Dear Maryland Residents,

The Maryland Department of Transportation Maryland Transit Administration (MDOT MTA) has been providing transit services to the State for almost 50 years since its inception as the Metropolitan Transit Authority in 1969. Today, MDOT MTA operates the 12th largest multi-modal transit system in the country with over 250,000 daily customers, 5 transit modes, and paratransit service, while providing support to locally operated transit systems throughout Maryland. MobilityLink service provided over 2 million rides in FY18, and ridership continues to grow.

MDOT MTA is committed to continually improving customers’ transit experience. To this end, we have adopted the following vision statement:

To provide safe, efficient, and reliable transit across Maryland with world-class customer service.

MDOT MTA’s Cornerstone Plans translate this vision statement into strategic priorities, policies, programs, and initiatives for each of our transit modes. We are committed to responsibly managing assets in a manner than supports operational demands while seeking ways to enhance customers’ experience. Each Cornerstone Plan synthesizes MDOT MTA plans, policies, and reports with performance data, local and national trends, and stakeholder input.

MDOT MTA comprehensively analyzes this information to create targeted recommendations for growth and investment in each mode that coordinate with the needs of the transit system overall. This Cornerstone Plan highlights MDOT MTA’s long-term plans and priorities for MobilityLink service, which are divided into short term (through 2025), medium term (2026-2035) and long term (2036-2045).

Most importantly, the Cornerstone Plans are living documents; these plans and projects may continue to evolve as our team advances in its objective to constantly improve our ability to deliver safe, efficient, and reliable transit with world-class customer service.

Sincerely,

Kevin B. Quinn
MDOT MTA Administrator
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Purpose of the Plan

Public transportation serves a critical role in Maryland, connecting residents to jobs and services and driving the state’s economy. MDOT MTA is committed to safely, efficiently, and reliably connecting Maryland’s residents, businesses, and visitors to life’s opportunities through effective planning and responsible management.

The MobilityLink Cornerstone Plan was developed, consistent with the goals of the MDOT Maryland Transportation Plan (MTP). These goals include:

- Ensure a Safe, Secure, and Resilient Transportation System
- Facilitate Economic Opportunity and Reduce Congestion in Maryland through Strategic System Expansion
- Maintain a High Standard and Modernize Maryland’s Multimodal Transportation System
- Improve the Quality and Efficiency of the Transportation System to Enhance the Customer Experience
- Ensure Environmental Protection and Sensitivity
- Promote Fiscal Responsibility
- Provide Better Transportation Choices and Connections

MobilityLink is a specialized transit service available to customers who, because of a disability, are functionally unable to get to a bus stop or station, wait unassisted at said stop or station, or board or ride a bus or train by themselves. This complementary paratransit service is a requirement outlined in Sections 37.121 and 37.131(a) of the Americans with Disabilities Act (ADA) of 1990, and it allows customers with disabilities a level of service similar to that provided to customers without disabilities.

The ADA requires agencies to provide origin-to-destination service in which drivers assist customers with boarding and alighting from vehicles. MDOT MTA uses the branded term MobilityLink for this service, which is similar to paratransit services nationwide.

The MobilityLink Cornerstone Plan (the Plan) provides the framework around which MDOT MTA will invest in MobilityLink to deliver safe, efficient, and reliable transportation with world-class customer service. Derived from MDOT MTA’s vision statement, these four cornerstones provide focus for the outcomes MDOT MTA seeks to achieve through its initiatives and investments. Looking ahead over the next 25 years, the Plan identifies strategic priorities and key investments for MDOT MTA to efficiently maintain MobilityLink service, while leveraging many opportunities to introduce new technologies and amenities to improve the service.
MDOT MTA is a Transportation Business Unit (TBU) of the Maryland Department of Transportation (MDOT). As the 12th largest multimodal transit system in the United States, MDOT MTA operates:

- Local Buses (CityLink, LocalLink, and Express BusLink)
- Commuter Buses
- Light RailLink
- Metro SubwayLink
- Maryland Area Regional Commuter (MARC) Train service
- MobilityLink (a comprehensive paratransit system)

Additionally, MDOT MTA manages the taxi access service within the MDOT MTA MobilityLink service area and directs funding and statewide assistance to Locally Operated Transit Systems (LOTS) in each of Maryland’s 23 counties, Baltimore City, Annapolis, and Ocean City.

**Purpose of the Plan**

**Safety**

Provide a safe and secure environment for every customer and employee. Ensure the transportation system is resilient to natural and man-made hazards.

**Efficiency**

Preserve existing assets and maximize the efficient use of resources and infrastructure.

**Reliability**

Deliver a reliable, frequent, convenient, and easy to use transit service for customers.

**World Class Customer Service**

Improve communication and responsiveness with MDOT MTA customers and stakeholders in an effective and professional manner.
MDOT MTA uses an iterative planning process to drive and monitor results. By continuing to develop this feedback loop, MDOT MTA will maintain a strong standard of excellence to serve its customers.
IDENTIFY
issues and needs and frame from a customer perspective. Identify key parties who have a stake in the issue.

EVALUATE
alternative scenarios and project options, including no build scenario. Evaluate capacity to implement project.

ENGAGE
key stakeholders and general public. Maximize participation in planning process and clearly define project.

IMPLEMENT
selected alternative on schedule and within budget. Ensure that all potential project threats are identified and accounted for.

MONITOR
key performance indicators and analyze trends. Investigate cause and effect relationships of key trends.
Overview of MobilityLink

History

MDOT MTA began offering paratransit service for people with disabilities in 1978. In this era many transit agencies provided paratransit service through social services or senior transportation programs. The initial fleet consisted of 20 converted Ford F-350s and Ford Crown Victorias. Service was “non-fixed route” and previously provided by Baltimore’s Lutheran Social Services.

The demand for paratransit service steadily increased over the next few years and beginning in 1983, MDOT MTA contracted out a portion of its paratransit service to meet the growing demand. In the early 1990s, MDOT MTA expanded the paratransit fleet to meet the demands necessitated by the enactment of the ADA in 1990. The ADA required complementary paratransit services to be provided and operated during the same hours, days, and geographic locations (within a ¾ mile corridor) as that of any fixed route service.

As paratransit demand continued to grow, MDOT MTA quickly positioned itself to meet the increase in demand. In January 2004, MDOT MTA adopted a new service delivery model which included a centralized control center and a dedicated fleet of vehicles (cutaway buses) for MobilityLink customers. MDOT MTA also added service provider contractors and vehicles to help meet the increasing demand.
1978
MDOT MTA takes over existing paratransit service operated by Lutheran Social Services.

1983
MDOT MTA contracts out a portion of MobilityLink services.

1996
MDOT MTA extends contract bidding.

2004
MDOT MTA implements new model for MobilityLink; utilizes a multi-provider brokerage arrangement for contracts.

2005
MDOT MTA awards contracts to two vendors for MobilityLink and one for Taxi Access.

2013
MDOT MTA awards contract to three MobilityLink contractors total; MDOT MTA no longer operates or maintains any portion of the revenue fleet.

2017
Oversight responsibility for MobilityLink vehicle maintenance reassigned to the new MDOT MTA Operations Support department.
Service

MDOT MTA’s MobilityLink paratransit service operates in Baltimore City and Baltimore County, with limited service to parts of Anne Arundel and Howard Counties. MobilityLink offers people with disabilities shared ride access anywhere within ¼ of a mile of MDOT MTA’s Local Bus (CityLink, LocalLink, Express BusLink), Light RailLink, and Metro SubwayLink stops and stations.

Due to the BaltimoreLink network redesign and the resulting expansion of the Local Bus service area, MobilityLink’s service area was expanded in June 2017, now covering over 1,800 square miles. MobilityLink provides connections with other systems, including the Regional Transportation Agency of Central Maryland (RTA) and Annapolis Transit, in a number of locations.

MobilityLink is the most expensive service to operate when measured by operating expenses per passenger mile, primarily due to the individualized nature of the service provided. MobilityLink represents a significantly smaller portfolio of capital assets than the MDOT MTA’s Local Bus, Metro SubwayLink, Light RailLink, or MARC Train systems.

The service does represent a sizable portion of MDOT MTA’s operating budget when compared to the number of people served. In 2016, MobilityLink represented 12.47 percent of the system’s operating budget while providing 1.79 percent of the system’s ridership.
Technology plays a critical role in managing MobilityLink service. All MobilityLink trips are dispatched through a centralized control center. All MDOT MTA vehicles are equipped with Global Positioning System (GPS), Automated Vehicle Locator (AVL), and mobile data terminal (MDT) hardware.

MobilityLink offers a range of options for customers wishing to book a trip, including a digital option called PassWeb, and Mobility Direct, an automated system accessible by phone. For customers who prefer speaking with an agent, the option to book trips and have questions answered by phone is also available.

MobilityLink provides nearly two million passenger trips per year. As a result of demographic shifts across the country and in the Baltimore region, MobilityLink and other paratransit services have been growing in ridership and are expected to continue to grow. MDOT MTA, like other transit agencies across the country, is experiencing lower fixed route ridership and higher ADA paratransit and taxi access program ridership.

Contributing to the increase in MobilityLink ridership, many social service agencies and similar organizations that historically provided transportation to their customers are no longer providing these services and are instead directing customers to MobilityLink service. This trend is being observed across the country.

With regard to the fleet, MobilityLink operates both traditional cutaway buses and smaller sedans. Since most MobilityLink customers are not wheelchair users and do not require larger mobility vehicles, this effort has improved fuel economy, reduced fuel and maintenance costs, and provided a more comfortable ride for MobilityLink customers. These vehicles are also able to navigate congested and narrow city streets with more ease than the traditional cutaway buses.
Customers who wish to use the MobilityLink service must be certified as having a disability by MobilityLink’s Certification Department. Applicants will be certified if they’re determined to be functionally unable (due to disability) to use MDOT MTA’s fixed transit service. The certification process includes:

- Submission of an application for the MobilityLink program;
- An in-person interview with MobilityLink Certification staff; and
- A functional assessment of each applicant on a case-by-case basis.

Upon certification, customers are issued photo identification cards which are required to board the vehicles. Certification is valid for three years. At the end of the three-year period, customers must be recertified. In 2012, with the introduction of conditional eligibility, MDOT MTA increased access in the spirit of inclusion for people with disabilities. MobilityLink honors paratransit certifications from other cities for eligible customers who visit the Baltimore region and wish to utilize MobilityLink.
Call-a-Ride

In an effort to offer customers additional flexibility, MDOT MTA offers the Taxi Access program called Call-a-Ride. Call-a-Ride is an on-demand premium taxi or sedan service that provides increased independence for people with disabilities.

MDOT MTA’s Call-a-Ride service is available on a 24/7 basis to MDOT MTA-certified MobilityLink customers and it allows customers to use several participating taxi or sedan companies for private transportation in MobilityLink’s service area.

Call-a-Ride is not part of MDOT MTA’s MobilityLink service, it is not considered paratransit under ADA, and it is not a replacement for MobilityLink service. It is, however, a separate and distinct MDOT MTA service provided under contract with participating area taxicab and sedan companies.

The benefits of Call-a-Ride and similar Taxi Access programs are the ability to request a ride without having to preschedule as far ahead as a traditional paratransit trip, and these trips can be scheduled outside the core system’s operating hours. However, Call-a-Ride is more expensive for the customer, and the wait for a wheelchair-accessible vehicle, if needed, can be much longer.

Use of this program has expanded dramatically, growing from 13,248 trips in October 2004, shortly after the service was initiated, to 70,835 trips in October 2018.

Customers pay a $3 fare as long as the meter remains below $20. If the meter goes above $20, customers pay the $3 fare and the amount over $20 that the ride accrues. Customers using Call-a-Ride to reach dialysis treatment pay a $2 fare and any amount over $20 that the ride accrues.
Contracting Service

MDOT MTA manages MobilityLink as a contracted service. MDOT MTA owns the MobilityLink vehicles, is responsible for certification, and staffs the call center for booking trips. However, the daily scheduling and operations, as well as vehicle maintenance, are performed by several service providers under contract with MDOT MTA. MobilityLink utilizes three private contractors to provide most of the MobilityLink service contractors generally utilize MDOT MTA-owned vehicles.

Contractors are required to provide a complete paratransit service including management, operations, and maintenance. The new contracts also permit supplemental service to manage higher-than-anticipated demand with contractor-provided vehicles if requested by MDOT MTA.

For Call-a-Ride, the contractor is responsible for recruiting local transportation providers and for providing customer service, on-board vehicle technologies, transaction management software, and auditing to ensure service policies are adhered to by both customers and the provider companies. The contractor is also responsible for developing and maintaining the technology that supports the Call-a-Ride service.
MobilityLink & Call-A-Ride Service Area
Strategic Priorities

Looking ahead, MDOT MTA has established five strategic priorities for MobilityLink that support the four cornerstones of the agency’s vision. These priorities provide focus for future decisions and investments. The priorities are:

- Safety and Security
- Operational Performance
- Asset Management
- Customer Experience
- Practical Design

Safety and Security

MDOT MTA’s priority is to ensure that systems are safe and secure for customers, employees, contractors, and the general public. Providing a safe and secure MobilityLink system involves a broad range of activities, including timely inspections and maintenance activities, proper training, good operating protocols, and effective police enforcement and security equipment.

From 2014 to 2017, the MDOT MTA Police Force reported the lowest number of serious crime incidents among the top twelve transit agencies in the country. According to a national study conducted by the Metropolitan Atlanta Rapid Transit Authority (MARTA), serious crimes on the MDOT MTA system have decreased 36 percent since 2014.

MDOT MTA is committed to increasing its ability to proactively mitigate threats wherever and whenever possible and to recover quickly when events occur, whatever the cause. MDOT MTA resiliency strategies are critical to protect customers, employees, and physical assets from threats posed by natural and man-made threats such as fires, floods, extreme weather, burglary, theft, vandalism, and terrorism.
Operational Performance

MDOT MTA’s customers expect reliable, on-time service. To meet these expectations, MDOT MTA closely manages daily operations and invests in reliable equipment.

Functions that fall under operations include: the operation of MobilityLink vehicles, dispatching, operations control, field supervision, call center management, close coordination with MobilityLink maintenance departments when equipment issues arise, and close coordination with MDOT MTA Police when security issues arise.

The operations personnel of MobilityLink are on the front line in terms of identifying critical issues that customers face. Strengthening feedback loops between operations personnel and MDOT MTA decision makers is critical to monitoring performance and responding to the needs of customers.

MDOT MTA will continue to focus on efficient and effective management of MobilityLink operations with the four cornerstones guiding key operational initiatives.

MobilityLink operations support includes:

- Operators
- Dispatch
- Operations Control
- Call Center Management
- Maintenance Oversight
Asset Management

While many MobilityLink functions are contracted to private vendors, MDOT MTA owns over $40 million worth of MobilityLink assets that are critical to the safe and reliable operation.

MDOT MTA is committed to effectively managing these capital assets and maintaining its system in a State of Good Repair (SGR) to support safe, efficient, and reliable transit service. Transit Asset Management is a strategic approach to managing the agency’s fleet, infrastructure, equipment, and facilities to optimize their performance and useful life, and minimize their whole life cost.

MDOT MTA will align its asset and safety management practices and proactively review and communicate safety-related issues.

Asset Management Benefits

- Reduced Capital and Operating Costs
- Reduced Safety and Service Risks
- Increased System-Wide Performance
Customer Experience

MDOT MTA strives to provide customers with world-class service at every stage of their trip. MDOT MTA will seek opportunities to upgrade technology and amenities to make it easier, more efficient, and more convenient to use transit to access jobs, education, amenities, and services.

MDOT MTA is committed to ensuring its service, facilities, and vehicles are accessible to all members of the public, including those with disabilities, and to developing strong relationships with partners and customers and using their input to deliver better service.

MDOT MTA is also committed to the following public engagement objectives to ensure a truly collaborative process with stakeholders:

- Reach a meaningful cross-section of stakeholders across demographics, interests, and experiences of people who are affected by transit, including those who are often underrepresented.
- Incorporate customer, community, and stakeholder input and insight into MDOT MTA decisions.
- Provide clear avenues for members of the public to receive information, provide input, and share concerns.
- Explain when and how public input is used.
- Provide interactive experiences across a variety of meeting formats, both in-person and online.
Practical Design

Practical design guides all MDOT MTA investments, applying the principle that the needs of the system are prioritized over the wants of a specific project. This approach enables MDOT MTA to complete more projects by ensuring that each individual project targets core priorities and needs. Practical design also provides greater flexibility to address problems and improve the system through innovation.

MDOT MTA will apply practical design principles to achieve its mission with constrained resources. Practical design adheres to the following guidelines:

- **Every project will make the facility safer after its completion.**
- **The design solution shall be reached in a collaborative environment.**
- **The design solution shall match the project need(s).**
- **Designs shall use the flexibility that exists in current engineering specifications and guidance while ensuring the minimum design thresholds are achieved.**
- **The goal cannot be to shift investment costs to maintenance. Rather, the goal should be to obtain the best value for the least cost.**
This section of the Plan categorizes the initiatives needed to provide safe, efficient, and reliable MobilityLink service over the next 25 years in three investment areas:

- Vehicles
- Systems
- Service

Key initiatives in each investment area are identified. These initiatives highlight major investments and customer-facing changes that MDOT MTA anticipates. It is not an exhaustive list, as additional projects are anticipated in each investment area to maintain a State of Good Repair and improve customer experience.
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The MDOT MTA MobilityLink fleet includes 535 revenue vehicles, which generally have a lifecycle of 8 to 10 years. The fleet includes light-duty and medium-duty cutaway buses that are wheelchair-lift equipped and four-door sedans for ambulatory customers.

MDOT MTA is developing an expanded maintenance oversight program utilizing contractors who will perform periodic maintenance quality control checks. MDOT MTA works with vendors to maintain the fleet, and oversight of maintenance is conducted by MDOT MTA staff.

**Revenue Vehicle Replacement**

MDOT MTA aims to provide customers with a safe and reliable MobilityLink fleet that meets peak vehicle requirements for MobilityLink service with a 20 percent spare ratio, as the FTA recommends.

To meet this goal, MDOT MTA replaces MobilityLink vehicles and seeks to maintain a consistent annual procurement of approximately 50 vehicles per year, with additional vehicles planned to meet growing demand.
Systems

Systems supporting MobilityLink operations include scheduling and eligibility systems and processes, along with farebox and revenue collections systems.

Increase Subscription Trips

Subscription service is a form of paratransit that may be provided under the ADA. Subscription service is designed for customers who travel from the same origin to the same destination at the same time of day for each trip, typically multiple days per week.

Subscription trips are automatically scheduled, eliminating the need to call in advance.

Since these trips can be prescheduled, they reduce the burden on the intake and scheduling system. This method provides the ability to build an optimized schedule based off the existing set of standing orders, or off prescheduled reoccurring trips.

MDOT MTA will seek to increase use of subscription trips as a way of building more efficient routes, but will limit new subscription orders during periods of high use to avoid diminishing the ability to serve on-demand requests.

Standing orders that are multiple days per week are easy to integrate into scheduling algorithms, but more complex orders (i.e., first and third Mondays of each month) can be more difficult to address. MDOT MTA will also explore methods for serving standing subscription trip orders to ensure scheduling efficiency.
Implement Trip-by-Trip Eligibility and Practices

MDOT MTA will re-examine and refine the use of conditional eligibility to MobilityLink service to better identify trips that could be completed using the fixed route system, while preserving the customer’s eligibility for paratransit service in cases of necessity.

Conditional eligibility may be appropriate for customers who can travel on the fixed route service for some trips, but who cannot be expected to use the fixed route service under specific conditions.

Transition to Electronic Fare Collection

MobilityLink fares are manually collected by drivers. Incorporation of electronic fare media will provide a more convenient service to customers.

Electronic fare media will also allow seamless utilization of MobilityLink in tandem with core system services; customers will be able to preload fares onto CharmCards or CharmPass from the comfort of their own homes.

CharmPass and CharmCard® integration is already being developed for MobilityLink and transitioning to these electronic fare media will also allow lost, stolen, or expired cards or passes to be electronically disabled and new cards or passes to be issued.
Incorporate Travel Training Practices

Incorporating travel training into MobilityLink will enable customers to better utilize the system. Many customers have limited familiarity with public transportation, particularly in suburban areas.

These customers may be unaware of potential core service options available to them or they may have misconceptions about transit, contributing to an unnecessary reliance on MobilityLink even though these customers could ride the core system with ease.

Programs for improving familiarity with the core system will include travel training, and organized group bus trips on transit. Dedicated marketing to older adults and people with disabilities will also help MDOT MTA assess ADA accessibility to the core system alongside preparing customers for traveling on the system. These programs will encourage customers to use excess capacity on the fixed route system, expanding access without the need to preschedule travel.
Synchronize MobilityLink Span of Service With the Core System

A small number of MobilityLink trips operate outside the hours that the core system operates. Adhering strictly to the operating hours of the core system will allow MDOT MTA to refocus resources on meeting service demand at peak times.

Improve Trip Scheduling

MobilityLink will implement itinerary planning software to streamline and refine the scheduling process and allow for shared trips whenever possible, cutting down on extraneous vehicles and operators performing duplicative tasks.

Advances in trip scheduling software will be deployed to eliminate unnecessary and redundant trips. Currently, MobilityLink customers are often placed into their own vehicles, rather than coordinating and merging trips to reduce the need for multiple operators and vehicles.

Numerous benefits emerge from increased scheduling coordination, including improved program oversight and administration, cost reduction, and reduced duplicative services. While there are unique instances where trip coordination may not be appropriate, such as for certain medical trips, the vast majority of MobilityLink trips can be combined more effectively.
One of the most effective ways to reduce MobilityLink costs is to improve the accessibility of the core system. There are many MobilityLink customers who could use fixed route services if minor accessibility issues on those routes were addressed.

More targeted coordination with the core system will reduce dependency on costly MobilityLink services in areas where the core system’s accessibility can be improved cost-effectively. Identifying service gaps in the core system and working to address those gaps will provide a method by which MobilityLink customers are better able to use the core system.

Targeted coordination with other MDOT MTA offices and partners, including continuing education for operators and management to provide guidance on better serving potential MobilityLink customers, will prove beneficial.

Improving the accessibility of the core transit system, including Local Bus (CityLink, LocalLink, Express BusLink), Metro SubwayLink, and Light RailLink, will improve the ability for customers to choose the core system as their primary means of travel. A benefit to customers is the increased flexibility of travel, since they can choose to travel at their convenience rather than prescheduling trips. The only wait time is the headway (time between vehicles) associated with each core system service.

People with disabilities and older adults can achieve greater independence with unfettered access to a variety of transit modes, but this can only be accomplished when both the built environment and the infrastructure, including vehicles, stops, and stations, are fully accessible, which requires continuing coordination and investment by both MDOT MTA and local jurisdictions.
Improve Coordination with Non-Emergency Medical Transportation (NEMT) Providers

Non-emergency medical transportation brokerages, private transportation companies, and local human service transportation agencies are increasingly directing customers to MobilityLink service (“client shedding”). While this practice helps those agencies reduce their budgets because they pay the fare, rather than the true cost of operating such a service, it also creates challenges.

This practice is a major concern because agencies indicate to clients that they will be eligible for ADA paratransit without fully explaining the ADA process, including certification, to the client. This practice strains already-scarce transit funds, and leaves riders feeling confused or uncertain about policies and regulations. Additional attention must be given to the issue of human service agencies shifting clients onto paratransit without paying the fully allocated costs, or appropriate matching funds. Only in rare instances does the transit agency receive the fully allocated cost of the service; rather they often only receive the subsidized fare and are left struggling to pay for operations. This issue can be addressed through education of both the human service agencies and the transit agency on how to price their services.

A solution is to gather similar demand-response or human services transportation provided by other organizations or nonprofit agencies and determine consistent, specific service standards for each type of service. This will help eliminate the scenario where different policies and procedures apply to the same rider. MobilityLink trip records demonstrate significant patronage of human service agencies by MobilityLink customers. Coordination between agencies and MobilityLink operations can lead to greater efficiencies in service provided and cost savings. Other coordination efforts are certainly possible, including a potential interagency study to identify the most cost effective alternatives for non-emergency medical transportation and coordination between responsible agencies.
Conclusion

The MobilityLink Cornerstone Plan's strategic priorities and initiatives further MDOT MTA's mission to provide safe, efficient, and reliable transit with world-class customer service. This Plan empowers MDOT MTA to prioritize initiatives using a data-driven approach with which staff can synthesize new technologies, research, and best practices.

MDOT MTA is committed to maintaining assets in a State of Good Repair and supporting operations while simultaneously seeking opportunities to enhance customers’ experiences. Technology improvements and fleet replacement focus on keeping assets in a State of Good Repair, which will ensure the safety and reliability of the MobilityLink system for years to come.

MobilityLink is continually working to realize operational efficiencies and streamline processes through demand management. For example, MobilityLink coordinates with the core system to improve ADA compliance, utilizes technology to increase subscription trips, and examines ways to manage and coordinate trips. This ensures that MobilityLink will continue to be provided for those that require it, while alternatives remain available for those who can utilize them.

Every day MDOT MTA strives to improve transit service to better serve Marylanders. The team is constantly monitoring performance, identifying needs, evaluating alternative solutions, engaging stakeholders, implementing solutions, and monitoring outcomes all toward the goal of providing safe, efficient, and reliable transit delivered with world-class customer service.