMT under managed care. Some CTCs provide\_NEMT transportation in the cases where there is limited or no other transportation providers in their community. However, the switch to managed care redefined what coordination meant in Florida. Fragmentation with funding for different trips has resulted with different numbers to call for different trips.

## Conclusion

Despite the overwhelming success of the TD program, Florida recognizes that there is still much work to be done. Currently the Commission for the Transportation Disadvantaged, CTCs, LCBs, and other stakeholders like the Florida Public Transportation Association, are working to find ways of meeting those unserved needs, through policy, rulemaking, pilots, and other efforts.

## Resources:

Also, NCMM reviewed several helpful web resources on the CTD Model to understand service delivery considerations.

1. [Commission for Transportation Disadvantaged Website](#)
2. [Florida Human Service Transportation Coordination State Profile, National Conference of State Legislatures](#)
3. [Transportation Disadvantaged State-Wide Service Analysis, Center for Urban Transportation Research, University of South Florida](#)
4. [Florida Transportation Disadvantaged Programs, Return on Investment Study](#)
5. [Innovative Approaches for Increasing Transportation Options for People with Disabilities in Florida, Florida Developmental Disabilities Council, Inc.](#)
6. [Local Coordinating Board and Planning Agency Operating Guidelines, Florida CTD](#)
7. [Commission for the Transportation Disadvantaged 2020 Annual Performance Report](#)

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