PENNSYLVANIA

SHARED RIDE PROGRAM

ALTERNATIVES WORKBOOK

Exploring Policy Options for a Stronger, More Sustainable Future

This workbook presents funding and policy alternatives for the future of Pennsylvania's Shared Ride Program. Your input as a member of the Shared Ride Advisory Committee will help shape recommendations that improve mobility, strengthen financial sustainability, and meet the needs of communities across the Commonwealth.

SERVING COMMUNITIES | IMPROVING MOBILITY | STRENGTHENING PARTNERSHIPS | PROMOTING EFFICIENCY | ENSURING SUSTAINABILITY

PENNDOT SHARED RIDE ADVISORY COMMITTEE

Established to provide recommendations to PennDOT on the coordination, funding, and delivery of shared mobility services in Pennsylvania.

YOUR ROLE MATTERS.

As a member of the Shared Ride Advisory Committee, your experience and perspective are essential to developing a stronger, more effective Shared Ride Program for all Pennsylvanians.

SHARE YOUR INSIGHTS
Help identify opportunities and potential challenges.

EVALUATE OPTIONS
Review alternatives and consider impacts and trade-offs.

SHAPE THE FUTURE
Your input will inform policy recommendations and decisions.

MOBILITY • ACCESS • INDEPENDENCE • OPPORTUNITY

Contents

Overview

The Pennsylvania Shared Ride Program is one of the Commonwealth's most important mobility investments, providing transportation for older adults, individuals with disabilities, and other eligible populations to access medical care, employment, education, community services, and daily activities.

Over time, the transportation environment has changed significantly. Operating costs have increased, travel patterns have evolved, new mobility services have emerged, and customer expectations have shifted. At the same time, the Commonwealth continues to seek ways to ensure that Shared Ride services remain financially sustainable while preserving access to transportation for those who rely on it most.

Recognizing these challenges, PennDOT and the Shared Ride Advisory Committee (SRAC) have undertaken an evaluation of potential future funding and policy approaches for the Shared Ride Program.

Rather than identifying a single preferred solution, this workbook presents **a progression of five funding and policy models** that represent increasingly comprehensive approaches to supporting mobility throughout Pennsylvania. Each model builds upon the concepts introduced in the previous model, illustrating how the Shared Ride Program could evolve over time, operating as efficiently and effectively as possible and reaching sustainability while maintaining its core mission of serving eligible riders.

The models range from strengthening the existing reimbursement system to creating a fully integrated statewide mobility program that provides greater flexibility, coordination, and accountability.

The purpose of this workbook is not to select a final recommendation during this stage of the process. Instead, it is intended to provide a structured framework for discussion, allowing committee members to evaluate the potential benefits, challenges, opportunities, and tradeoffs associated with each model and to identify additional ideas that should be considered as the study moves forward.

The Progression of Funding & Policy Models

The five models presented in this workbook illustrate a progressive pathway for the evolution of Pennsylvania's Shared Ride Program and human service transportation system.

Rather than representing five independent alternatives, each model builds upon the concepts introduced in the previous model. Together, they demonstrate how the Commonwealth could evolve from today's reimbursement-based funding approach toward a more coordinated, financially sustainable, and customer-centered mobility network.

Model 1 – Strengthening Today's Shared Ride Program

Preserves the existing trip reimbursement model while implementing operational, financial, and administrative improvements to increase productivity, strengthen accountability, reduce structural funding gaps, and enhance the long-term sustainability of the current program.

Model 2 – Predictable Operating Funding Model

Replaces trip-by-trip reimbursement with predictable annual operating funding that provides local transportation providers with a stable annual allocation and the management tools necessary to operate a financially sustainable Shared Ride Program within that budget.

Model 3 – Strategic Investment Model

Builds upon predictable operating funding by establishing a Strategic Investment Program that supports technology modernization, service innovation, workforce development, fleet improvements, and other initiatives that improve efficiency, reduce long-term operating costs, and strengthen the future of the Shared Ride Program.

Model 4 – Regional Mobility Coordination Model

Expands the focus from funding a single transportation program to coordinating regional mobility services through the Regional Mobility Coordination Function (RMCF). Rather than measuring success by who provides the trip, the emphasis shifts to connecting customers with the transportation solution that best meets their needs while making the most effective use of available community transportation resources.

Model 5 – Human Service Mobility Network

Presents a long-term vision for an integrated Human Service Mobility Network where transportation providers, Regional Mobility Coordination Functions, sponsoring agencies, healthcare organizations, human service providers, local governments, employers, and community partners work together as **One Network. Many Partners. Coordinated Mobility. One Mission.** The network preserves local service delivery while strengthening collaboration, shared technology, coordinated investments, and common performance measures to improve customer mobility and maximize the value of public investment.

Collectively, these models demonstrate an evolution in thinking about human service transportation. As the models progress, the focus expands from improving how Shared Ride is funded, to improving how mobility is coordinated, and ultimately to creating a connected network of partners working together to deliver the right transportation solution for every customer. While each model can be evaluated independently, together they illustrate a logical progression toward a more integrated, customer-focused, and financially sustainable human service transportation system.

Using This Workbook

Each model is presented using a consistent format to make comparisons straightforward. The following information is provided for every model:

- Overview of the funding and policy approach
- Description of how the model operates

- Funding flow illustration
- Key operational characteristics
- Potential benefits
- Potential implementation considerations
- Space for committee observations and notes

Following the individual model summaries, the workbook includes a comparison matrix and a common set of discussion questions to facilitate committee dialogue and identify areas of agreement, concerns, and opportunities for refinement.

Evaluation Considerations

As you review each model, consider how effectively it advances the long-term goals of Pennsylvania's Shared Ride Program, including:

- Ensuring reliable transportation for eligible riders.
- Providing equitable access to mobility services across the Commonwealth.
- Supporting local flexibility while maintaining statewide consistency.
- Improving long-term financial sustainability.
- Encouraging innovation and continuous improvement.
- Promoting coordination among transportation providers and human service organizations.
- Increasing accountability for public investment.
- Improving the overall customer experience.

No single model is expected to address every challenge perfectly. Committee members are encouraged to identify the strengths of each model, recognize potential concerns, and suggest modifications or combinations of concepts that may better achieve the Commonwealth's goals.

Your Role

The Shared Ride Advisory Committee brings together representatives from transportation providers, state agencies, local governments, human service organizations, advocacy groups, and other stakeholders with extensive experience serving Pennsylvania's mobility needs.

Your perspectives are essential to this process.

The comments, recommendations, and ideas developed through this workbook will help guide the next phase of the study and inform future recommendations regarding the long-term direction of Pennsylvania's Shared Ride Program.

We encourage you to use this workbook to record your observations, identify opportunities for improvement, and contribute additional concepts that may strengthen the future of coordinated mobility throughout the Commonwealth.

A Framework for Evaluating the Funding & Policy Models

The five funding and policy models presented in this workbook are intended to support a thoughtful discussion about the future direction of Pennsylvania's Shared Ride Program. While each model builds upon the previous one, each also introduces new opportunities, responsibilities, and policy considerations.

No single model is expected to be the "right" answer. Instead, each represents a different balance between local flexibility, statewide consistency, financial sustainability, customer service, and administrative complexity.

As you review each model, consider the following questions.

1. Does the model improve service for riders?

The primary purpose of Pennsylvania's Shared Ride Program is to provide safe, reliable, and accessible transportation for eligible riders. Consider whether the model would improve the customer experience by enhancing service availability, flexibility, convenience, reliability, or responsiveness to local needs.

2. Does the model create a more sustainable funding approach?

Consider whether the funding structure provides greater predictability for local providers while allowing the Commonwealth to responsibly manage limited public resources and maximizes the value for the public dollars invested. Think about whether the model creates appropriate incentives for efficiency, innovation, and long-term financial stability.

3. Does the model provide appropriate local flexibility?

Pennsylvania's communities differ significantly in geography, population, travel demand, and available transportation services. Consider whether the model provides local agencies with sufficient flexibility to tailor services while maintaining statewide accountability and equitable treatment.

4. Does the model encourage coordination?

As transportation options continue to evolve, riders increasingly benefit from a coordinated network of services rather than a collection of separate programs. Consider whether the model supports collaboration among public transportation providers, human service agencies, private transportation providers, volunteer transportation programs, and other community partners through the Mobility Coordination Function.

5. Is the model practical to implement?

Even strong policy concepts require thoughtful implementation. Consider the complexity of transitioning from the current program, the administrative changes required, potential legislative or regulatory actions, technology needs, funding implications, and the amount of time necessary for implementation.

6. Does the model improve accountability and performance?

Public investments should produce measurable results for both riders and taxpayers. Consider whether the model establishes clear expectations for performance while allowing local agencies flexibility in how they achieve those results. Think about whether the model includes meaningful performance measures, encourages continuous improvement, provides transparency in how funds are used, and ensures agencies are accountable for delivering safe, reliable, efficient, and customer-focused transportation services.

Common Evaluation Criteria

Each funding and policy model should be evaluated using the same set of criteria to facilitate comparison and identify areas of consensus.

Evaluation Area	Key Consideration
Customer Impact	Does the model improve access, reliability, and the overall rider experience?
Financial Sustainability	Does the model provide a stable and predictable funding approach?
Local Flexibility	Can providers adapt services to meet local community needs?
Accountability	Are public funds tied to measurable performance and outcomes?
Coordination	Does the model encourage coordinated mobility across transportation providers and funding programs?
Innovation	Does the model support new technologies, service delivery models, and continuous improvement?
Implementation	How difficult would the model be to implement statewide?
Equity	Does the model treat areas of the state equitably? Rural/Urban, Poor/Affluent?

Committee Notes

As you review each model, consider recording:

- The most significant strengths of the model.
- The most significant concerns or implementation challenges.
- Elements that should be incorporated into future models.

- Ideas that are missing from the current concepts.
- Additional recommendations for consideration during the next phase of the study.

The goal of this workbook is not simply to compare alternatives, but to identify the most effective combination of policies that will support a sustainable, customer-focused Shared Ride Program for the future of Pennsylvania.

Current Shared Ride Program

Before considering potential future funding and policy models, it is important to understand the structure of today's Shared Ride Program.

Pennsylvania's Shared Ride Program is a long-standing partnership between the Commonwealth, local transportation providers, sponsoring agencies, and riders. The program supports transportation services for older adults, individuals with disabilities, and other eligible populations through a network of locally operated shared ride systems across the Commonwealth.

Although service is delivered locally, the program operates within a statewide framework established by PennDOT and supported through a combination of state funding, local sponsorships, rider fares, and other funding sources.

The current program has successfully provided millions of trips over many years and remains an essential transportation resource for communities throughout Pennsylvania. At the same time, providers face increasing operating costs, changing travel patterns, workforce challenges, and growing expectations for flexible transportation services.

As these challenges have emerged, stakeholders have identified opportunities to modernize the funding structure while continuing to preserve the local service delivery model that has been the foundation of the program.

This workbook begins with a model that builds upon today's system before exploring progressively broader funding and policy approaches.

Key Characteristics of Today's Program

The current Shared Ride Program is generally characterized by the following features:

Funding

- Commonwealth funding is primarily based on reimbursement for eligible passenger trips.
- Local funding partners contribute toward the cost of transportation for eligible populations.
- Riders contribute through established fare policies and copayments.
- Fares do NOT cover the full cost of the transportation.
- Providers receive reimbursement after trips are provided.

Service Delivery

- Transportation is planned and operated by local transit agencies and transportation providers.
- Providers establish schedules, vehicle assignments, and daily operations within statewide program requirements.
- Services are tailored to local community needs while meeting PennDOT program standards.

Program Administration

- PennDOT establishes statewide policies and funding requirements.
- Local providers make day-to-day operational decisions.
- Program performance is monitored through reporting and oversight requirements.
- Funding is largely tied to passenger trip activity—that is the number of one-way passenger trips.

Why Consider Change?

The existing program has served Pennsylvania well for many years. However, several long-term trends have prompted discussion regarding future funding and policy approaches.

These include:

- Increasing operating and labor costs.
- Growing demand for transportation flexibility.
- Emerging mobility technologies and alternative service providers.
- Increasing administrative complexity.
- The need for more predictable funding.
- Opportunities to improve coordination among transportation providers.
- The desire to encourage innovation while maintaining accountability.

The five funding and policy models presented in this workbook explore different approaches for addressing these challenges while continuing to support the Shared Ride Program's mission of providing safe, reliable, and accessible transportation throughout the Commonwealth.

Why Change is Needed

Pennsylvania's Shared Ride Program has provided essential transportation services for decades, enabling older adults, individuals with disabilities, and other eligible populations to remain independent and connected to their communities. The program remains a vital public service and continues to play an important role in supporting mobility throughout the Commonwealth. However, it is no longer sustainable in its current form.

The purpose of this is to evaluate whether the current funding and service delivery model remains the most effective approach for sustaining the program into the future.

The current Shared Ride Program is primarily funded through a trip reimbursement model in which the cost of each trip is shared among the Commonwealth, sponsoring agencies, riders, and local transportation providers.

Over time, however, the cost of providing a shared ride trip has increased significantly. Higher labor costs, vehicle expenses, insurance, maintenance, fuel, technology, and other operating costs have steadily increased the total cost of delivering service.

While the cost of providing each trip has increased, the current reimbursement methodology has not adapted in a way that consistently keeps pace with those changing costs. As a result, funding gaps have emerged between the actual cost of providing service and the reimbursement available through the current funding structure.

Under today's model, those funding gaps are often reflected in increasing rider copayments, higher contributions from sponsoring agencies, additional financial pressure on local transportation providers, or combinations of all three.

For sponsoring agencies that operate within fixed annual budgets, increasing trip costs reduces the number of trips that can be funded. For riders, higher copayments can affect affordability and access to transportation. For local providers, the growing difference between trip costs and available reimbursement makes long-term service planning increasingly difficult.

These funding gaps have become more pronounced as operating costs have continued to rise, creating growing pressure throughout the Shared Ride Program.

The question before the Shared Ride Advisory Committee is therefore not whether additional funding should be provided. Rather, the question is whether the current funding methodology remains the best approach for allocating available resources, supporting local providers, and maintaining reliable transportation services for Pennsylvanians who depend upon the program.

The five funding and policy models presented in this workbook explore different approaches to addressing these structural funding challenges. Each model examines how the Commonwealth might better align available resources with service delivery while preserving the Shared Ride Program's core mission of providing safe, reliable, and accessible transportation throughout Pennsylvania.

The Funding & Policy Models

The following sections present five funding and policy models for the future of Pennsylvania's Shared Ride Program.

The models are intentionally organized as a progression. Each model builds upon the concepts introduced in the previous model, illustrating how the Shared Ride Program could evolve over time while maintaining its commitment to providing safe, reliable, and accessible transportation.

The first model represents the least disruptive approach by strengthening the current reimbursement system while preserving the existing program structure. Each subsequent model introduces additional flexibility, new funding concepts, expanded coordination, and broader policy changes that respond to the structural funding challenges discussed in the previous sections.

The models are presented to encourage discussion rather than advocate for a particular outcome. Committee members are encouraged to evaluate the strengths, limitations, implementation considerations, and potential impacts of each model independently while also considering how elements from multiple models could be combined into a future funding framework.

As you review each model, consider not only whether it addresses today's challenges, but also whether it provides a sustainable foundation for meeting Pennsylvania's mobility needs in the years ahead.

Model 1: Strengthening Today's Shared Ride Program

Model 1 preserves Pennsylvania's existing Shared Ride funding model and service delivery framework while implementing a comprehensive program of operational, financial, and administrative improvements designed to reduce structural funding gaps through efficiencies and improve long-term sustainability.

Under this model, the Commonwealth would continue to fund Shared Ride services through the existing trip reimbursement methodology. Local transportation providers would continue to plan and operate service, sponsoring agencies would continue supporting eligible populations, and riders would continue contributing through established fare policies.

Rather than fundamentally changing the funding methodology, Model 1 seeks to improve the performance of the existing system by reducing the cost of providing service, improving productivity, strengthening accountability, and ensuring that available funding is directed to the highest priority transportation needs.

This model represents the least disruptive approach to improving the Shared Ride Program while preserving existing governance, local decision-making, and the partnership among PennDOT, transportation providers, sponsoring agencies, and riders. This model is focused on improving efficiency and reducing the gap between costs and revenues.

Policy Objective

Improve the sustainability of the current reimbursement model by reducing avoidable operating costs, improving service productivity, strengthening financial accountability, and closing structural funding gaps—while preserving the existing program structure.

Key Policy Initiatives

Improve Service Productivity

Implement operational improvements that reduce the cost of providing each trip while maintaining service quality.

Potential strategies include:

- Increase vehicle productivity through improved scheduling and trip grouping.
- Reduce deadhead mileage and non-revenue travel.
- Expand the use of scheduling optimization software and artificial intelligence.
- Improve no-show management and automated trip reminders.
- Increase vehicle occupancy where practical through additional shared rides.

Better Align Service with Community Demand

Encourage provdiers to exercise the flexibility they have to align service delivery with demonstrated travel demand and available resources while protecting access to essential transportation.

Potential strategies include:

- Periodically evaluate service hours and days of operation.
- Focus resources on periods of greatest demand.
- Review service area productivity.
- Continue prioritizing essential trips such as medical transportation.

Improve Financial Management

Strengthen statewide financial management practices to ensure that available funding is used effectively and consistently.

Potential strategies include:

- Standardize cost allocation methodologies.
- Expand financial benchmarking among providers.
- Improve statewide performance reporting.
- Establish common productivity measures.
- Share operational best practices across the Commonwealth.

Improve Coordination Among Funding Programs

Strengthen coordination among sponsoring agencies to ensure trips are billed to the most appropriate funding source and that available program resources are fully utilized.

Potential strategies include:

- Improve coordination among Aging, MATP, human service organizations, veteran's programs, and other sponsoring agencies.
- Standardize eligibility and billing procedures where practical.
- Improve coordination between transportation providers and sponsoring agencies to reduce administrative complexity.

Modernize Technology and Business Practices

Invest in technology and operational improvements that increase efficiency without changing the underlying reimbursement model.

Potential strategies include:

- Electronic manifests and mobile driver technology.
- Automated scheduling and dispatch systems.

- Business intelligence dashboards.
- Improved customer communications.
- Performance monitoring tools.
- Electronic reporting and administrative automation.

Preserve Local Decision-Making

Continue Pennsylvania's long-standing practice of allowing local transportation providers to design and operate services that reflect the unique needs of their communities while meeting statewide program requirements.

Expected Benefits

- Preserves the existing Shared Ride Program structure.
- Minimizes disruption for riders, providers, and sponsoring agencies.
- Improves operating efficiency and vehicle productivity.
- Encourages consistent financial management across providers.
- Reduces avoidable administrative costs.
- Improves coordination among funding partners.
- Supports better use of existing transportation resources.
- Strengthens accountability and performance measurement.

Considerations

Although Model 1 introduces meaningful operational improvements, it retains the current trip reimbursement methodology as the foundation of the program.

As operating costs continue to increase, the reimbursement model may continue to produce funding gaps between the cost of providing service and available reimbursement. Those gaps will continue to place financial pressure on riders, sponsoring agencies, and local transportation providers.

While operational improvements can reduce the magnitude of these funding gaps, they are unlikely to eliminate them entirely because the underlying funding methodology remains unchanged.

Summary

Model 1 represents an operational optimization strategy for Pennsylvania's Shared Ride Program.

Rather than fundamentally restructuring the program, it focuses on improving how the existing system operates by increasing productivity, strengthening financial management, improving coordination, and modernizing business practices.

This model offers the lowest implementation risk and requires the fewest policy changes. It provides an opportunity to improve program performance while preserving the current funding structure, making it an appropriate option for stakeholders who believe the existing reimbursement model can continue to support the program if managed more efficiently.

MODEL 1 STRENGTHENING TODAY'S SHARED RIDE PROGRAM

OPTIMIZE OPERATIONS. REDUCE COSTS. CLOSE FUNDING GAPS.

TRANSFORMATION SCALE

INCREMENTAL IMPROVEMENT

Model 1 keeps the current trip reimbursement model and focuses on improving how the system operates. By working smarter, not harder, we can reduce the cost of providing service and stretch existing dollars further—while maintaining access for those who rely on Shared Ride.

KEY IMPROVEMENTS TO ACHIEVE SAVINGS

1 IMPROVE SERVICE PRODUCTIVITY

- Increase shared rides and vehicle occupancy
- Improve scheduling and trip grouping
- Reduce deadhead and non-revenue miles
- Use AI-assisted scheduling and optimization tools
- Strengthen no-show management and trip reminders

SAVINGS DRIVER: More passengers per vehicle mile = lower cost per trip

2 ALIGN SERVICE WITH DEMAND

- Review service hours and days based on actual demand
- Focus resources on peak demand periods
- Evaluate service areas and routes for productivity
- Protect access to essential medical and critical trips

SAVINGS DRIVER: Right service, right time, right places

3 IMPROVE COORDINATION AMONG FUNDING PROGRAMS

- Ensure trips are billed to the most appropriate sponsoring program
- Maximize appropriate use of MATP eligibility before relying on other limited funding sources
- Strengthen coordination among Aging, MATP, human services, veterans and other sponsor programs
- Standardize eligibility and billing procedures where practical

SAVINGS DRIVER: Use the right funding source for the right trip

4 STRENGTHEN FINANCIAL MANAGEMENT

- Standardize cost allocation methodologies
- Expand performance reporting and dashboards
- Benchmark performance across providers
- Share best practices and peer learning
- Monitor productivity and cost trends regularly

SAVINGS DRIVER: Better information = better decisions and lower costs

5 MODERNIZE TECHNOLOGY AND BUSINESS PRACTICES

- Implement electronic manifests and mobile tools
- Automate scheduling, dispatching and communications
- Use business intelligence dashboards
- Improve customer communications and notifications
- Automate reporting and administrative processes

SAVINGS DRIVER: Technology reduces administrative time and errors

6 PRESERVE LOCAL FLEXIBILITY

- Local providers continue to design and operate services that meet community needs
- Local control of scheduling, fleet management and service design
- Local fares within PennDOT policy guidelines
- Local governance and decision-making remain intact

SAVINGS DRIVER: Local solutions for local needs

EXPECTED OUTCOMES

- ✓ Lower cost per trip through higher productivity and reduced non-revenue miles
- ✓ Better use of available funding through improved coordination among programs
- ✓ Reduced administrative costs through technology and standardized processes
- ✓ Stronger financial accountability and performance management
- ✓ More effective use of existing resources without reducing access to essential trips
- ✓ Preserves the current program structure and local decision-making

CONSIDERATIONS

- The trip reimbursement model remains in place; funding gaps caused by rising trip costs may continue over time.
- Rider copayments and sponsor contributions remain closely tied to the cost of individual trips.
- Operational improvements can reduce, but may not fully eliminate, structural funding gaps.

BOTTOM LINE

Model 1 is about working smarter within today's system. By improving productivity, aligning service with demand, strengthening coordination, and modernizing operations, we can reduce costs, close funding gaps, and keep Shared Ride strong for the communities that depend on it.

Model 2: Predictable Operating Funding Model

Model 2 represents the first fundamental shift in Pennsylvania's Shared Ride funding philosophy. Rather than reimbursing transportation providers for individual passenger trips, the Commonwealth would establish a predictable annual operating allocation for each Shared Ride provider based upon a statewide funding formula.

The annual allocation would represent the Commonwealth's commitment to support Shared Ride services during the fiscal year. Providers would then be responsible for managing their Shared Ride Program within that allocation while continuing to meet statewide performance expectations and protect access to essential transportation services.

Under this model, financial sustainability becomes a shared responsibility.

- The Commonwealth provides predictable funding.
- Local providers manage available resources.

This model recognizes that the long-term sustainability of the Shared Ride Program depends not only upon the amount of funding available, but also upon giving providers the management tools necessary to balance service delivery with available financial resources.

Policy Objective

Create a financially sustainable Shared Ride Program by replacing trip reimbursement with predictable operating funding and giving local providers the authority and responsibility to manage service delivery within an established annual budget.

Funding Philosophy

The Commonwealth shifts from purchasing individual trips to funding local mobility programs.

Rather than asking:

"How many trips should be reimbursed?"

the focus becomes:

"How can available resources be used to provide the greatest mobility benefit for the community?"

How the Model Works

Under Model 2:

- PennDOT allocates an annual Shared Ride operating subsidy to each provider using a statewide allocation formula.
- Funding is established at the beginning of each fiscal year.
- Trip reimbursement is replaced with predictable operating support.

- Providers are responsible for managing their Shared Ride Program within the available allocation.
- PennDOT shifts from administering reimbursement claims to monitoring program performance, financial stewardship, and customer outcomes.

The funding allocation remains predictable throughout the year while providers make local management decisions to ensure long-term financial sustainability.

Local Financial Management Tools

To successfully manage within an annual operating allocation, providers would exercise their existing authority to utilize a variety of management tools.

Service Management

Providers may:

- Adjust service hours and days of operation.
- Prioritize service during periods of highest demand.
- Review service areas and productivity.
- Focus resources on essential transportation services.
- Balance service levels with available financial resources.

Productivity Improvements

Providers are encouraged to improve operational efficiency through:

- Increased ride sharing.
- Improved scheduling and dispatching.
- Reduced deadhead mileage and hours.
- Vehicle utilization improvements.
- Driver productivity improvements.
- Artificial intelligence and scheduling optimization technologies.

Fare Management

Providers may establish local fare policies, consistent with PennDOT guidelines, that support financial sustainability while maintaining affordability for riders.

Potential strategies include:

- Periodic fare reviews.
- Simplified fare structures.
- Premium pricing for premium services.

- Coordination with sponsoring agencies regarding cost-sharing policies.
- Coordination with MATP on fare policies vs premium service.

Demand Management

Providers gain greater flexibility to actively manage demand by:

- Prioritizing essential transportation.
- Managing discretionary trips during periods of high demand.
- Coordinating trips across programs.
- Improving advance scheduling.
- Reducing cancellations and no-shows.

Local Partnerships and Investment

Providers may supplement Commonwealth funding through local partnerships and investments that strengthen long-term program sustainability.

Examples include:

- County participation.
- Municipal support.
- Partnerships with hospitals and healthcare providers.
- Employer partnerships.
- Foundations and community organizations.
- Partnerships with retail establishments, (eg grocery stores, shopping centers)
- Other locally generated funding sources.

PennDOT's Role

PennDOT's role evolves from administering trip reimbursements to overseeing statewide program performance.

Responsibilities include:

- Developing and maintaining the statewide allocation formula.
- Monitoring provider performance.
- Establishing accountability measures.
- Reviewing financial management.
- Supporting continuous improvement.

- Sharing best practices among providers.

Performance Measures

Success is measured by outcomes rather than trip reimbursement.

Performance measures may include:

- Financial sustainability.
- Cost per passenger trip.
- Passengers per vehicle hour.
- On-time performance.
- Customer satisfaction.
- Vehicle productivity.
- Service reliability.
- Budget performance.

Expected Benefits

- Predictable annual Commonwealth funding.
- Improved long-term financial planning.
- Greater local responsibility and accountability.
- Stronger incentives for operational efficiency.
- Better alignment between available resources and service delivery.
- Reduced administrative burden.
- Increased flexibility to respond to changing local conditions.
- Improved financial sustainability.

Considerations

Model 2 requires providers to actively manage their Shared Ride Program within a fixed annual operating allocation.

While providers gain significantly greater management flexibility, they also assume greater responsibility for balancing service delivery with available resources.

As demand and operating costs change, providers may need to adjust service design, improve productivity, modify fare policies, pursue local partnerships, or identify other operational efficiencies to maintain financial sustainability.

Successful implementation depends upon a transparent statewide allocation formula, meaningful performance measurement, strong local financial and operations management and continued collaboration among PennDOT, providers, sponsoring agencies, and local partners.

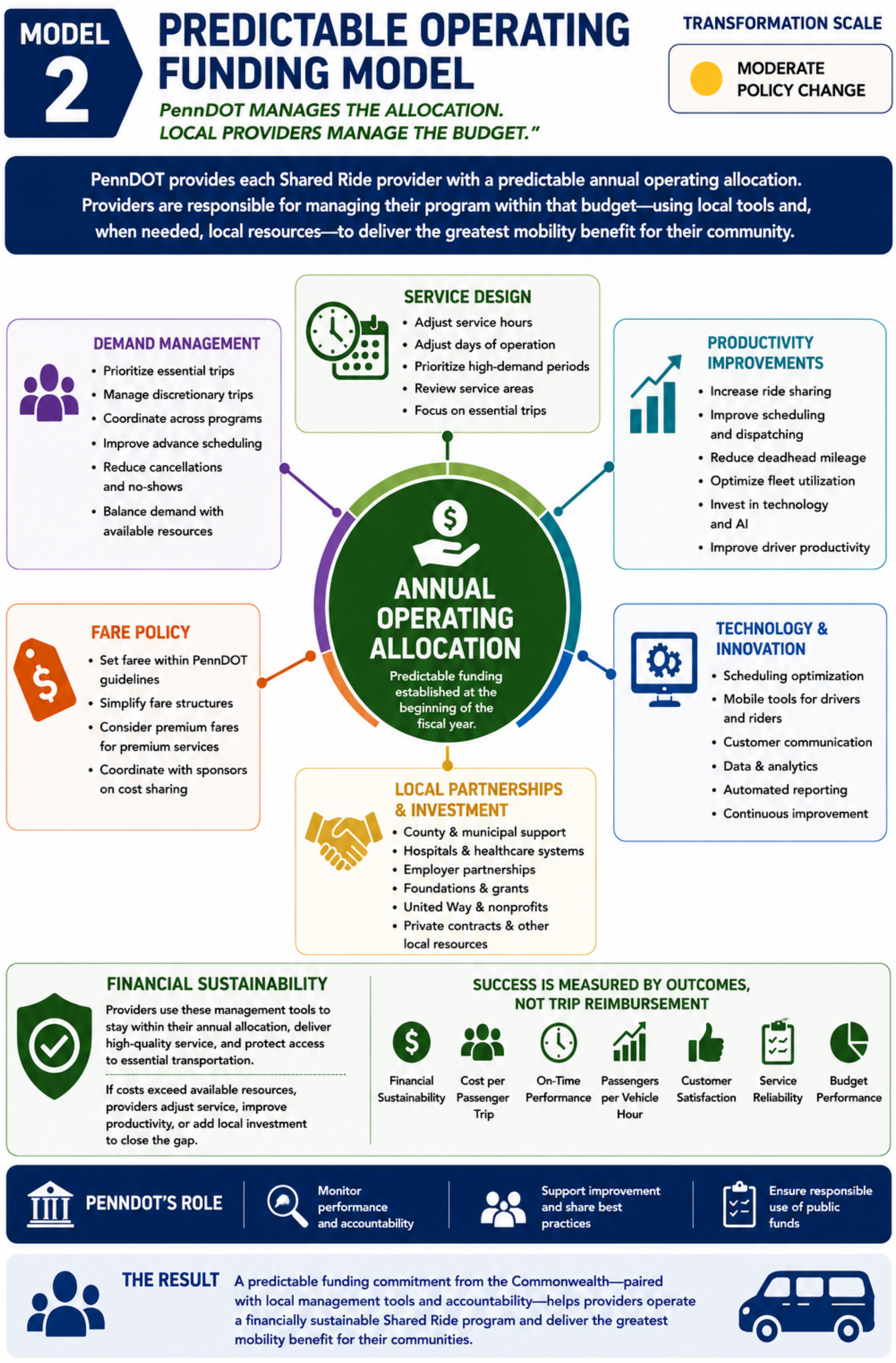
Summary

Model 2 transforms Shared Ride funding from a reimbursement system into a financial management system.

The Commonwealth continues to make a predictable investment in local mobility through annual operating allocations, while providers gain the authority—and responsibility—to manage those resources in a financially sustainable manner.

Rather than rewarding the production of additional reimbursable trips, the model rewards sound financial management, efficient service delivery, innovation, and the effective stewardship of public resources.

Model 2 represents a significant policy shift, placing financial sustainability at the center of the Shared Ride Program while preserving Pennsylvania's tradition of locally managed transportation services. This model will require strong active management by the transit system.


MODEL 2
PREDICTABLE OPERATING FUNDING MODEL
PennDOT MANAGES THE ALLOCATION. LOCAL PROVIDERS MANAGE THE BUDGET."
TRANSFORMATION SCALE
MODERATE POLICY CHANGE
PennDOT provides each Shared Ride provider with a predictable annual operating allocation. Providers are responsible for managing their program within that budget—using local tools and, when needed, local resources—to deliver the greatest mobility benefit for their community.
SERVICE DESIGN
• Adjust service hours
• Adjust days of operation
• Prioritize high-demand periods
• Review service areas
• Focus on essential trips
DEMAND MANAGEMENT
• Prioritize essential trips
• Manage discretionary trips
• Coordinate across programs
• Improve advance scheduling
• Reduce cancellations and no-shows
• Balance demand with available resources
PRODUCTIVITY IMPROVEMENTS
• Increase ride sharing
• Improve scheduling and dispatching
• Reduce deadhead mileage
• Optimize fleet utilization
• Invest in technology and AI
• Improve driver productivity
ANNUAL OPERATING ALLOCATION
Predictable funding established at the beginning of the fiscal year.
FARE POLICY
• Set fares within PennDOT guidelines
• Simplify fare structures
• Consider premium fares for premium services
• Coordinate with sponsors on cost sharing
TECHNOLOGY & INNOVATION
• Scheduling optimization
• Mobile tools for drivers and riders
• Customer communication
• Data & analytics
• Automated reporting
• Continuous improvement
LOCAL PARTNERSHIPS & INVESTMENT
• County & municipal support
• Hospitals & healthcare systems
• Employer partnerships
• Foundations & grants
• United Way & nonprofits
• Private contracts & other local resources
FINANCIAL SUSTAINABILITY
Providers use these management tools to stay within their annual allocation, deliver high-quality service, and protect access to essential transportation.
If costs exceed available resources, providers adjust service, improve productivity, or add local investment to close the gap.
SUCCESS IS MEASURED BY OUTCOMES, NOT TRIP REIMBURSEMENT
Financial Sustainability
Cost per Passenger Trip
On-Time Performance
Passengers per Vehicle Hour
Customer Satisfaction
Service Reliability
Budget Performance
PENNDOT'S ROLE
Monitor performance and accountability
Support improvement and share best practices
Ensure responsible use of public funds
THE RESULT
A predictable funding commitment from the Commonwealth—paired with local management tools and accountability—helps providers operate a financially sustainable Shared Ride program and deliver the greatest mobility benefit for their communities.

Model 3: Strategic Investment Model

Model 3 builds upon the Predictable Operating Funding Model by recognizing that long-term financial sustainability cannot be achieved solely through improved management of annual operating budgets. While local providers are expected to manage services efficiently, the Commonwealth also has a role in making strategic investments that reduce operating costs, improve service quality, and prepare the Shared Ride Program for future mobility needs.

Under this model, providers continue to receive a predictable annual operating allocation as described in Model 2. In addition, PennDOT establishes a Strategic Investment Program that provides targeted funding for initiatives that improve productivity, modernize technology, encourage innovation, and strengthen the long-term sustainability of the Shared Ride Program.

Rather than funding day-to-day operations alone, the Commonwealth also invests in projects that generate measurable improvements in efficiency, customer service, and financial performance.

The goal is to create a continuous cycle of improvement where strategic investments reduce future operating costs, improve service delivery, and help providers better manage within their annual operating allocation.

Policy Objective

Improve the long-term sustainability of Pennsylvania's Shared Ride Program by combining predictable operating funding with targeted strategic investments that improve efficiency, reduce operating costs, encourage innovation, and strengthen mobility services throughout the Commonwealth.

Funding Philosophy

The Commonwealth supports providers through two complementary funding components:

- **Predictable Operating Funding** to support the delivery of day-to-day Shared Ride services.
- **Strategic Investment Funding** to improve the efficiency, effectiveness, and long-term sustainability of those services.

Operating funding keeps the program running.

Strategic investments make the program stronger over time.

How the Model Works

Under Model 3:

- Providers continue receiving an annual operating allocation.
- PennDOT establishes a competitive or formula-based Strategic Investment Program.

- Providers may apply for or receive funding for projects that demonstrate measurable improvements in efficiency, productivity, customer service, or financial sustainability.
- Investments are evaluated based upon expected outcomes and long-term value rather than simply replacing existing operating expenses.

Strategic Investment Priorities

Technology Modernization

Support investments that improve productivity through:

- Artificial intelligence-assisted scheduling.
- Advanced dispatch systems.
- Mobile driver technology.
- Electronic manifests.
- Business intelligence dashboards.
- Automated customer communications.
- Real-time service management.

Service Innovation

Encourage providers to test new approaches that improve mobility and reduce operating costs.

Examples include:

- Flexible service zones.
- Demand-responsive scheduling enhancements.
- Mobility hubs.
- First-mile/last-mile connections.
- New customer service models.
- Partnerships with community organizations.

Workforce Development

Invest in initiatives that strengthen the transportation workforce through:

- Driver recruitment.
- Employee retention.
- Professional training.
- Leadership and Executive development.

- Technology training.

Data and Performance Management

Improve decision-making by expanding statewide performance management tools including:

- Financial dashboards.
- Productivity benchmarking.
- Peer comparisons.
- Performance reporting.
- Outcome measurement.

PennDOT's Role

PennDOT continues to provide predictable operating funding while also serving as a strategic partner that helps providers improve long-term performance.

Responsibilities include:

- Establishing strategic investment priorities.
- Evaluating investment proposals.
- Measuring project outcomes.
- Sharing successful practices statewide.
- Encouraging innovation and continuous improvement.

Expected Benefits

- Improves long-term financial sustainability.
- Reduces future operating costs.
- Encourages innovation.
- Modernizes technology.
- Improves customer service.
- Strengthens workforce capacity.
- Promotes continuous improvement.
- Creates measurable returns on public investment.

Considerations

Model 3 requires the Commonwealth to establish clear investment priorities and objective criteria for evaluating projects.

Not every provider will have identical investment needs. Funding decisions should therefore focus on projects that produce measurable improvements in efficiency, mobility, customer service, or financial sustainability.

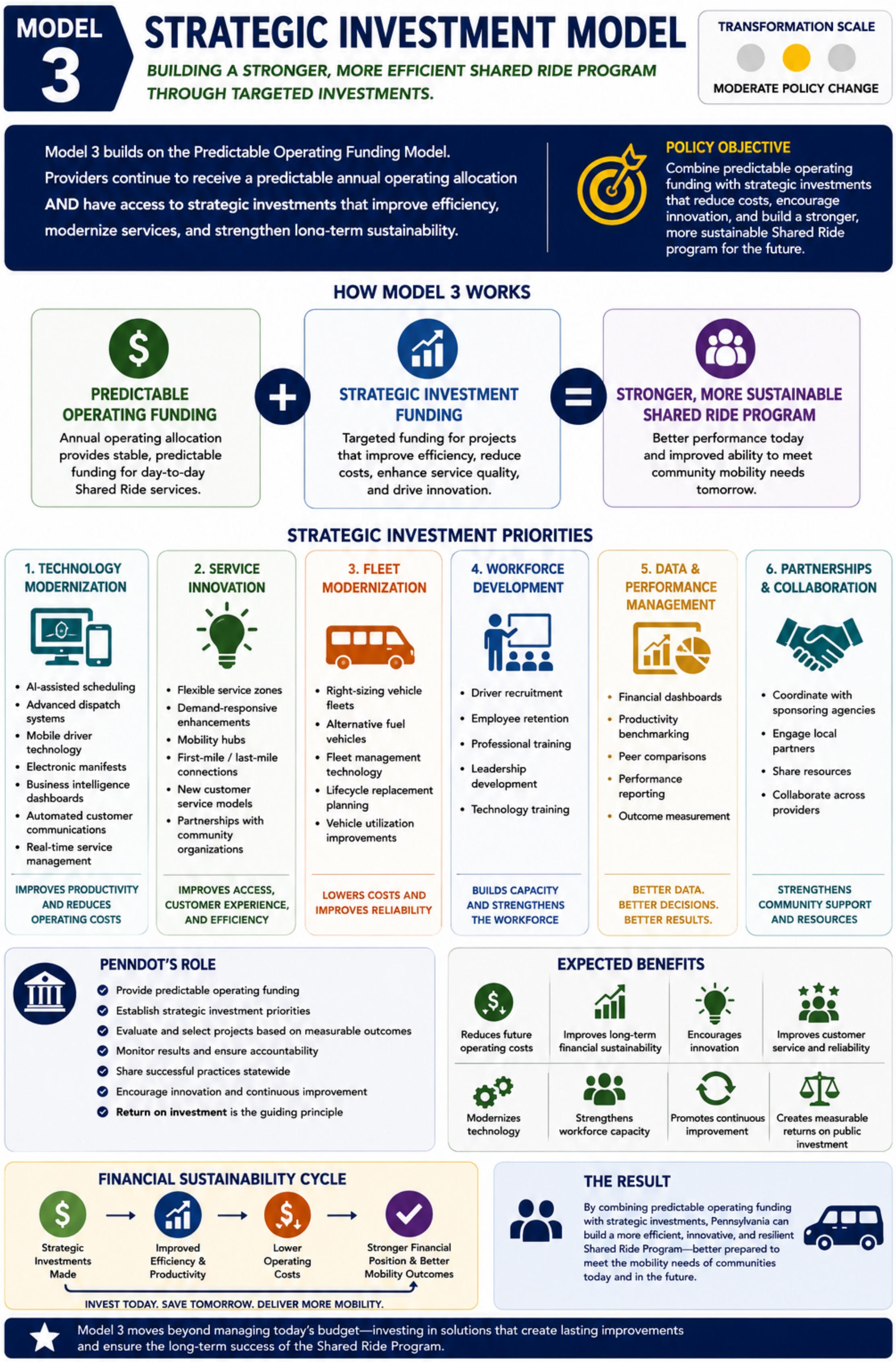
Providers must also demonstrate that strategic investments generate lasting operational benefits rather than creating new ongoing operating costs.

Summary

Model 3 expands the Commonwealth's role from funding operations to investing in long-term success.

By combining predictable operating funding with targeted strategic investments, Pennsylvania can help providers continually improve productivity, modernize service delivery, and reduce future operating costs while preserving local flexibility and accountability.

Rather than simply managing within today's budget, Model 3 focuses on building a stronger, more resilient Shared Ride Program that is better prepared to meet tomorrow's mobility needs.


MODEL 3
STRATEGIC INVESTMENT MODEL
BUILDING A STRONGER, MORE EFFICIENT SHARED RIDE PROGRAM THROUGH TARGETED INVESTMENTS.
TRANSFORMATION SCALE
MODERATE POLICY CHANGE
Model 3 builds on the Predictable Operating Funding Model. Providers continue to receive a predictable annual operating allocation AND have access to strategic investments that improve efficiency, modernize services, and strengthen long-term sustainability.
POLICY OBJECTIVE
Combine predictable operating funding with strategic investments that reduce costs, encourage innovation, and build a stronger, more sustainable Shared Ride program for the future.
HOW MODEL 3 WORKS
PREDICTABLE OPERATING FUNDING
Annual operating allocation provides stable, predictable funding for day-to-day Shared Ride services.
+
STRATEGIC INVESTMENT FUNDING
Targeted funding for projects that improve efficiency, reduce costs, enhance service quality, and drive innovation.
=
STRONGER, MORE SUSTAINABLE SHARED RIDE PROGRAM
Better performance today and improved ability to meet community mobility needs tomorrow.
STRATEGIC INVESTMENT PRIORITIES
1. TECHNOLOGY MODERNIZATION
• AI-assisted scheduling
• Advanced dispatch systems
• Mobile driver technology
• Electronic manifests
• Business intelligence dashboards
• Automated customer communications
• Real-time service management
IMPROVES PRODUCTIVITY AND REDUCES OPERATING COSTS
2. SERVICE INNOVATION
• Flexible service zones
• Demand-responsive enhancements
• Mobility hubs
• First-mile / last-mile connections
• New customer service models
• Partnerships with community organizations
IMPROVES ACCESS, CUSTOMER EXPERIENCE, AND EFFICIENCY
3. FLEET MODERNIZATION
• Right-sizing vehicle fleets
• Alternative fuel vehicles
• Fleet management technology
• Lifecycle replacement planning
• Vehicle utilization improvements
LOWERS COSTS AND IMPROVES RELIABILITY
4. WORKFORCE DEVELOPMENT
• Driver recruitment
• Employee retention
• Professional training
• Leadership development
• Technology training
BUILDS CAPACITY AND STRENGTHENS THE WORKFORCE
5. DATA & PERFORMANCE MANAGEMENT
• Financial dashboards
• Productivity benchmarking
• Peer comparisons
• Performance reporting
• Outcome measurement
BETTER DATA. BETTER DECISIONS. BETTER RESULTS.
6. PARTNERSHIPS & COLLABORATION
• Coordinate with sponsoring agencies
• Engage local partners
• Share resources
• Collaborate across providers
STRENGTHENS COMMUNITY SUPPORT AND RESOURCES
PENNDOT'S ROLE
Provide predictable operating funding
Establish strategic investment priorities
Evaluate and select projects based on measurable outcomes
Monitor results and ensure accountability
Share successful practices statewide
Encourage innovation and continuous improvement
Return on investment is the guiding principle
EXPECTED BENEFITS
Reduces future operating costs
Improves long-term financial sustainability
Encourages innovation
Improves customer service and reliability
Modernizes technology
Strengthens workforce capacity
Promotes continuous improvement
Creates measurable returns on public investment
FINANCIAL SUSTAINABILITY CYCLE
Strategic Investments Made
Improved Efficiency & Productivity
Lower Operating Costs
Stronger Financial Position & Better Mobility Outcomes
INVEST TODAY. SAVE TOMORROW. DELIVER MORE MOBILITY.
THE RESULT
By combining predictable operating funding with strategic investments, Pennsylvania can build a more efficient, innovative, and resilient Shared Ride Program—better prepared to meet the mobility needs of communities today and in the future.
Model 3 moves beyond managing today's budget—investing in solutions that create lasting improvements and ensure the long-term success of the Shared Ride Program.

Model 4: Regional Mobility Coordination Model

Model 4 builds upon the Predictable Operating Funding Model and Strategic Investment Model by expanding the focus from funding a single transportation program to coordinating an entire regional mobility network.

Under this model, the Commonwealth continues providing predictable operating funding and strategic investment funding. However, local providers are no longer evaluated solely on the number of Shared Ride trips they provide. Instead, they are responsible for ensuring that customers receive the **most appropriate mobility solution** based upon their transportation needs.

This model introduces the **Regional Mobility Coordination Function**, which serves as the central point for planning, coordinating, and managing mobility services within each region.

The Mobility Coordination Function may be performed by an existing transit agency or another qualified organization designated by PennDOT. It is not intended to replace local transportation providers or assume operational control of transportation services. Instead, it coordinates available transportation resources to improve customer mobility, reduce duplication of service, and make more effective use of public funding.

Rather than asking, **"Who provides the trip?"**, the focus becomes:

"What is the best transportation solution for this customer?"

Policy Objective

Create a coordinated regional mobility system that integrates available transportation resources, improves customer mobility, reduces duplication of services, and maximizes the value of public transportation investments.

Funding Philosophy

The Commonwealth continues supporting providers through predictable operating funding and strategic investments while encouraging regional coordination among all available transportation resources.

Funding supports **mobility outcomes**, not individual transportation programs.

How the Model Works

Under Model 4:

- Establish Regions
- Providers continue receiving predictable operating funding.
- Strategic Investment funding remains available.
- Each region establishes a Mobility Coordination Function.
- Transportation resources are coordinated across programs and providers.

- Customers are matched with the transportation option that best meets their needs.
- Performance is measured by mobility outcomes rather than service production.

Regional Mobility Coordination Function

The Mobility Coordination Function serves as the regional coordinator for mobility services.

Responsibilities may include:

- Coordinating trip requests.
- Managing mobility information.
- Coordinating transportation providers.
- Supporting travel training.
- Managing mobility options counseling.
- Coordinating human service transportation.
- Identifying transportation gaps.
- Supporting emergency transportation coordination.
- Coordinating customer eligibility across programs where appropriate.

The Mobility Coordination Function coordinates services—it does not replace local providers.

Expanded Mobility Options

Pennsylvania's Shared Ride providers already coordinate transportation services with other organizations whenever appropriate. Many agencies currently utilize fixed-route transit, volunteer transportation, human service transportation, transportation network companies, and other community resources to meet customer needs.

However, under the current reimbursement model, providers must also balance these coordination opportunities with the financial realities of operating their own vehicles, employing drivers, and generating the revenue necessary to sustain local operations.

Model 4 changes that incentive.

Because performance is measured by successful mobility outcomes rather than the number of trips provided by a particular operator, providers are encouraged to select the transportation option that delivers the greatest value for both the customer and the transportation system.

Depending on the customer's needs, that solution may include:

- Shared Ride service.
- Fixed-route transit.
- Microtransit.

- Volunteer transportation.
- Non-emergency medical transportation.
- Transportation Network Companies (where appropriate).
- Employer or institutional transportation services.
- Community transportation programs.
- Other locally available mobility resources.

The objective is not to shift trips away from existing Shared Ride providers. Rather, it is to give providers the flexibility to coordinate all available transportation resources and deliver **the right transportation solution for the right customer at the right cost**, while making the most effective use of public funding and regional mobility assets. Under this model, the providers are responsible for coordinating mobility for customers.

Customer-Centered Mobility

Customers benefit from:

- A single point of contact for mobility services.
- Better information regarding available transportation options.
- Improved trip coordination.
- Reduced duplication of eligibility processes.
- Better connections among transportation providers.
- More transportation choices.
- Improved access to employment, healthcare, education, and community services.
- Consistent service within a large area.

PennDOT's Role

PennDOT continues providing predictable funding while establishing statewide policies that support coordinated mobility.

Responsibilities include:

- Establish statewide mobility standards.
- Support regional coordination.
- Encourage partnerships among providers.
- Monitor mobility outcomes.
- Share best practices.

- Invest in regional mobility innovation.

Expected Benefits

- Better customer experience.
- Improved coordination among transportation providers.
- Reduced duplication of services.
- More effective use of existing transportation resources.
- Expanded transportation options.
- Improved regional partnerships.
- Greater flexibility to meet local mobility needs.
- Improved long-term financial sustainability.

Considerations

Model 4 requires providers, sponsoring agencies, and regional partners to work more collaboratively than under previous models.

Success depends upon clearly defining the responsibilities of the Mobility Coordination Function while preserving the independence and strengths of local transportation providers.

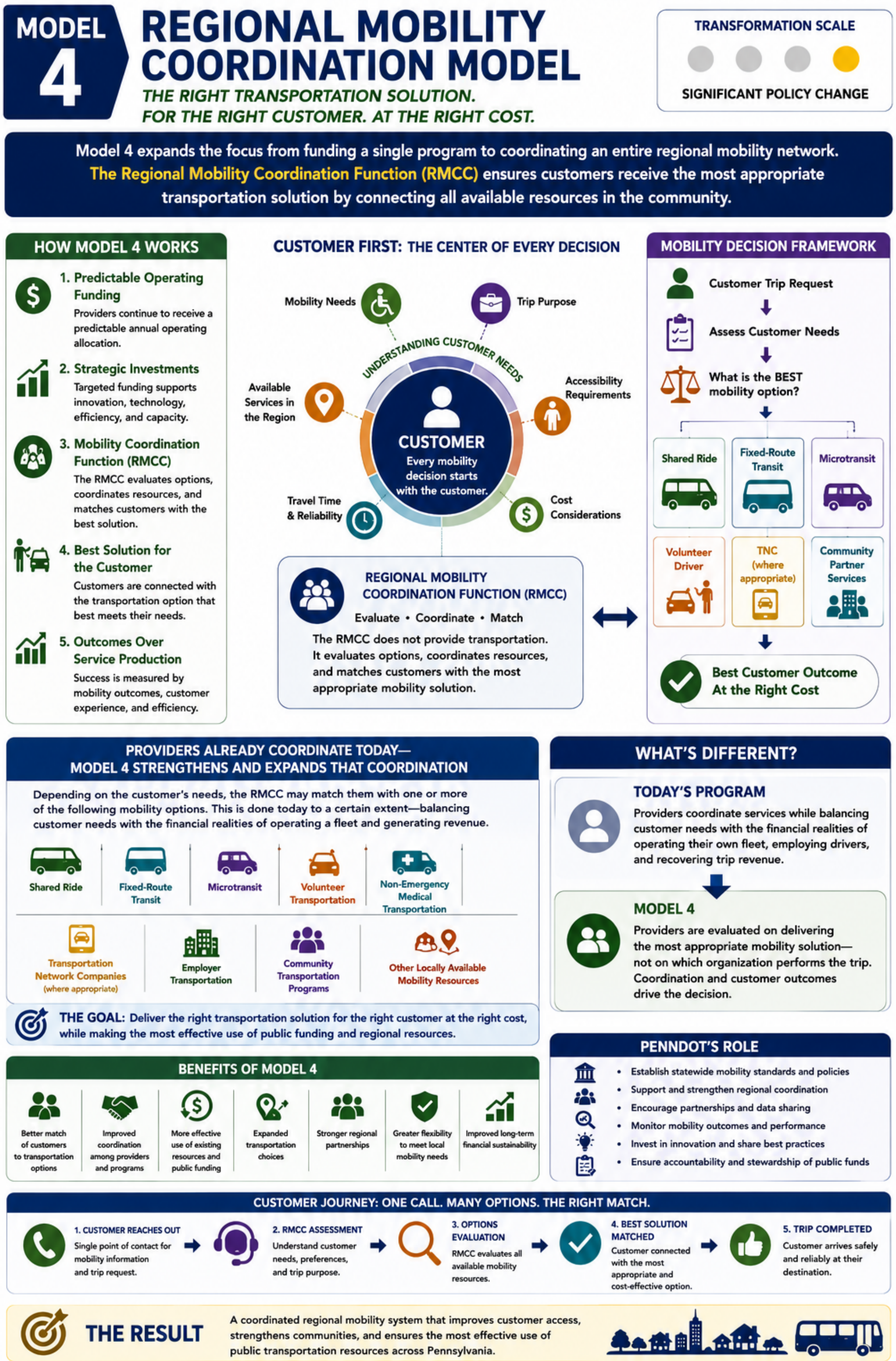
Implementation would require common technology platforms, data sharing, regional planning, and continued local leadership.

Summary

Model 4 transforms the Shared Ride Program into a broader regional mobility system.

Rather than measuring success by the number of trips delivered through a particular transportation program, success is measured by how effectively customers are connected with the transportation services that best meet their needs.

By coordinating transportation resources across larger geographic areas, providers and programs, Model 4 seeks to improve customer mobility while making more effective use of existing public investments throughout the Commonwealth.


MODEL 4
REGIONAL MOBILITY COORDINATION MODEL
THE RIGHT TRANSPORTATION SOLUTION. FOR THE RIGHT CUSTOMER. AT THE RIGHT COST.
TRANSFORMATION SCALE
SIGNIFICANT POLICY CHANGE
Model 4 expands the focus from funding a single program to coordinating an entire regional mobility network. The Regional Mobility Coordination Function (RMCC) ensures customers receive the most appropriate transportation solution by connecting all available resources in the community.
HOW MODEL 4 WORKS
1. Predictable Operating Funding
Providers continue to receive a predictable annual operating allocation.
2. Strategic Investments
Targeted funding supports innovation, technology, efficiency, and capacity.
3. Mobility Coordination Function (RMCC)
The RMCC evaluates options, coordinates resources, and matches customers with the best solution.
4. Best Solution for the Customer
Customers are connected with the transportation option that best meets their needs.
5. Outcomes Over Service Production
Success is measured by mobility outcomes, customer experience, and efficiency.
CUSTOMER FIRST: THE CENTER OF EVERY DECISION
Mobility Needs
Trip Purpose
UNDERSTANDING CUSTOMER NEEDS
Available Services in the Region
Accessibility Requirements
CUSTOMER
Every mobility decision starts with the customer.
Travel Time & Reliability
Cost Considerations
REGIONAL MOBILITY COORDINATION FUNCTION (RMCC)
Evaluate • Coordinate • Match
The RMCC does not provide transportation. It evaluates options, coordinates resources, and matches customers with the most appropriate mobility solution.
MOBILITY DECISION FRAMEWORK
Customer Trip Request
Assess Customer Needs
What is the BEST mobility option?
Shared Ride
Fixed-Route Transit
Microtransit
Volunteer Driver
TNC (where appropriate)
Community Partner Services
Best Customer Outcome At the Right Cost
PROVIDERS ALREADY COORDINATE TODAY— MODEL 4 STRENGTHENS AND EXPANDS THAT COORDINATION
Depending on the customer's needs, the RMCC may match them with one or more of the following mobility options. This is done today to a certain extent—balancing customer needs with the financial realities of operating a fleet and generating revenue.
Shared Ride
Fixed-Route Transit
Microtransit
Volunteer Transportation
Non-Emergency Medical Transportation
Transportation Network Companies (where appropriate)
Employer Transportation
Community Transportation Programs
Other Locally Available Mobility Resources
THE GOAL: Deliver the right transportation solution for the right customer at the right cost, while making the most effective use of public funding and regional resources.
WHAT'S DIFFERENT?
TODAY'S PROGRAM
Providers coordinate services while balancing customer needs with the financial realities of operating their own fleet, employing drivers, and recovering trip revenue.
MODEL 4
Providers are evaluated on delivering the most appropriate mobility solution—not on which organization performs the trip. Coordination and customer outcomes drive the decision.
BENEFITS OF MODEL 4
Better match of customers to transportation options
Improved coordination among providers and programs
More effective use of existing resources and public funding
Expanded transportation choices
Stronger regional partnerships
Greater flexibility to meet local mobility needs
Improved long-term financial sustainability
PENNDOT'S ROLE
• Establish statewide mobility standards and policies
• Support and strengthen regional coordination
• Encourage partnerships and data sharing
• Monitor mobility outcomes and performance
• Invest in innovation and share best practices
• Ensure accountability and stewardship of public funds
CUSTOMER JOURNEY: ONE CALL. MANY OPTIONS. THE RIGHT MATCH.
1. CUSTOMER REACHES OUT
Single point of contact for mobility information and trip request.
2. RMCC ASSESSMENT
Understand customer needs, preferences, and trip purpose.
3. OPTIONS EVALUATION
RMCC evaluates all available mobility resources.
4. BEST SOLUTION MATCHED
Customer connected with the most appropriate and cost-effective option.
5. TRIP COMPLETED
Customer arrives safely and reliably at their destination.
THE RESULT
A coordinated regional mobility system that improves customer access, strengthens communities, and ensures the most effective use of public transportation resources across Pennsylvania.

Model 5: Human Service Mobility Network

One Network. Many Partners. Coordinated Mobility. One Mission.

The Human Service Mobility Network represents a long-term vision for the evolution of Pennsylvania's human service transportation system.

Building upon the concepts introduced in the previous models, this vision creates an integrated network in which transportation providers, Regional Mobility Coordination Functions (RMCFs), sponsoring agencies, healthcare organizations, human service providers, local governments, community organizations, employers, and other mobility partners work together to deliver coordinated transportation solutions that are customer-focused, financially sustainable, and responsive to changing community needs.

Rather than viewing transportation as a collection of separate programs, the Human Service Mobility Network recognizes mobility as a coordinated public service. Every participating organization contributes its unique strengths while working toward a common mission of improving access to transportation and maximizing the value of public investment.

The network preserves Pennsylvania's tradition of locally managed transportation services while strengthening collaboration, shared technology, common performance measures, coordinated investments, and continuous improvement across the human service transportation system.

Policy/Vision Statement

Create a connected Human Service Mobility Network that delivers the right transportation solution for every customer through coordinated partnerships, shared accountability, and sustainable mobility services.

Guiding Principles

The Human Service Mobility Network is built upon the following principles.

Customer First

Every mobility decision begins with the customer's transportation needs rather than organizational or program boundaries.

Mobility Before Mode

The objective is not to promote a particular transportation service but to identify the transportation option that best meets the customer's needs at the appropriate cost.

Strong Local Partnerships

Local transportation providers remain the foundation of the system. Regional coordination strengthens local organizations rather than replacing them.

Shared Responsibility

Transportation providers, sponsoring agencies, healthcare organizations, human service agencies, local governments, and community partners each contribute to improving mobility outcomes.

Continuous Innovation

Technology, data, performance measurement, and strategic investments support ongoing improvement in mobility services and financial sustainability.

The Human Service Mobility Network

The network operates through three interconnected levels.

State Leadership

PennDOT and other State agencies provide:

- Policy leadership.
- Predictable funding.
- Strategic investments.
- Technology standards.
- Performance management.
- Program oversight.
- Technical assistance.
- Continuous improvement initiatives.

Regional Coordination

Regional Mobility Coordination Functions provide:

- Mobility planning.
- Customer mobility coordination.
- Regional partnerships.
- Transportation resource coordination.
- Mobility information and travel assistance.
- Performance monitoring.
- Gap identification and service planning.

Local Service Delivery

Transportation providers and community partners deliver coordinated mobility services using the transportation resources most appropriate for each customer's needs.

These resources may include:

- Shared Ride.
- Fixed-route transit.

- Microtransit.
- Volunteer transportation.
- Human service transportation.
- Transportation Network Companies (where appropriate).
- Employer transportation.
- Community transportation programs.
- Other locally available mobility resources.

Connected Partnerships

The Human Service Mobility Network encourages collaboration among:

- State agencies.
- Public transportation providers.
- Regional Mobility Coordination Functions.
- Area Agencies on Aging.
- County governments.
- Healthcare providers.
- Human service organizations.
- Employers.
- Educational institutions.
- Volunteer transportation providers.
- Community organizations.
- Private mobility providers, where appropriate.

Each partner contributes to a coordinated transportation network while maintaining its own mission, expertise, and organizational identity.

Measuring Success

The Human Service Mobility Network shifts the focus from measuring individual transportation programs to measuring mobility outcomes.

Examples include:

- Customer access to essential services.
- Successful trip completion.

- Customer satisfaction.
- Mobility coordination.
- Financial sustainability.
- Resource utilization.
- Service reliability.
- Regional collaboration.
- Innovation and continuous improvement.

Expected Benefits

- A seamless customer experience across transportation programs.
- Stronger partnerships among mobility providers.
- Better use of existing transportation resources.
- Reduced duplication of services.
- Greater flexibility in meeting customer needs.
- Improved long-term financial sustainability.
- Enhanced innovation and technology integration.
- Better coordination among transportation, healthcare, and human service organizations.

Considerations

Achieving the Human Service Mobility Network is a long-term vision that would require continued collaboration among transportation providers, sponsoring agencies, community organizations, and PennDOT.

Success depends upon shared leadership, mutual trust, common technology platforms, coordinated planning, clearly defined roles and responsibilities, and a continued commitment to preserving local decision-making while strengthening regional and statewide collaboration.

The Human Service Mobility Network is intended to build upon the strengths of Pennsylvania's existing transportation providers—not replace them.

Summary

The Human Service Mobility Network represents a long-term vision for a more connected, coordinated, and customer-focused human service transportation system.

It combines predictable funding, strategic investment, regional mobility coordination, and collaborative partnerships into a unified framework that improves mobility while preserving the strengths of Pennsylvania's locally delivered transportation services.

Rather than asking which organization should provide a trip, the Human Service Mobility Network begins with a different question:

"What is the best transportation solution for this customer?"

By aligning transportation providers, sponsoring agencies, healthcare organizations, human service partners, and community resources around that common purpose, the Human Service Mobility Network creates a future in which mobility is coordinated through **One Network. Many Partners. Coordinated Mobility. One Mission.**

MODEL 5 HUMAN SERVICE MOBILITY NETWORK

One Network. Many Partners.
Coordinated Mobility. One Mission.

TRANSFORMATION SCALE

TRANSFORMATIVE POLICY CHANGE

A long-term vision for a connected human service transportation system.
The Human Service Mobility Network brings together transportation providers, Regional Mobility Coordination Functions, human service organizations, and community partners to deliver the right transportation solution for every customer through coordinated partnerships and shared accountability.

FOUNDATIONAL PRINCIPLES

CUSTOMER FIRST
Every mobility decision begins with the customer's transportation needs.

MOBILITY BEFORE MODE
Identify the transportation option that best meets the customer's needs at the appropriate cost.

STRONG LOCAL PARTNERSHIPS
Regional coordination strengthens local providers and communities.

SHARED RESPONSIBILITY
Many partners contribute to improving mobility outcomes.

CONTINUOUS INNOVATION
Technology, data, and strategic investments drive ongoing improvement.

A CONNECTED NETWORK FOCUSED ON THE CUSTOMER

ALL WORKING TOGETHER TO DELIVER COORDINATED MOBILITY SOLUTIONS

HOW THE NETWORK WORKS

STATE LEADERSHIP
PennDOT provides:
- Policy leadership
- Predictable funding
- Strategic investments
- Technology standards & systems
- Performance management
- Program oversight
- Technical assistance
- Continuous improvement

REGIONAL COORDINATION
RMCCs provide:
- Mobility planning
- Customer mobility coordination
- Transportation resource coordination
- Mobility information & travel assistance
- Performance monitoring
- Gap identification & service planning

LOCAL SERVICE DELIVERY
Providers & partners deliver coordinated mobility services using the transportation resources most appropriate for each customer.

ONE COORDINATED MOBILITY EXPERIENCE
Focused on meeting customer needs.

A RANGE OF TRANSPORTATION OPTIONS

SHARED RIDE · FIXED-ROUTE TRANSIT · MICROTRANSIT · VOLUNTEER TRANSPORTATION · HUMAN SERVICE & MEDICAL TRANSPORTATION · TRANSPORTATION NETWORK COMPANIES (WHERE APPROPRIATE) · EMPLOYER TRANSPORTATION · COMMUNITY TRANSPORTATION PROGRAMS

The right solution is matched to the customer based on need, availability, time, and cost.

CONNECTED PARTNERSHIPS

- Public transportation providers
- Regional Mobility Coordination Functions
- Area Agencies on Aging
- Healthcare providers
- Human service organizations
- Counties and local governments
- Employers and educational institutions
- Volunteer transportation providers
- Community organizations
- Private mobility providers, where appropriate

Each partner brings unique strengths. Together, we deliver better outcomes.

SHARED SYSTEMS & TOOLS

- Shared Technology Platforms for scheduling, trip matching, and customer information
- Shared Information and Data
- Common Performance Measures
- Coordinated Funding and Investments
- Mobility Planning and Gap Analysis
- Customer Information and Travel Assistance

MEASURING SUCCESS

- Customer access to essential services
- Successful trip completion
- Customer satisfaction
- Mobility coordination
- Financial sustainability
- Resource utilization
- Service reliability
- Regional collaboration
- Innovation & improvement

EXPECTED BENEFITS

- Seamless customer experience
- Stronger partnerships
- Better use of existing resources
- Reduced duplication of services
- Greater flexibility
- Improved sustainability
- Enhanced innovation
- Better coordination across sectors and communities

OUR MISSION
Connect every eligible customer' the most appropriate transportation solution through coordinated partnerships that maximize mobility, improve customer outcomes, and make the most effective use of available public resources.

ONE NETWORK. MANY PARTNERS. COORDINATED MOBILITY. ONE MISSION.

Together, we build a stronger, more connected human service transportation system.

Consensus Building Input

Purpose

The five funding and policy models presented in this workbook are intended to stimulate discussion and identify concepts that should shape the future of Pennsylvania's Shared Ride Program.

Committee members are encouraged to evaluate each model independently while also considering how ideas from multiple models might be combined into a future funding and policy framework.

There is no expectation that one model will be selected in its entirety. The strongest long-term solution may incorporate elements from several models.

Building The Future Framework

Which concepts should become part of the future Shared Ride Program regardless of which model they originated from?

Which concepts should not move forward?

What additional ideas should be explored that are not reflected in the five models?

What implementation issues will be most important to address?

Long-Term Vision

After reviewing all five models, what should the future of Pennsylvania's Shared Ride Program look like?

Facilitator Notes

SHARED RIDE ADVISORY COMMITTEE

CONSENSUS BUILDING CANVAS

MODEL REVIEW – Capture Your Insights

Use this canvas to share your perspectives on each model.
There is no expectation that one model will be selected in its entirety. The strongest future solution may include elements from several models.

HOW TO USE THIS CANVAS	MODEL 1 Strengthening Today's Program	MODEL 2 Predictable Operating Funding Model	MODEL 3 Strategic Investment Model	MODEL 4 Regional Mobility Coordination Model	MODEL 5 Human Service Mobility Network
KEEP What concepts should definitely move forward?					
MODIFY What concepts have potential but should be refined?					
EXPLORE FURTHER Which concepts deserve additional analysis or discussion?					
CONCERNS What implementation challenges or concerns should be addressed?					

TIPS FOR DISCUSSION

- Be bold and honest. All perspectives are valuable.
- Short phrases or key words work great.
- Think beyond individual models—look for connections.
- Focus on the future and what will best serve our customers.

YOUR INSIGHTS TODAY SHAPE THE FUTURE OF PENNSYLVANIA'S SHARED RIDE PROGRAM.