include specialists in accounting, training, marketing, and specific grant programs. Some study contacts believed the regional systems may also have lower employee turnover.

For example, the Choanoke Public Transportation Authority (CPTA) in North Carolina believes it realizes substantial administrative savings compared to a scenario in which each of the four counties in its service area operated its own transit system. CPTA has three administrative personnel, including a director, finance officer, and secretary/receptionist, and plans to hire a human resource specialist in the next fiscal year. Four single-county systems with only a director and secretary/receptionist would amount to eight total employees, and could not take advantage of the specialized services of a finance officer and human resource specialist.

The staff of the transit offices at the various state DOTs believed that having regional and multi-county transit systems helped to reduce the administrative burden to manage grant funding and regulatory programs, and organize and deliver technical assistance. Multi-county systems reduce the overall number of rural systems with which the state transit staff must work. For example, staff of the Office of Public Transit, Kansas DOT, is relatively small. It is made up of a Program Manager, two Program Coordinators, a Drug and Alcohol Manager, and an administrative/financial assistant. The Kansas DOT is able to maintain a relatively small staff because the fifteen community transit districts (CTD) perform much of the grant processing function, and help organize training and other technical assistance on a regional level. In North Carolina there are approximately 84 community transit systems serving 100 counties. By comparison, Texas has 41 rural transit districts serving 254 counties, Tennessee has eleven regional transit systems serving 95 counties, and Iowa has 16 regional transit agencies serving 99 counties. Many representatives of these state DOTs believe that the quality and effectiveness of their technical assistance and training is better because they provide such services to a much smaller number of systems when compared to a state that has a predominance of single-county transit systems. They feel this assistance can be more focused and intense if there are significantly fewer transit systems and transit system staff person involved.

2. Conflicting Reporting Requirements: The database and reporting requirements in a regional transit agency can become quite complex. These agencies tend to have a relatively high number of member counties and human service contracts, and therefore must track trip cost information and generate billing invoices for a multitude of client groups. This task becomes even more difficult if the transit system is not able to standardize the trip cost data and report formats among the agencies. Some regional transit systems must use a variety of billing formulas, data, and cycles, generate different report formats, and maintain multiple types of eligibility records for their different customers. These varied requirements can exist within one client group. For example, regional transit systems may often serve more than one Medicaid provider, and each provider may have different billing and reporting requirements. This problem seems to occur less frequently among transit systems that contract with human service agencies, such as Medicaid and Area Aging Program, on a regional rather than a county-by-county basis. A few transit systems suggested that state-level human service administration set and enforce statewide reporting standards for client transportation in order to eliminate these conflicting reporting requirements.

3. Non-Uniform Regulations, Policies and Procedures Throughout the Region: The regulations, policies, and procedures can also become complex for a regional system for the same reason – the system is serving a relatively large number of different counties and human service agencies and is not able to implement uniform regulations, policies, and procedures. The Santee-Wateree Regional Transportation Agency (SWRTA – South Carolina) provides a poignant example. SWRTA Medicaid clients call the operations center in their particular county, but all other clients call the central office for trip reservations and dispatching. Some social service agencies require clients to contact the agency, not SWRTA, to schedule trips. A few agencies want to use vehicle miles traveled for billing purposes instead of the standard SWRTA flat fee. Finally, SWRTA had to develop special monitoring systems to allow the agencies to more easily audit the transportation services. The inability of SWRTA to use uniform procedures, even among Medicaid,