



Case Study Guide

SENIORS BENEFIT FROM TRANSPORTATION COORDINATION PARTNERSHIPS – A TOOLBOX

*Case Studies of Successful Coordinated Transportation Services
for Older Adults*

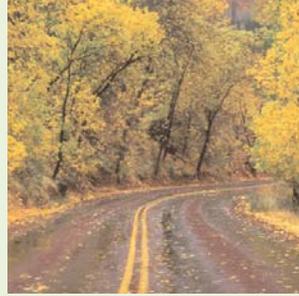


Table of Contents

Acknowledgements.....	1
Introduction.....	2
Community Association for Rural Transportation — Virginia.....	22
Council on Aging and Human Services Transportation — Washington.....	29
Dakota Area Resources and Transportation for Seniors — Minnesota.....	35
Medical Motor Service — New York.....	41
Partners In Care — Maryland.....	47
RIDES Mass Transit District — Illinois	53

Table of Contents (continued)

St. Johns County Council on Aging Transportation Program — Florida.....	60
Area IV Agency on Aging Senior Transportation Program — Idaho.....	66
Arlington Agency on Aging Transportation Options — Virginia.....	73
East Central Illinois Area Agency on Aging Transportation Service Providers — Illinois.....	80
Malheur County Special Transportation System — Oregon.....	88
The New InterUrban Rural Public Transportation System — Indiana.....	96
Sedgwick County Transportation Brokerage — Kansas.....	101
South Carolina Appalachian Council of Governments — South Carolina.....	107

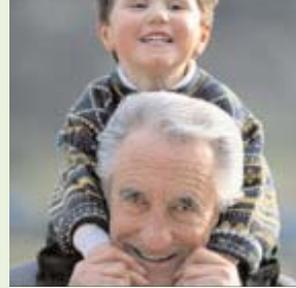


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The *Coordinating Transportation Choices for Seniors Toolbox* is intended to guide and inspire transportation services for seniors. Its products provide information from a study conducted in 14 communities across the country examining replicable coordination strategies for providing transportation choices to older adults to help them remain independent and mobile. This toolbox is comprised of the following products:

- An *Executive Summary* that examines the role and importance of transportation in the lives of seniors, as well as key elements of coordinating efforts.
- A *PowerPoint Presentation* that gives an overview of information from the 14-site study, and can be adapted and tailored for use at the local level.
- A *Synthesis Report* that details the components and benefits of coordinating efforts to enhance transportation services.
- A *Case Study Guide* that offers an in-depth look at the activities and achievements of each of the 14 sites in the study.
- A *Resource Guide* that provides a description of terms used throughout the products in the toolbox, as well as identifies relevant sources of information.



Introduction

The 14 cases are grouped according to their governing source, community service organizations, and Area Agencies on Aging. Seven examples of promising practices in each of the groups are presented. For ease of access, the case studies are presented in alphabetical order for each group.

Each of the case studies presents the following information:

- A summary of activities and achievements, including:
 - Major transportation service innovations in each locality.
 - The kinds of services provided and the resources used.
 - Information about the service areas.
 - Statistics on trips and incurred costs.,
 - Major funding sources and coordination partners.
 - Contact information.
- Important background information.
- Details of the services provided.
- Characteristics of trips and riders.
- Activities undertaken to better coordinate transportation services.
- Benefits realized through coordinated transportation services.
- Outstanding opportunities and challenges that need to be addressed.

Planning to Succeed

This section summarizes the coordination activities at each of the case study sites. This is a “how to” summary describing the steps taken to realize the benefits described earlier. More details about specific actions are provided in the individual program case studies.

This section focuses on **the coordination activities described in Chapter 2 of the *Synthesis Report* that accompanies this guide. Some of those include:**

- Making things happen by working together.
- Taking stock of community needs and moving forward.
- Putting customers first.
- Adapting funding for greater mobility.
- Moving people efficiently.

Each of the case study sites has lessons to offer in each of the five coordination activities. This section highlights activities that may be useful for other communities to consider when coordinating transportation services. The coordination activities that are most productive and most replicable are highlighted. This section will not present information on each site's efforts for every activity.

Table 6 provides an overview of the activities that respondents at each of the sites considered significant in their efforts to coordinate local transportation services. In this table, “X” denotes activities in that area, and “XX” indicates that a particular activity was a focal point of that agency's coordination efforts. This table shows that planning activities, working together, and putting customers first were the coordination techniques most often employed by members of the Aging Network in their efforts to coordinate transportation services for the benefit of senior citizens. Six of the 14 agencies considered working together to be their most significant coordination activity.

Progress Through Working Together

Leaders in the Aging Network use multiple contacts and meetings to make progress in working together at many sites. Tailoring contracts and other agreements to the needs of specific partners was often an effective strategy. Joint purchasing and fundraising had substantial payoff, as did working with local transit agencies and businesses. Some of the key strategies and techniques employed to achieve progress through working together are shown in Table 7.

Among the efforts to achieve progress through working together are the following:

- **Council on Aging and Human Services Transportation.** In 1983, the Council on Aging and Human Services Transportation became the State-appointed lead agency to oversee vehicle purchasing in the area. A coalition of regional transportation providers pooled their budgets to leverage the Federal Transit Administration's rural public transportation operating funds. Funds were redistributed to participating agencies based on need and the percentage of their annual operating budget used to leverage funds.

Agencies and providers took turns hosting monthly meetings, which created a strong understanding of regional transportation problems. This was extremely valuable in identifying opportunities to coordinate service, eliminate duplicative service, and fill unmet regional needs. The meetings also helped coordinate other human services.

- **Dakota Area Resources and Transportation for Seniors.** Dakota Area Resources and Transportation for Seniors initiated an agreement among five of the seven Metropolitan Council participating counties to jointly purchase and standardize computer systems to organize and coordinate transportation services among the counties. The coalition meets regularly with other local transportation providers to minimize duplication and maximize transportation services. The Dakota Area Resources and Transportation for Seniors transports senior clients of local social service agencies when agencies are unable to provide services in their own vehicles. The program coordinates long-distance trips among the counties, and loans its buses to local churches for Sunday transportation.
- **Medical Motor Service.** The Service has been working with the local Area Agency on Aging to provide nutrition and senior center trips since 1978. Operating in partnership with eight other local human service agencies since 1962, the Medical Motor Service has forged close ties for providing and receiving services, and has conducted joint fundraising activities. The service operates a shopping shuttle with Wegmans Food Markets that includes “shopping buddies” from the Retired and Senior Volunteer Program who assist older adults inside the stores with their shopping tasks. Through their advocacy efforts, the Office on Aging helped the Medical Motor Service obtain the Housing and Urban Development Community Development Block Grant funding for the vehicles for Project Connect-A-Ride.
- **Malheur County Special Transportation System.** The System provides transportation for the majority of the social service agencies in the region. A Special Transportation Advisory Council meets quarterly. A written Memorandum of Understanding describes the transportation services the Malheur County Special Transportation System provides to older adults and persons with disabilities on behalf of the county, which applies for State funding for purchase of vehicles. The Malheur County Special Transportation System is the dispatch center, service provider, and billing agency; it provides payroll and accounting services for two senior centers. The Malheur Council on Aging and Community Services assists agencies in applying for transportation funding.

Table 6: Promising Practices in Coordinated Transportation Services Major Coordination Activities in the Localities

Program	Main Office	Coordination Activities				
		Working Together	Planning	Putting Customers First	Adapting Funding	Moving People Efficiently
Community Service Organizations						
Community Association for Rural Transportation, Inc.*	Harrisonburg, VA	X	X	X	X	XX
Council on Aging and Human Services Transportation	Colfax, WA	XX	X	X	X	X
Dakota Area Resources and Transportation for Seniors	West St. Paul, MN	XX	X	X		
Medical Motor Service	Rochester, NY	X	X	X	XX	X
Partners In Care	Severna Park, MD	X	X	XX		
RIDES Mass Transit District	Harrisburg, IL	XX	X	X	X	X
St. Johns County Council on Aging Transportation Program	St. Augustine, FL	X	X	XX		
Area Agency Programs						
Area IV Agency on Aging Senior Transportation Program	Twin Falls, ID		XX	X		
Arlington Agency on Aging Transportation Options	Arlington, VA	XX	X			X
East Central Illinois Area Agency on Aging Transportation Service	Bloomington, IL	XX	X		X	
Malheur County Special Transportation System	Ontario, OR	XX		X		X
The New InterUrban Rural Public Transportation System	Yorktown, IN	X	XX		X	X
Sedgwick County Transportation Brokerage	Wichita, KS		XX	X		X
South Carolina Appalachian Council of Governments	Greenville, SC		XX		X	X

* One of the case studies discusses an innovative program called Community Association for Rural Transportation, no longer in operation as of the date of this publication.

Table 7: Practices Enhancing Coordination Transportation Services: Progress Through Working Together

Program	Main Office	Key Strategies, Techniques, Activities
Community Service Organizations		
Community Association for Rural Transportation, Inc.	Harrisonburg, VA	<ul style="list-style-type: none"> • Work with local for-profit providers for trips • Act as local Greyhound ticket agent • Health Care Foundation helps pay for medical trips
Council on Aging and Human Services Transportation	Colfax, WA	<ul style="list-style-type: none"> • Oversee vehicle purchasing in the area • Form coalition of regional providers to leverage funds • Conduct monthly transportation meetings help to coordinate other services
Dakota Area Resources and Transportation for Seniors	West St. Paul, MN	<ul style="list-style-type: none"> • Offer joint purchasing of computer equipment • Conduct regular meetings with other providers to discuss services and duplications • Loan vehicles to local churches
Medical Motor Service	Rochester, NY	<ul style="list-style-type: none"> • Conduct joint fundraising with eight other local human service agencies • Partner with local grocery chain • Purchase trips from local transit authority
RIDES Mass Transit District	Harrisburg, IL	<ul style="list-style-type: none"> • Develop agreements with 50+ agencies • Conduct regular meetings with current and potential partners
St. Johns County Council on Aging Transportation Program	St. Augustine, FL	<ul style="list-style-type: none"> • Work with Jacksonville Transit Authority on long distance work trips
Area Agency Programs		
Arlington Agency on Aging Transportation Options	Arlington, VA	<ul style="list-style-type: none"> • Work with local providers on plans and programs • Hold regular citizen advisory committee meetings and an annual public hearing
East Central Illinois Area Agency on Aging Transportation Service	Bloomington, IL	<ul style="list-style-type: none"> • Work with State public transit association • Build a network of referral services • Work with Illinois Department of Transportation on driver training
Malheur County Special Transportation System	Ontario, OR	<ul style="list-style-type: none"> • Establish Advisory Council with broad representation • Provide payroll and accounting services for others
The New InterUrban Rural Public Transportation System	Yorktown, IN	<ul style="list-style-type: none"> • Establish transfer points with local public transit agency for trips into the major urban center

Planning for Community Needs

Many of the community service organizations and area agencies studied were key participants in local transportation plans. In fact, existing transportation services sometimes directly resulted from such plans. Aging network partners have assisted in developing inventories of existing services and in identifying gaps in services, especially through focus groups and surveys of current and potential riders. Some of the key strategies and techniques employed in planning for community needs are shown in Table 8.

Among the outstanding efforts in planning for community needs are the following:

- **Area IV Agency on Aging Senior Transportation Program.** The Program's Strategic Plan for 2002-2005 states that Area IV's objective is to provide support to allow older adults in the community to maintain their independence as long as possible. To achieve this objective, the Agency on Aging works with the Transportation Ad Hoc Committee to develop strategies for providing transportation for older adults; holds a variety of meetings with community service providers, which enable them to identify gaps in services and plan for the future; and participates in the Trans IV Advisory Committee, a forum that studies transportation services in Twin Falls and the surrounding area. One concern is that the older adults need door-to-door service not available through typical fixed route operations. The Area IV Agency on Aging Senior Transportation Program is beginning its work on a needs assessment that will document current services and gaps in services.
- **Arlington Agency on Aging Transportation Options.** The Arlington Agency on Aging worked with the Commission on Aging Transportation Committee to develop a detailed inventory of the transportation options available to older adults in Arlington and their various funding sources. The Agency on Aging receives monthly information on all Department of Human Services transportation programs, allowing it to identify gaps and unmet needs. The Arlington Agency on Aging prepared a document for the public commission on unmet needs that is used as a checklist for established goals. The agency collects monthly information on costs per trip and available funds for the transportation programs under its management. These data enable the agency to plan new programs that provide for unmet needs and to work on lowering costs. The agency invests much of its time advocating for additional transportation services and expansion of existing programs.
- **The New InterUrban Rural Public Transportation System.** The New InterUrban System resulted from an extensive planning process that convinced State and local leaders of the need to support rural public transportation in eastern Indiana. The Transportation Feasibility Study Committee conducted a survey of the local population to identify transportation needs including activities people could not accomplish because of a lack of transportation, times that transportation was needed, and the destinations to which people needed access. The most frequently stated unmet travel needs were for medical appointments, grocery shopping, and other shopping. Based on the results of

the planning process, funding commitments were successfully obtained from the Indiana Department of Transportation, local county governments, participating agencies, and LifeStream, a nonprofit corporation that focuses on programs serving older adults and persons with disabilities, was established in 1975.

Table 8: Practices Enhancing Coordinated Transportation Services: Planning for Community Needs

Program	Main Office	Key Activities
Community Service Organizations		
Community Association for Rural Transportation, Inc.	Harrisonburg, VA	<ul style="list-style-type: none"> • Maintain database on transportation needs and service gaps • Maintain involvement with health community and United Way • Develop formal transportation plan
Council on Aging and Human Services Transportation	Colfax, WA	<ul style="list-style-type: none"> • Conduct small group meetings rather than larger ones to maintain current coordination network
Dakota Area Resources and Transportation for Seniors	West St. Paul, MN	<ul style="list-style-type: none"> • Work with United Way and many others to establish an inventory of transportation services • Maintain Active involvement in multicounty planning efforts • Track trip results using transportation software
Medical Motor Service	Rochester, NY	<ul style="list-style-type: none"> • Work with the Area Agency on Aging and others on local plans • Participate in the Metropolitan Planning Organization planning process
Partners In Care	Severna Park, MD	<ul style="list-style-type: none"> • Start—as a result of Area Agency on Aging—a status and needs study • Participate in citizens coalition with monthly meetings
RIDES Mass Transit District	Harrisburg, IL	<ul style="list-style-type: none"> • Develop formal 5-year planning process • Conduct monthly route reviews with dispatchers to avoid duplicated services
St. Johns County Council on Aging Transportation Program	St. Augustine, FL	<ul style="list-style-type: none"> • Serve as State-designated Community Transportation Coordinator for all programs

Table 8: Practices Enhancing Coordinated Transportation Services: Planning for Community Needs (continued)

Program	Main Office	Key Activities
Area Agencies on Aging		
Area IV Agency on Aging Senior Transportation Program	Twin Falls, ID	<ul style="list-style-type: none"> • Conduct regular meetings with service providers • Begin a needs assessment of gaps in service
Arlington Agency on Aging Transportation Options	Arlington, VA	<ul style="list-style-type: none"> • Produce a detailed inventory of service options • Collect monthly data on costs and trips • Function as advocate for older adults' trip needs
East Central Illinois Area Agency on Aging Transportation Service	Bloomington, IL	<ul style="list-style-type: none"> • Hold six planning conferences in 2003; conclude that transportation is the #1 regional need • Work with other programs to assess trip needs
The New InterUrban Rural Public Transportation System	Yorktown, IN	<ul style="list-style-type: none"> • Conduct transportation needs study
Sedgwick County Transportation Brokerage (SCTB)	Wichita, KS	<ul style="list-style-type: none"> • Conduct focus groups and surveys of older adults • Work with transit on a regional mobility plan
South Carolina Appalachian Council of Governments	Greenville, SC	<ul style="list-style-type: none"> • Conduct a transportation needs assessment

Putting Customers First

Putting customers first involves listening and responding to those persons who use or might use coordinated transportation services. Key methods include focusing on customer satisfaction, contacting older adults through multiple media, offering materials in several languages, offering highly personalized services and assistance for persons with special needs, offering flexibility in payment options, monitoring service quality on a constant basis through customer surveys and other methods, and paying special attention to first-time riders. Some of the key strategies and techniques employed in putting customers first are shown in Table 9.

Several techniques used by the selected organizations to put customers first include:

- **Dakota Area Resources and Transportation for Seniors.** The program uses a number of methods to increase customer approval and provide the best transportation possible to its riders. All Dakota Area Transportation vehicles are wheelchair accessible, the drivers are trained to serve people with disabilities, and they provide door-through-door service (and will even help carry packages). A rider who needs more assistance may bring an escort without additional charge. A detailed riders' guide is available at public locations and on the Internet. First time riders are contacted to assess whether the experience was positive. The Dakota Area Resources and Transportation for Seniors also conducts annual surveys of riders to assess overall customer satisfaction. The results are used in program planning. Fares may be paid in cash in the fare box on board the bus, or riders may choose to be billed monthly. Reduced fares are available. Each morning a Dakota Area Resources and Transportation for Seniors volunteer calls the scheduled riders to remind them about their reserved trip.
- **Partners In Care.** This program aims to decrease social isolation and to build community connections. Partners In Care focuses on persons who are frail, disabled, low income, or isolated. Individuals receive services and provide services to others. The non-cash exchange process is particularly advantageous to low-income program members, and the exchange of hours of one form of service for hours of another service is particularly beneficial for individuals with disabilities or those who are frail.
- **St. Johns County Council on Aging Transportation Program.** The Council reengineered its “corporate culture” to place attention on hospitality and rider satisfaction. The Council's policy includes drivers assisting passengers in boarding and alighting. The Council emphasizes “treating and greeting” riders, even at the expense of strict adherence to a published schedule; drivers receive instruction on making conversation with passengers. The service emphasis shifted from transporting low-income persons with no other means of transportation to providing transportation services for everyone in the community, including those who have other travel options. There is a strong emphasis on making rides fun, flexible, and fast to maximize customer satisfaction. The “flag stop” service—buses stop at street corners when hailed by

persons who want a ride—is seen as an important part of St. Johns County's customer focus. The program also applies the “customers first” philosophy to its own staff. With a focus on the dignity, responsibility, and importance of each individual's job, the Council has added cell phones, uniforms, parties, contests, and a sense of respect for all employees. Cash incentives for increased safety are in place. Employee turnover has been dramatically reduced, and employee interest in and satisfaction with employment by the Council has substantially increased.

Table 9: Practices Enhancing Coordinated Transportation Services: Putting Customers First

Program	Main Office	Key Strategies, Techniques, Activities
Community Service Organizations		
Community Association for Rural Transportation, Inc.	Harrisonburg, VA	<ul style="list-style-type: none"> • Multiple media used to contact potential riders • Translations into various languages • Use minority-owned taxi company for some trips
Council on Aging and Human Services Transportation	Colfax, WA	<ul style="list-style-type: none"> • Central dispatch and information and referral center serves the entire nine-county region
Dakota Area Resources and Transportation for Seniors	West St. Paul, MN	<ul style="list-style-type: none"> • All vehicles are wheelchair accessible • Drivers provide highly personalized assistance • First-time riders are contacted for feedback • Multiple co-payment strategies • Advance “reminder calls” for each trip
Medical Motor Service	Rochester, NY	<ul style="list-style-type: none"> • Non cash service exchange assists low-income older adults and encourages all to help their community
Partners In Care	Severna Park, MD	<ul style="list-style-type: none"> • Develop agreements with 50+ agencies • Conduct regular meetings with current and potential partners
RIDES Mass Transit District	Harrisburg, IL	<ul style="list-style-type: none"> • Specialized driver training for older adults and persons with disabilities • Multiple media used to contact potential riders • “Mystery riders” used to check service quality
St. Johns County Council on Aging Transportation Program	St. Augustine, FL	<ul style="list-style-type: none"> • “Hospitality culture” for all programs with a customer satisfaction focus • Flag stop service
Area Agency Programs		
Area IV Agency on Aging Senior Transportation Program	Twin Falls, ID	<ul style="list-style-type: none"> • Intake process directs the rider to the most appropriate service for their needs
Malheur County Special Transportation System	Ontario, OR	<ul style="list-style-type: none"> • Extensive public information campaign • First-time riders receive special instructions • Multiple-ride discounts available • Conducted client satisfaction survey
Sedgwick County Transportation Brokerage	Wichita, KS	<ul style="list-style-type: none"> • Direct contacts with riders through focus groups and surveys

Adapting Funding for Greater Mobility

Key strategies for adapting funding for greater mobility included tapping as wide a variety of funding sources as possible. Strong support from State and local governments was very important at several case study sites. The ability to tap local property tax revenues is especially productive for transportation programs. A number of partners in the Aging Network were extremely inventive in identifying and utilizing funding sources. Some of the key strategies and techniques employed to adapt funding for greater mobility are shown in Table 10.

Several exemplary examples of adapting funding for greater mobility follow:

- **Council on Aging and Human Services Transportation.** The Council is the primary contractor for every available Washington, Idaho, and Federal funding source. The Council also receives direct property tax funding from three of the nine counties and three of the four largest communities in the service area. The Council on Aging and Human Services Transportation holds multiple contracts with individual agencies and programs.
- **Medical Motor Service.** The Service applies a wide variety of funding strategies—serving riders through fixed price, fee for service, and capitated contracts (such as their contract with Medicaid's Managed Care program). The fee for service contracts have variable rates based on mode of travel and service area (urban or suburban). Among the Service's less traditional forms of funding are the U.S. Department of Housing and Urban Development's Community Development Block Grant program to serve older adults at rural housing developments and bartering services for the use of vehicles, which the Medical Motor Service does with faith-based organizations (through its FaithLink program) and other agencies.
- **RIDES Mass Transit District.** RIDES offers flexible services to minimize costs. For example, trips to different locations for clients sponsored by the same funding source may be coordinated to utilize the same vehicle and save costs. Many of the agencies with which RIDES works, especially those serving older adults, have annual contracts and pre-purchase ride cards for their clients. RIDES keeps the service agencies informed of expenditures monthly so the agencies remain aware of on-going costs. RIDES is responsible for preparing financial data regarding the transportation services. The billing system is automated and is based on the data gathered following each ride; bills are sent out monthly. RIDES provides additional documentation as needed for each client agency's funding requirements.
- **East Central Illinois Area Agency on Aging Transportation Service Providers.** One of the agency's primary strategies (outlined in its Area Plan for Fiscal Years 2005-2007) is to help local transportation providers expand their sources of funding. Many of the programs are now receiving Federal Transit Administration rural public Section 5311 funding and others are in the process of applying for this funding. Many of the agency's

transportation providers have succeeded in obtaining additional sources of funding after they established their credibility with the agency. The East Central Illinois Area Agency on Aging Transportation Service Providers collects quarterly data on trips and expenditures from the service providers. The Illinois Department of Transportation also collects information from the programs funded by 5311 funding.

Table 10: Practices Enhancing Coordinated Transportation Services: Adapting Funding for Greater Mobility

Program	Main Office	Key Strategies, Techniques, Activities
Community Service Organizations		
Community Association for Rural Transportation, Inc.	Harrisonburg, VA	<ul style="list-style-type: none"> • Obtain State tax credits for private businesses making donations to the Association • Serve as local Greyhound ticket agent
Council on Aging and Human Services Transportation	Colfax, WA	<ul style="list-style-type: none"> • Serve as primary contractor for wide variety of funding sources • Direct property tax funding from six communities • Administer multiple contracts with agencies and programs
Medical Motor Service	Rochester, NY	<ul style="list-style-type: none"> • Offer fee-for-service contracts with variable rates • Barter services for the use of vehicles
RIDES Mass Transit District	Harrisburg, IL	<ul style="list-style-type: none"> • Provide flexible services minimize costs • Administer annual contracts with many agencies including pre-purchased ride cards for clients • Automate monthly billing and reporting as needed for specific funding sources
Area Agency Programs		
East Central Illinois Area Agency on Aging Transportation Service	Bloomington, IL	<ul style="list-style-type: none"> • Work to expand funding sources for coordinating service providers • Collect quarterly data on trips and expenses
The New InterUrban Rural Public Transportation System	Yorktown, IN	<ul style="list-style-type: none"> • Enlist strong support from State and local governments
South Carolina Appalachian Council of Governments	Greenville, SC	<ul style="list-style-type: none"> • Use multiple funding sources for aging services • Enlist strong support from State and local governments

Moving People Efficiently

One of the most effective tools for moving people efficiently is ride-sharing (sometimes called “multiloading”), meaning that multiple passengers ride with one driver. Coordinating rides across a relatively large number of agencies with diverse funding sources is one effective way of achieving a high number of shared rides. Another effective procedure is coordinated dispatching, which is more and more often supported by computerized software programs.

Working with a wide variety of transportation providers, including public transit agencies and private taxi companies, is another means of moving people efficiently. Both transit and taxi agencies can provide some trips more cost effectively than other providers. Some of the key strategies and techniques employed to move people more efficiently are shown in Table 11.

Table 11: Practices Enhancing Coordinated Transportation Services: Moving People Efficiently

Program	Main Office	Key Strategies, Techniques, Activities
Community Service Organizations		
Community Association for Rural Transportation, Inc.	Harrisonburg, VA	<ul style="list-style-type: none"> • Maximize ride-sharing on all modes • Use public transit whenever possible • Use fare differential and frequency limitations to encourage riders to use public transit
Council on Aging and Human Services Transportation	Colfax, WA	<ul style="list-style-type: none"> • Focus on ride-sharing
Medical Motor Service	Rochester, NY	<ul style="list-style-type: none"> • Utilize multiple service strategies to encourage efficiency • Use public transit whenever possible • Reimburse dialysis patients directly for trip costs
RIDES Mass Transit District	Harrisburg, IL	<ul style="list-style-type: none"> • Decentralize dispatch sites and include preventive and emergency maintenance • Centralize driver training
Area Agency Programs		
Arlington Agency on Aging Transportation Options	Arlington, VA	<ul style="list-style-type: none"> • Focus on ride-sharing and on off-peak rides for older adults • Work with older adults to qualify them for local and regional transportation services
Malheur County Special Transportation System	Ontario, OR	<ul style="list-style-type: none"> • Act as central dispatcher for all local public transportation in the region • Allow drivers to work variable hours depending on demand for trips
The New InterUrban Rural Public Transportation System	Yorktown, IN	<ul style="list-style-type: none"> • Focus on ride-sharing • Work with a variety of funding programs
Sedgwick County Transportation Brokerage	Wichita, KS	<ul style="list-style-type: none"> • Utilize centralized and computer-assisted dispatching • Focus on ride-sharing • Centralize driver and transit management training • Consider multicounty maintenance facility • Coordinate multiagency efforts for new funding

Opportunities, Challenges, and Future Directions

As demonstrated previously, coordinated transportation services offer many benefits. Few communities captured all of the possible benefits, meaning that additional positive outcomes are possible in many localities. Coordination requires real work, and transportation providers and planners in the Aging Network often face a number of challenges in their efforts to provide better transportation services for older adults. Contacts at our 14 case study sites identified the following opportunities and challenges as important issues for them:

- Bring more local agencies into coordination activities.
- Obtain benefits from new technologies.
- Ensure the most effective use of volunteers.
- Plan succession for key individuals.
- Obtain additional funding.
- Increase service levels and quality.
- Offer long-distance trips.

Of course, such issues are not unique to the 14 case study communities, but the strategies these communities adopted for addressing the opportunities and challenges should be useful throughout the Aging Network.

Bringing More Local Agencies Into Coordination Activities

In Sedgwick County, a few of the local social service agencies are reluctant to allow their clients to be transported by another agency because of the belief that transporting their clients demands a level of expertise other transportation providers would not have. This leads to some redundancy and is less cost effective than coordinated services. The Sedgwick County Transportation Brokerage administration believes it would benefit from a more organized program under which the city and county could be divided into segments where assigned transportation providers would coordinate trips. This would maximize usage of available providers and reduce duplicated efforts.

RIDES continues to recruit the few agencies that have not yet contracted for coordinated services from the district. Perceived barriers to coordination, similar to those cited in Sedgwick County, are keeping new agencies from participating. New agencies often worry that RIDES will not be able to provide the level of service and personal contact that their clients are used to, however, RIDES has demonstrated that this is not the case.

The Community Association for Rural Transportation applies numerous strategies for working with local human service agencies to develop more coordination. For example, Friendship Industries (a sheltered workshop) now operates the three northern county public transportation routes for the Association and their clients are served along with other members of the public.

Obtaining Benefits from New Technologies

New technologies can provide substantial benefits: productivity benefits are possible through coordinated dispatching and increased cost-effectiveness is possible through computerized maintenance programs. LifeStream is in the process of procuring automated dispatching software for The New InterUrban Rural Public Transportation System. The Community Association for Rural Transportation is exploring how advanced technologies might improve the efficiency of scheduling trips. The Council on Aging and Human Services Transportation and St. Johns County are already applying new technologies to dispatching, billing, and other functions.

Ensuring the Most Effective Use of Volunteers

Volunteer driver programs need care and attention to obtain the highest level of benefits. The Council on Aging and Human Services Transportation's executive director worked with the State of Washington to edit and publish *Volunteer Drivers: A Guide to Best Practices*. This manual (available online through the Washington State Department of Transportation) aggregated practices and standards from across the county. The Council uses volunteers for long-distance medical trips, some of which may be 90 miles or more one way. Partners In Care in Maryland also has an excellent program for recruiting and recognizing volunteers.

Succession Planning for Key Individuals

Because many transportation programs in the Aging Network depend greatly on the capabilities of a skilled and energetic leader, planning for replacing these leaders needs to be seen as a real priority before their departure. For example, the Council on Aging and Human Services Transportation's executive director was the lead person on coordination efforts in the area for more than 20 years, with substantial experience about local needs, system operations, and State and Federal policy related to coordination. The Council is working on a transition plan for his departure to ensure a smooth transition and the retention of specialized knowledge.

Increasing Service Levels and Quality

In Arlington, VA, none of the local transportation programs offer same-day service at this time, and riders need to make reservations at least 24 hours in advance. The Arlington Agency on Aging would like local older adults to have the option of same-day service.

The Malheur County Special Transportation System in Oregon is working on increasing ridership by providing more outreach to senior citizens, persons with disabilities, and the general public about its services. In central Indiana, The New InterUrban has obtained local government funding to initiate new services in Blackford County in January 2005. In St. Johns County, FL, the public transit service is running on 30-minute headways; their objective is to provide service with 15-minute headways.

Offering Long-Distance Trips

Long-distance trips are a challenge for many agencies because of the time and costs involved. In central Indiana, long-distance medical and shopping trips (primarily to Indianapolis, about 70 miles away) remain difficult for persons with limited mobility because of minimal intercity bus services (limited trip frequencies at inconvenient times of day). LifeStream initiated conversations with Greyhound and the Indiana Department of Transportation to attempt to find a way to provide intercity public transportation services for the region, but these efforts have not been successful to date. In Maryland, Partners In Care instituted a special mileage reimbursement program for the volunteers who will take riders on long-distance trips.

Community Service Organizations

The following case studies of community service organizations in the Aging Network improved transportation services for older adults through coordination:

- Community Association for Rural Transportation, Inc., Harrisonburg, VA.
- Council on Aging and Human Services Transportation, Colfax, WA.
- Dakota Area Resources and Transportation for Seniors, West St. Paul, MN.
- Medical Motor Service, Rochester, NY.
- Partners In Care, Severna Park, MD.
- RIDES Mass Transit District, Harrisburg, IL.
- St. Johns County Council on Aging, St. Augustine, FL.

Community Association for Rural Transportation* – Virginia

Major Innovation	As a broker/provider for residents of this largely rural region, the Association has evolved into a mobility resource and advocacy center for persons with specialized transportation needs and members of the general public.
Program	Community Association for Rural Transportation, Inc. (CART)
Sponsoring Organization	Community Association for Rural Transportation, Inc., a nonprofit community service organization
City, State	Harrisonburg, Virginia
Service Types	Flexible route rural public transportation, demand-responsive specialized transportation, donated used vehicles, and a mobility resource and advocacy center. CART also is the local Greyhound ticket agent.
Key Coordination Strategies	<ul style="list-style-type: none"> • Emphasizing flexible, common-sense approaches to moving people efficiently, • Client satisfaction, and • Working with a variety funding sources. CART has become the catalyst for both public and specialized transportation needs in Rockingham County.
Aging Network Roles	Two local area agencies contract with CART to provide non-program trips for older adults their agency certifies as eligible for Area Agency on Aging subsidy.
Service Area	Rockingham County, Virginia
Service Area Population	67,725 in 2000; 9,414 [13.9%] are 65+
Service Area Size (sq mi)	851 square miles
Data for Year Ending	Fiscal Year July 2003 - June 2004
One-way Trips per Year	13,021
Annual Expenses	\$348,000 for four programs
Cost/Trip	\$10.26 direct subsidy per specialized trip; total cost per specialized trip is estimated as \$15.10.
Resources & Equipment	CART owns 11 vehicles. It has 82 volunteer drivers and support staff for each of its four services. CART coordinates with local taxi companies and other transportation providers.
Major Funding Sources	Federal Transit Administration Section 5310 and 5311 programs, Virginia Department of Rail and Public Transportation, foundation grants, agency contracts, contributions, the United Way, Rockingham County, local governments, fares, Blue Ridge Disability Services Board, Virginia Health Care Foundation.

Community Association for Rural Transportation – Virginia (continued)

Coordinating Agencies Virginia Department of Rail and Public Transportation, Valley Program for Aging Services, Shenandoah Area Agency on Aging, Community Services Board, United Way, Greyhound, Association for Retarded Citizens, Rockingham County Public Schools, local auto dealerships, nursing homes, adult day care centers, and faith-based organizations.

Contact Information Community Association for Rural Transportation
51 Kenmore Street
Harrisonburg, Virginia 22801
Ph: 540-432-8646 FX: 540-432-8647
info@ridecart.org
www.ridecart.org

Background: The Community Association for Rural Transportation (CART) is a private, nonprofit organization founded in 1996 to help Rockingham County's rural residents access needed destinations. CART also provides transportation within the city of Harrisonburg for residents who need services that are not available through their primary providers. CART's mission is to provide public and specialized transportation services within the Central Shenandoah Valley and ensure that transportation disadvantaged persons are appropriately served. The primary service area is Rockingham County, which is located about 100 miles southwest of Washington, DC. An equally important purpose is to make eligible persons aware of the existing programs. CART reports that the organization “stands for freedom, for mobility, for independence.”

Services: CART provides the following services: the specialized transportation program (this is the oldest program and is often synonymous with CART); Our Community Transportation Investment; the public transit service; the Way to Go vehicle donation program; and their mobility resource and advocacy center.

The specialized transportation program provides subsidized transportation to eligible riders through fundraising, grant writing, and support from local foundations, businesses, individuals, local governments, and the United Way. CART's specialized transportation services are provided to older adults (aged 65 and older), persons with disabilities, and to persons with incomes at or below the poverty level.

CART began as an all-volunteer organization. Although most specialized trips have been provided by local cab companies, as often as possible, client trips are being shifted to public

transportation services. In addition, CART has volunteer drivers (82 at the current time) who provide trips. CART works with three types of volunteers: “regular volunteers” who drive their own vehicles, a CART vehicle, or the rider's vehicle; “designated volunteers” who are selected by the rider (generally, a family member or friend) to transport the rider using one of CART's vehicles; and “agency designated volunteers” who are individuals designated by other agencies who drive clients of other agencies using CART vehicles. CART's basic philosophy is “the volunteers provide the time, CART provides the vehicle needed” to provide access for persons with limited mobility options.

CART's primary service area is Rockingham County. Limited service is available to eligible residents in other areas. Harrisonburg City residents can use services that are not available through city transit or paratransit, including trips out of the city into the county, out-of-area medical trips (for example, to the University of Virginia Medical Center in Charlottesville), and at times when the city services are not operating. Service is provided for eligible residents of the cities of Staunton and Waynesboro and Augusta County to get to medical appointments in Charlottesville. Long-distance medical trips usually are provided by volunteers, who typically wait at the facility for the patients to finish their medical appointments.

The second program is Our Community Transit Investment, CART's public transportation system. Begun in October 2002, Our Community Transit Investment has four flexible public transportation routes: between Harrisonburg and the towns of Elkton, Broadway, Timberville, and their surrounding areas. All routes are open to the general public. Fares are \$1 or \$2 for a one-way trip. Services operate 5½ days a week in the eastern part of the county and 5 days a week in the three northern routes.

CART is the coordinating agency and administrator of a community coalition that provides good used vehicles to persons trying to become self-sufficient through employment. The program is called “Way to Go.” Vehicles are donated by individuals and businesses and are tax-deductible; local auto dealership partners inspect the vehicles. Repairs are made as needed using program and community funds. Recipients of the donated vehicles are selected at community meetings and make modest payments for several months.

CART has become the mobility resource and advocacy center (otherwise known as the “mobility manager”) for Rockingham County. In this role, CART develops specialized and public transportation services in the county, and facilitates coordination of transportation services in the area.

Characteristics of Trips and Riders: Residents of Harrisonburg or Rockingham County who are either elderly (65+), low income, and/or disabled may be eligible for services. The

majority of CART's clients who are elderly or persons with disabilities are also low-income individuals. Potential clients call the CART office to be “certified” for services. Once certified as eligible, riders may use one of three cab companies directly to reserve most local trips.

CART subsidizes most of a trip's cost for a certified rider, but riders are asked for co-payments based on one-way trip distances. For Rockingham County or Harrisonburg City residents, the specialized trip co-payments are \$4 each way for trips of less than 10 miles, \$7 each way for trips of 10 miles or more, and \$12 each way for out-of-area trips. (Before a 2004 fare increase, fares had not increased since 1996.) Co-payments vary for residents of other areas. Public transit fares through Our Community Transit Investment are \$1 for a one-way trip.

CART provides specialized transportation anywhere in Rockingham County or the city of Harrisonburg. Basic local services are available 24 hours a day, 7 days a week. CART also provides trips to Charlottesville (where the University of Virginia's Medical Center is located) and to other regional medical destinations 5 days a week (Monday through Friday) by way of Staunton, Waynesboro, and Augusta County. Out-of-area services are at scheduled times that may vary according to client needs. Clients are asked to limit non-medical trips to two round trips a week; there are no frequency limits on trips for medical treatments or for public transportation.

Advance notice is requested for CART trips; riders are asked to call at least 24 hours in advance to reserve a local trip and several days in advance for out-of-area trips. CART has several wheelchair-accessible vehicles. Several days' advance notice is requested for persons who are unable to transfer from a wheelchair.

Coordination Actions:

- **Moving People Efficiently.** CART's fundamental focus on efficiency and cost-effectiveness is strongly supported by its Board of Directors, who express this with the slogan “Coordination is not optional.” Mobility managers are always looking for the most cost-effective way to meet riders' needs; for example, CART tries to maximize shared rides in both taxis and volunteer vehicles, and will not assign riders to specialized transportation if there is a public transportation option. Incentives for riders to use public transportation include a large user fare differential (\$1 each way for public transit rides vs. \$7 each way for specialized services rides) and a greater trip frequency. Riders are limited to two round trips per week using specialized transportation, but have no limits on public transit trips.
- **Putting Customers First.** Another fundamental focus of CART's activities is providing transportation information to the entire community, but especially to persons with

limited mobility. CART's Web site is easy to navigate and has a substantial, but not overwhelming, amount of information on its transportation services. CART publishes a quarterly newsletter named “Wheels,” which updates the community on recent accomplishments, highlights individual volunteers, and provides a variety of useful non-transportation information for typical riders. CART is developing a *RideGuide to the Central Shenandoah Valley*, which will identify regional transportation services. It has translated its *CareConnection* brochure into Spanish to meet the needs of a rapidly growing immigrant population in the region, and has a goal of providing transportation services to the 81 percent of Hispanics who listed transportation as their number one need in the most recent Healthy CommUnity Council survey of Hispanics. CART is now contracting with an Hispanic-owned taxi company to provide some of the trips in the area. CART's brochure has also been translated into Russian to serve the sizeable Russian-Ukrainian population of the area.

- **Planning for Community Needs.** CART maintains an historical database that identifies transportation needs and service gaps. The database includes information on the locations and destinations of persons using CART's services, plus demographic data on the riders. These data were used in establishing the public transit routes that CART initiated in 2002.

Much of what CART has accomplished was stimulated by focus groups conducted for the 2001 Healthy CommUnity Council survey of priority community needs. Transportation was identified as a priority support service used or wanted by older adults and as the number one need identified in the Hispanic survey. (These results mirrored previous needs assessments by the Disability Services Board and others.) Priority items identified through the 2001 focus groups included the following: (1) developing a flexible, affordable regional transportation system, (2) improving awareness about existing transportation services, (3) promoting independence and dignity for older adults and persons with disabilities by providing appropriate mobility, (4) improving options for affordable work trips, and (5) strongly encouraging community agencies to share transportation resources. Attention to Healthy CommUnity Council priorities has increased CART's access to and networking opportunities with community investment teams established to implement the Healthy CommUnity Council and United Way priorities.

In 2004, CART published an action plan entitled *Community Based Transportation Planning: Expanding Opportunities for Individuals with Disabilities*. The planning process was funded by a JobLinks grant awarded by the Community Transportation Association of America and Easter Seals Project ACTION. The planning process established an advisory group that included 19 community organizations. The action plan includes an inventory of local transportation resources, coordination considerations, and implementation steps. As of June 30, 2005 CART ceased operations. However, one of CART's four services remains in operations under a new 501(c)3. Although CART no longer operates as it did, it still represents a good model that may have value to the Aging Network.

- **Progress Through Working Together.** The Virginia Health Care Foundation provided a grant to provide more medical transportation for CART clients. This service is known as the CareConnection program. CART has a Health Care Coordinator whose job is to ensure that clients have rides to scheduled medical appointments. CART serves as the local Greyhound Bus Lines ticket agent for Harrisonburg and Rockingham County, providing local residents with ticket sales for long-distance transportation connections and a waiting room for the buses. CART provides a boost to local businesses by contracting with taxi companies and other private transportation providers for trips, and with local auto dealerships for maintenance services.
- **Adapting Funding:** CART has developed a number of innovative approaches to obtaining funding. These include State tax credits to local businesses and individuals who provide donations. For example, local car dealerships willing to donate used vehicles can receive a tax credit of 45 percent of the value of their donation. Also, customers can register their Food Lion cards with CART as their listed charity and CART can earn up to \$350 per calendar quarter. Commissions earned as Greyhound's ticket agent can be used to match Federal and State transportation grants. In the coming year, CART will use Community Development Block Grant funds from Harrisonburg for trip subsidy, the Way to Go program, out-of-area trips, and to help establish a new subsidized, accessible van pool program for work trips.

Notable Benefits (Outcomes) of Coordination: CART reports a wide range of benefits from coordinating transportation services in Virginia's Central Shenandoah Valley:

- **Public Transportation Services in Formerly Unserved Communities:** Before CART, there were no public transportation services in the non urbanized areas of Rockingham County. This was a particularly difficult situation for older adults and persons with disabilities. As one rider said at a recent Board meeting, "What's the use of good health if you can't go anywhere?"
- **Community Mobility:** CART uses volunteer drivers, Our Community Transit Investment public transportation, and private taxicabs to get clients to their destinations. CART's services have allowed clients greater access to community services and the ability to stay in their homes longer than would have been possible without these services. Fiscal Year 2004 trips were 27 percent higher than in Fiscal Year 2003. Ridership had doubled in each of the previous 5 years and is expected to double again in the Fiscal Year ending June 2005.
- **Service and Cost Effectiveness:** CART's coordination activities decreased their initial subsidy per specialized trip cost from \$16 to \$9. (Because of 2004 cost increases by taxi providers, its most recent per trip costs are more than \$10, which still represents a significant cost savings.)
- **Customer Satisfaction:** CART's services offer area residents greater physical accessibility and much more information about travel options, subsidized trips, and

wheelchair accessibility. CART conducts regular surveys of riders, agencies, and trip providers and has obtained very high satisfaction ratings (for example, more than 90 percent of the riders are very satisfied with public transit and 100 percent are very satisfied with the volunteer services).

Challenges and Opportunities: CART continues to work with local human service agencies to develop more coordination. For example, Friendship Industries (a sheltered workshop) now operates the three northern public transportation routes, serving their clients as well as the general public. CART is also exploring ways that advanced technologies might improve the efficiency of trip scheduling.

Summary: With a fundamental focus on coordination's efficiency and cost-effectiveness benefits, CART has developed transportation services where they did not exist. Offering three mode choices as well as mobility management services, CART has become the coordinated transportation leader for their area. CART has adopted a “can do” approach to fulfilling all trip requests, sometimes finding a way to provide a trip after promising that they will provide it. CART was one of three award winners in The Beverly Foundation and Community Transportation Association of America “Innovations of Excellence 2003” national survey and was selected as the Community Transportation System of the Year for 2004 by the Community Transportation Association of America. NOTE: CART has faced difficult funding challenges in late 2004 and had to scale back services.

Council on Aging and Human Services Transportation — Washington

Major Innovation	The Transportation Council is a provider/broker in nine counties and two States and one of the most coordinated transportation services in the U.S. It has coordinated with many agencies and funding sources for many years in a very large rural area with many types of riders and significant local tax support.
Program	Council on Aging and Human Services Transportation (COAST)
Sponsoring Organization	Council on Aging and Human Services, a nonprofit community service organization
City, State	Colfax, Washington
Service Type	Provides a wide range of transportation services in a large rural region, both directly and brokered by COAST include general public and specialized transit service, a regional information and dispatch center, volunteer escorts, vehicle loans, an insurance pool, a training broker, school transportation, and mail-passenger contracts.
Key Coordination Strategies	<ul style="list-style-type: none"> • Working with a large number of agencies, • Providing services that cross county and State lines, • Providing a focal point for coordination activities within the region, and • Offering significant contributions to State and national coordination issues.
Aging Network Roles	Three Area Agencies for the Aging in two States contract with COAST as the transportation leader in this multicounty community. The Transportation Council designs and operates general public and specialized transit service outside the major urban area in multiple counties. They also provide nutrition, counseling, caregiver training, and in-home care services.
Service Area	COAST serves four Washington and five Idaho counties.
Service Area Population	165,221; 21,946 [13.3%] are 65+.
Service Area Size (sq mi)	23,000 square miles in two States
Data for Year Ending	Fiscal year ending 2003
One-way Trips per Year	70,000
Annual Expenses	\$750,000
Cost/Trip	\$10.71
Resources & Equipment	COAST operates 13 vehicles from 1 regional dispatch center.

Council on Aging and Human Services Transportation — Washington (continued)

Major Funding Sources	Property taxes from three of nine counties and three of the four largest communities, United Way, Washington State Medicaid Brokerage, Rural Mobility, Idaho Medicaid, veterans, Federal Transit Administration (5311, 5309, 5310 capital, 5310 purchase of service, Job Access and Reverse Commute).
Coordinating Agencies	Eighteen different transportation programs provide or assist with trips (supported by funding sources like those listed above). Many are coordinated with one another and many use other local and regional services and resources.
Contact Information	Council on Aging and Human Services Karl Johanson, Executive Director P.O. Box 107 Colfax, WA 99111-0107 Ph: (509) 397-2935; Fax (509) 397-9229 coadirector@stjohncable.com

Background: The Council on Aging and Human Services is a nonprofit, public benefit, social service agency located in Colfax, WA, the county seat for Whitman County, in rural eastern Washington along the Washington-Idaho border. The 23,000 square mile service area has a very low population density, about five persons per square mile. The largest community in Whitman County is Pullman, with a population of 24,000, which includes 18,000 Washington State University students.

The Council on Aging and Human Services provides a broad range of programs, including social services, nutrition, transportation, and home care. The transportation program, the Council on Aging and Human Services Transportation (COAST), has been delivering specialized public transportation services for 21 years to residents of four Washington and five Idaho counties.¹

Services: COAST is a direct service provider in six of the nine counties in its service area. Its direct services range from regular weekly and biweekly routes linking small communities with area service centers, demand response, and volunteer escort services.

¹ For further information, see K. Johanson, *Rural and Community Transportation Options and Issues*, COAST, 2004; and J. Burkhardt, et al., *Toolkit for Rural Community Coordinated Transportation Services*, TCRP Report 101, Transportation Research Board, Washington, DC, 2004, pp 320 - 324.

In the three other counties, COAST serves as a pure broker securing funding, taking trip requests, assigning trips to subcontractors, and reimbursing providers for the assigned trips. The Transportation Council serves as the lead agency for a coalition of public, private for-profit, and nonprofit mobility providers.

For three counties in Washington, COAST is the contracted broker for Washington State's Medicaid Assistance Program. As a Medicaid broker, COAST must determine eligibility, ascertain the appropriate level of service, and then assign the lowest cost, most-appropriate service provider. Services may range from gas vouchers for the client to ground transportation and airfare to a final destination.

COAST operates a regional information, referral, and dispatch center for the entire nine-county service area. Three full-time dispatchers receive trip requests and assign the trips to service providers including COAST itself.

In addition to these services, COAST provides vehicles and technical assistance to regional vanpool and carpool programs, serves as a training service provider, and operates a drug and alcohol testing consortium. COAST staff serve as technical assistance and grant-writing consultants, community development agents, and legislative advocates, and help other agencies negotiate with regulatory agencies.

COAST runs three different volunteer transportation programs and contracts with several others.

- Under the Volunteer Escort program, COAST recruits, screens, trains, reimburses, and supports a pool of 100 volunteer drivers who operate their own automobiles.
- Through a vehicle loan and lease program, several churches and denominational nursing homes rent lift-equipped vehicles to serve special weekly needs, such as transporting older adults to Sunday church services.
- In the Community Vehicle Program, the full-time operation of the vehicle is turned over to a group of community volunteers. The volunteers operate the vehicle, full time, as a public transportation resource. The central agency provides a vehicle, technical assistance, insurance, and driver training; the community provides official status for the organizing committee, gas and oil, an operating board, and drivers, and raises funds for vehicle replacement. Maintenance may be shared or either party's sole responsibility. (COAST has added options to the basic model, allowing each community to become a subcontracted service provider for other programs and funding sources. This relationship makes it possible to contract with the community for Medicaid or Section 5310 services. This allows services to priority residents of other small communities and the relationship creates an operating revenue source to supplement donations. Once the program is in

place, the vehicle, in theory, can transport individuals or groups 24 hours a day, 365 days a year, for any legal purpose.)

Additionally, COAST:

- Serves as the lead agency in the service area for vehicle acquisition through the Federal Transit Administration 5310 Program. COAST is the only agency in the area that can generate sufficient trips and miles to be competitive statewide with other Washington State agencies that also are applying for new vehicles.
- Provides training for most of the transportation providers in COAST's service area.
- Involves rural school districts in providing public transportation.
- Provides public transportation services on the dead-head runs of a private, nonprofit contract with a mail contractor.

Characteristics of Trips and Riders: COAST serves a variety of persons in four eastern Washington and five north central Idaho counties, including older adults, persons with disabilities, low-income and unemployed persons, the general public, Medicaid recipients, and children.

During Fiscal Year 2002-2003, COAST provided approximately 70,000 one-way trips (50,000 in Washington and 20,000 in Idaho) and more than 710,000 service miles. (This includes only trips directly provided by COAST and does not include trips provided by other Coalition partners.) The average per trip cost for trips directly provided by COAST was under \$11. COAST has developed a cost-allocation system that allows it to assign trip costs to specific funding sources retroactively. Trips that do not apply to specific funding sources are considered general public and paid for with Section 5311 funds.

Coordination Actions: COAST's coordination activities have both been highly successful and somewhat unique in coordinating a broad range of services in the nine-county area covering two States. COAST has also been able to utilize a wide range of funding sources for the program.

- **Progress Through Working Together.** In 1983, the Washington State Department of Transportation decided that a lead agency should be appointed to oversee vehicle purchasing in the area and COAST became this lead agency. This led to the formation of a coalition of regional transportation providers consisting of representatives from the Department of Social and Health Services, Washington State University, schools, child care centers, public transportation systems, , a private provider, a local community action agency, and other service providers. The budgets of coalition members were pooled to leverage Federal Transit Administration operating funds for rural public transportation.

These funds were then redistributed to the participating agencies based on the percentage of their annual operating budget used to leverage the funds and on need.

Member agencies and providers hosted monthly and then quarterly meetings over a 6-year period. Each host provided a tour of its facilities and operations and talked about its transportation and program needs and challenges. This created a strong understanding of regional transportation systems and was extremely valuable in identifying opportunities to coordinate service, eliminate duplicative service, and fill unmet needs. The meetings also were helpful for coordinating other human services.

COAST's active and supportive Board of Directors has made a substantial contribution to its success. Board members are dedicated to improving services to rural residents to advance their communities.

- **Planning for Community Needs.** After more than 21 years of leading coordinated transportation efforts, COAST has developed a mature coordination network within its service area. Members of the regional transportation coalition no longer meet in a group setting; instead, they address area needs and issues in one-on-one and small group settings.
- **Putting Customers First.** COAST's regional dispatch and information center serves the entire nine-county region. Customers place trip requests with the dispatch center and are assigned to available transportation providers.
- **Adapting Funding.** COAST is the primary contractor for available Washington State, Idaho, and Federal funding sources. COAST receives direct property tax funding from three of the nine counties and three of the four largest communities in the service area. The Transportation Council holds multiple contracts with individual agencies and programs. COAST's numerous funding sources include area agencies; United Way; Washington State and Idaho Medicaid; Washington Rural Mobility; Agency Council on Coordination; Veterans Administration; and Federal Transit Administration Sections 5311, 5309, 5310 capital, 5310 purchase of services, and the Job Access and Reverse Commute program.
- **Moving People Efficiently.** Since its inception, COAST has been serving multiple types of riders who are supported by a variety of funding sources. COAST has achieved good productivity levels and a cost per trip of \$10.71.

Notable Benefits (Outcomes) of Coordination: COAST reports a wide range of benefits from coordinating transportation services in eastern Washington and north central Idaho:

- **Public Transportation Services in Formerly Unserved Communities.** COAST is providing Americans with Disabilities Act-accessible public transportation to parts of

eastern Washington and north central Idaho that have a population density of five persons per square mile and previously had no public transportation.

- **Service Effectiveness.** COAST is able to combine different types of trips and individuals because of their support from a variety of funding sources. This greater number of passengers per vehicle trip leads to higher overall system productivity.
- **Cost Effectiveness.** The shared-ride strategy that increases system productivity reduces expenses for COAST and its riders because costs are shared by more riders. COAST has achieved a \$10.71 per trip cost in a very sparsely populated area.
- **Application of Advanced Technologies.** In December 2001, COAST was one of the first rural systems to purchase and install Mobilitat's Easy Rides dispatching, billing, and record-keeping software. The software has been customized so that the installation is the Nation's first comprehensive “full brokerage” software.
- **Community Mobility.** Few transportation options exist for persons without cars in the region served by COAST. It has greatly expanded mobility for persons with mobility limitations.
- **Challenges and Opportunities:** Volunteer driver programs work, but need attention. COAST's executive director worked with the State of Washington to edit and publish *Volunteer Drivers: A Guide to Best Practices*. This manual (available online through the Washington Department of Transportation) aggregated practices and standards from across the county. COAST has operated volunteer services for a number of years and is well aware of the many State and Federal regulatory issues that challenge volunteer programs.

For more than 20 years, COAST's executive director has led coordination efforts in the area. He has substantial experience with local needs, system operations, and State and Federal policies related to coordination. COAST needs to develop a transition plan for his departure so as not to lose key information and skills.

Summary: Over more than 20 years, COAST has developed a rural transportation network that serves households previously not served by any transportation system. COAST has coordinated a wide variety of local, State, and Federal funding sources to provide cost-effective transportation to older adults and other persons with special transportation needs, as well as to the general public. Its efforts have generated a significant level of local community support.

Dakota Area Resources and Transportation for Seniors — Minnesota

Major Innovation	Through a central dispatch office, the Dakota Area Resources and Transportation for Seniors provides and brokers trips within Dakota County. Programs include bus service; ride sharing; and buses, drivers, and maintenance services for other providers in the county.
Program	Dakota Area Resources and Transportation for Seniors (DARTS)
Sponsoring Organization	Dakota Area Resources and Transportation for Seniors, a nonprofit organization
City, State	West St. Paul, Minnesota
Service Type	DARTS provides rides to older adults, Americans with Disabilities Act-certified riders, and others on wheelchair-accessible buses based on reservations up to four days in advance. Service is door-through-door. More trips are demand response; there are some standing orders. Multiple trip purposes are served.
Key Coordination Strategies	Central dispatch office takes appointments for local rides and makes arrangements with local transit, neighboring Metro Mobility networks, and other transportation providers in the region.
Aging Network Roles	DARTS was designed by older adults for older adults and provides the majority of senior transportation in the area (a few volunteer programs provide the rest). Before moving to its current offices, DARTS was located in a local senior center.
Service Area	Dakota County, Minnesota (primarily Minneapolis/St. Paul metro area)
Service Area Population	356,000; 26,246 [7.4%] are 65+.
Service Area Size (sq mi)	900 square miles: 50 percent first, second, and third ring suburbs, 50 percent rural
Data for Year Ending	2003
One-way Trips per Year	165,000
Annual Expenses	\$3.3 million
Cost/Trip	DARTS cost per trip is \$17.59. The per trip cost to riders is \$2.25 for a regular fare and \$3 at peak travel times (6 to 9 a.m. and 3 to 6:30 p.m.).
Resources & Equipment	DARTS operates 34 wheelchair-accessible buses.

Dakota Area Resources and Transportation for Seniors — Minnesota (continued)

Major Funding Sources	Metropolitan Council [for Americans with Disabilities Act trips], Older Americans Act, contracts with county agencies, fares.
Coordinating Agencies	Metro Mobility, United Way of Greater Twin Cities, Access to Work, local governments, Dakota County, Volunteers of America Transit Collaborative.
Contact Information	Kris Barrett Director of Transportation, DARTS 1645 Marthaler Lane West St. Paul, MN 55118 Ph: 651-234-2296 Kris.Barrett@darts1.org <i>www.darts1.org</i>

Background: Dakota Area Resources and Transportation for Seniors (DARTS) is known throughout Dakota County for its highly visible, wheelchair-accessible bus system. DARTS is under contract to the Metropolitan Council, an agency that oversees transportation in the seven-county metropolitan area around the Twin Cities, to provide transportation to older adults, Americans with Disabilities Act passengers, welfare-to-work participants, and others. DARTS was established in 1974 when a group of older adults interested in providing transportation services to other older adults in rural Dakota County received a 3-year grant from the Metro Area Agency on Aging. The service was first located in the Invert Hills Community College and its stated purposes were education, referral, recreation, and transportation. Transportation soon became a large segment of the DARTS initiative. In 1978, following the initial grant period, DARTS moved to a local senior center and became an incorporated nonprofit organization. In 2002, DARTS moved to a private 7,000 square foot administration building with a 12,000 square foot transportation, technology, and vehicle maintenance complex.

Services: DARTS provides door-through-door transportation. The DARTS drivers assist riders from the first door to the bus and from the bus to their destination. The drivers are trained to assist passengers with disabilities. If riders need additional help, a care attendant or escort may ride without charge. The drivers also assist riders with a limited number of packages. Service hours are from 8 a.m. to 4:30 p.m. Monday through Friday for older adults and from 5 a.m. to 11 p.m., 7 days a week (including holidays) for Americans with Disabilities Act-certified passengers. Rides may be scheduled within 4 days of a trip. Same-day reservations are common.

Characteristics of Trips and Riders: DARTS serves older adults and persons with disabilities in Dakota County. DARTS also provides transportation for some participants in the welfare-to-work program, and they are investigating providing medical assistance trips through a new Department of Human Services broker.

First time riders are registered in the DARTS computer software; at that point, information is gathered on eligibility (by age, Americans with Disabilities Act certification, or other eligibility requirements). Registration information includes home phone, emergency contacts, physical disabilities, and other pertinent data. No prior approval is required to use DARTS transportation except for the extended Americans with Disabilities Act services, which requires identification cards and prior eligibility determinations for service. Senior riders are able to travel during the expanded Americans with Disabilities Act hours for the regular bus fare when the route is already planned for an Americans with Disabilities Act-eligible rider.

DARTS provided 165,000 one-way rides in 2003 in largely rural and suburban Dakota County. Trip purposes varied: medical appointments, recreation, or grocery shopping. There is no prioritizing by trip type, except in the case of inclement weather, when priority is given for necessary medical appointments. Riders pay \$2.25 for a regular fare and \$3 at peak travel times. The average ride is 6.6 miles, but riders may travel as far as 45 miles via DARTS.

DARTS distributes a detailed rider's guide with information about their transportation services. This guide is provided at presentations, senior centers, doctors' offices, and other venues frequented by older adults. Social workers who work as service coordinators for DARTS, inform caregivers and older adults about the availability of transportation services. The DARTS Web site provides detailed information about the transportation services, including the rider's guide in PDF format. DARTS advertises its services to other professionals including information on driver training, transportation software, and their maintenance facility.

Coordination Actions: DARTS coordination activities have been particularly successful in progress through working together, planning for community needs, and putting customers first.

- **Progress Through Working Together.** DARTS has initiated an agreement among five of the seven Metropolitan Council participating counties to jointly purchase and standardize their computer systems so that they can organize and coordinate transportation services among the counties. The two largest counties are already using the same software as DARTS. The County Transit Associates Computer Systems Project Expectations reports on project outcomes, including increased coordination of members,

improved customer service, and increased standardization of information among members. The goal is to utilize the computer system to promote improved intracounty travel.

DARTS meets regularly with other local transportation providers to minimize duplications and maximize transportation services. DARTS offers numerous services through varied partnerships. Some of those services include:

- DARTS transports senior clients of local social service agencies that are unable to provide services in their own vehicles.
- DARTS coordinates long-distance trips between counties with the Red Cross for non-Americans with Disabilities Act riders and Metro Mobility Services for Americans with Disabilities Act-eligible riders using a transfer system.
- DARTS loans its buses to local churches for Sunday transportation. DARTS trains the drivers and at least five volunteers from each church, and provides dispatch support for them while they are operating the buses on Sunday. The churches provide transportation for local older adults who would otherwise be unable to attend religious services each week. This arrangement allows willing church volunteers to meet the needs of aging parishioners in a rotation format that demands their commitment only once every 5 or 6 weeks.

DARTS also is investigating an additional source of funding and may provide medical assistance trips through a new Department of Human Services broker.

- **Planning for Community Needs.** DARTS has worked on its own and with partners, including the Volunteers of America, MN, Red Cross, United Way, and neighboring counties, to gather data and compile an inventory of available transportation services in the community. With local transportation providers and neighboring county governments, DARTS plans services that meet the needs of the entire community.

Using specialized transportation software, DARTS collects information on riders and data on trips including real time input from mobile computers on board the buses, and monitors finances. This enables DARTS to provide more same-day trips and allows the service to track reason for denial of a trip for eligibility, capacity, or some other reason. DARTS tracks on-time performance based on the information from mobile computers rather than from a planned schedule or rider reports. DARTS is able to provide maximum service within the parameters of the available funding by using the data and the information from the financial tracking system.

- **Putting Customers First.** DARTS uses a number of methods to increase customer approval and provide the best transportation possible to its riders. All of the DARTS vehicles are wheelchair accessible. The drivers are trained to serve people with disabilities and provide door-through-door service, which may include helping with packages. If a rider needs more assistance, they may bring an escort for free. The rides can be reserved on the same day or up to 4 days in advance at a central dispatch service. A detailed rider's guide is available at public locations and may be accessed on the Internet.

First-time riders are contacted to assess whether or not the experience was positive. DARTS also conducts annual surveys of riders to assess overall customer satisfaction and uses the results in future program planning.

Fares may be paid in cash in the fare box on board the bus, or riders can choose to be billed monthly. Reduced fares are available via the DARTS office. Riders are not turned down if they cannot afford the fares.

Each morning a volunteer calls the scheduled riders to remind them about their reserved trip and to alleviate any worries that they may be forgotten. This also prevents last minute cancellations or “no shows” and allows DARTS to schedule additional same-day appointments.

Notable Benefits (Outcomes) of Coordination: DARTS reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** After DARTS became an Americans with Disabilities Act provider, it was able to expand transportation services to 7 days a week from 5 a.m. to 7 p.m. Americans with Disabilities Act services allow eligible older adults to take advantage of additional hours of travel in the evenings and on weekends. DARTS' coordination efforts with local social service agencies helps to prevent duplication of transportation services in the community. DARTS work with other counties and cities has expanded their riders' travel distance.
- **Transportation Service Efficiency.** While cost has never been central to the mission of DARTS, shared rides and a variety of funding sources lower the cost of transportation services.
- **Transportation Service Effectiveness.** The DARTS transportation service is based on shared rides. DARTS averages 3.31 passengers per hour in their door-through-door service. An average of more than 2.5 rides for this type of service is considered good. Trips are contained within jurisdictions whenever possible to minimize long distance travel and improve efficiency.
- **Cost Effectiveness.** DARTS is seeing lower costs, especially in the long distance trips. By coordinating with other transportation providers, DARTS is able to make use of its vehicles in a relatively well-defined geographic area and keep the cost of services down. In 2003, more than 4 percent of DARTS trips involved a transfer to another transit provider. This reduced the potential dead-head miles by an estimated 70,000 miles in a single year.
- **Customer Satisfaction.** Riders, including most first-time riders, report that they are satisfied with DARTS transportation services. Results of the 2003 New Rider Survey indicate that first-time riders are very pleased with DARTS services: 96.8 percent describe their first time experience using DARTS as “very positive” and 98.4 percent would recommend DARTS to others.

Rates are considered reasonable: in the 2003 annual Transportation Survey, 98 percent of DARTS riders reported that the fares were affordable for them. DARTS offers reduced fares to those who are unable to pay the regular rate. In addition, group rates are offered to older adults traveling together from the same location.

- **Community Mobility.** By coordinating with neighboring counties and cities, DARTS riders are able to travel longer distances and DARTS is able to maintain authority over their travel. While the average distance traveled is 6.6 miles, DARTS is now able to provide rides as far as 45 miles away.
- **Quality of Life.** DARTS conducts annual surveys to demonstrate that its transportation services allow older adults in Dakota County to maintain their current living situation and improve their quality of life. Results of the 2003 DARTS Transportation Survey show that 97 percent of respondents agree or strongly agree that they have been able to be more independent, maintain their current living situation, and rely less on family and friends for rides. The DARTS service is personal and community based, making the travel experience more positive for the riders.

Challenges and Opportunities: DARTS is working to increase funding sources and expand the transportation network. DARTS soon will undergo changes in the its organizational framework to a program titled “Structures for Future Success.” It is not clear how these changes will affect transportation services.

Summary: DARTS is a leader in coordinated community-based transportation services, and has grown rapidly, expanding its customer base and funding sources while advancing technologically. DARTS offers its professional services to other transportation service providers through specialized transportation software, driver training, and first-rate maintenance facilities. DARTS was recently awarded top honors at the Yale National Business Plan Competition for Nonprofits for their Vehicle Maintenance Service, a one-stop vehicle repair and preventive maintenance solution for specialized transit providers in the Twin Cities metro area. The service provides low-cost, high-quality repair services with a significant social return to the community.

Medical Motor Service — New York

Major Innovation	As part of a local partnership of independent human service agencies, this multiservice, nonprofit community organization provides and brokers specialized transportation services to older adults and persons with disabilities using a wide variety of public and private funding sources.
Program	Medical Motor Service (MMS)
Sponsoring Organization	Medical Motor Service
City, State	Rochester, New York
Service Type	Specialized transportation is provided for disabled children and adults for medical, social, and recreational programs, and other trips. MMS provides direct transportation services, brokerage services, and vehicle maintenance and fuel purchasing services. Most drivers are paid, but volunteers assist with some functions.
Key Coordination Strategies	<ul style="list-style-type: none"> • Provide multiple services to a wide range of individuals and agencies, • Utilize funding from many sources. <p>Medical Motor Service is part of a community center that provides shared and dedicated facilities, business services, and enhanced awareness and financial support for a partnership of independent human service agencies in Monroe County.</p>
Aging Network Roles	The Area Agency on Aging has contracted with MMS since 1978 for trips to meal sites and senior centers.
Service Area	Monroe County, New York
Service Area Population	736,738; 95,779 [13.0 %] are 65+.
Service Area Size (sq mi)	659 square miles
Data for Year Ending	2004
One-way Trips per Year	409,076 direct service trips per year; 312,305 brokered trips
Annual Expenses	\$5,907,136
Cost/Trip	\$8.19
Resources & Equipment	114 cars, vans, and wheelchair-accessible minibuses and 179 staff members

Medical Motor Service — New York (continued)

Major Funding Sources	Medicaid, Older Americans Act, private insurance carriers, Departments of Social Service and Health, community agencies, United Way, Housing and Urban Development: Community Development Block Grant, foundations, Federal Transit Administration 5310 program, Wegmans Food Markets.
Coordinating Agencies	8 Sigl Center partner agencies, United Way, Rochester-Genesee Regional Transportation Authority, Genessee Transportation Council (see also list of other funding sources).
Contact Information	William McDonald Director Medical Motor Service One Mustard Street Rochester, New York Ph: 585-654-6030 x221; Fax: 585-654-5625 w_mcdonald@medicalmotors.org <i>www.medicalmotors.org</i>

Background: MMS started in 1919 as Volunteer Motor Service, a volunteer organization that brought doctors and nurses to patients during the 1919 influenza epidemic. The program operated with volunteer drivers until World War II when fuel was rationed and difficult to obtain. In 1946, Medical Motor Service became part of the Rochester area United Community Chest (now the United Way).

Medical Motor Service now is one member of an eight-partner alliance of agencies that serve persons with disabilities. Other partner agencies are the Arc of Monroe County, CP Rochester, Epilepsy Foundation, Mary Cariola Children's Center, National Multiple Sclerosis Society Upstate New York Chapter, Rochester Hearing and Speech Center, and the Rochester Rehabilitation Center. These agencies are located within the 42-year-old Al Sigl Center, self-described as “a resource organization committed to meeting the needs of our eight partner agencies by providing affordable, state-of-the-art facilities, developing shared business services, and generating community awareness and philanthropic support.”

Services: Medical Motor Service provides direct transportation services, brokered trips, and vehicle maintenance services. The direct transportation (more than 400,000 trips per year) involves wheelchair transportation; door-to-door escort to medical appointments; trips to senior centers, nutrition sites, day treatment centers, mental health services, and adult day care; trips to counseling services or home visitations for children in foster care; and transportation for children attending programs at the Sigl Center. MMS brokers more than 300,000 trips per year, arranging and administering non emergency transportation services through other community providers. MMS serves more than 17,000 passengers and

provides a full-service maintenance and fuel purchasing facility for other nonprofit agencies, servicing more than 200 vehicles for these agencies. MMS also staffs a regional training center for defensive driving that includes driver training and evaluation and safety training; performs eligibility certifications for a number of programs; and assists other agencies with vehicle replacement plans. MMS has been certified as a common carrier by the New York State Department of Transportation.

Characteristics of Trips and Riders: The focal point of MMS services is rides for older adults and persons with disabilities in Monroe County, although they also serve children through foster care and early intervention programs. Most trips are made to health, educational, or social service facilities, although there also is a significant grocery shopping shuttle program involving Wegmans Food Markets. MMS also provides trips for recreational purposes.

MMS uses multiple service strategies: for example, it directly provides all trips to 16 senior centers in Monroe County but brokers trips to 6 dialysis centers and directly reimburses some patients for trips to these centers. MMS provides trips for older adults from about 60 high-rise apartment buildings to grocery stores, and contracts with the local transit authority for some of these trips.

MMS serves an extremely wide range of riders, with an age range from infancy to more than 100 years. Older adults and persons with disabilities are the primary riders. Rider characteristics depend on particular programs and funding sources: for example, MMS serves low-income older adults in Monroe County's rural areas through Housing and Urban Development Community Development Block Grant funds. Most passengers have to pre-register for trips (except the Wegmans shopping shuttle).

Coordination Actions: Service coordination activities have been particularly successful in adapting funding, progress through working together, putting customers first, and moving people efficiently.

- **Adapting Funding.** MMS applies a wide variety of funding strategies. It serves riders through fixed price, fee-for-service, and capitated contracts (such as the contract with Medicaid's Managed Care program). The fee-for-service contracts have variable rates based on mode of travel service area (urban or suburban). Less traditional forms of funding are through Housing and Urban Development's Community Development Block Grant program to serve older adults at rural housing developments (MMS's Project Connect-A-Ride) and bartering services for the use of vehicles, which MMS does with faith-based organizations (through its FaithLink program) and other agencies (a rehabilitation center and the multiple sclerosis society).

- **Progress Through Working Together.** MMS has been working with the local Area Agency on Aging to provide nutrition and senior center trips since 1978. Operating in partnership with eight other local human service agencies since 1962, MMS forged close ties for providing and receiving services and conducting joint fundraising activities. The shopping shuttle operated in conjunction with Wegmans Food Markets, includes “shopping buddies” from the Retired and Senior Volunteer Program program. The “buddies” assist older adults with their shopping tasks. Through their advocacy efforts, the Office on Aging helped MMS obtain the Housing and Urban Development Community Development Block Grant funding for the vehicles for Project Connect-A-Ride.
- **Putting Customers First.** MMS's mission statement includes improving the quality of life for people with specialized transportation needs. Drivers are trained to serve people with disabilities and provide door-through-door service, including assistance with packages. If riders need more assistance, they may bring an escort for free. MMS's dialysis transportation program has improved service and reduced complaints for clients with particularly specialized needs.
- **Planning for Community Needs.** MMS works closely with the local Area Agency on Aging on their 5-year plans and with the United Way for local transportation funding. MMS is part of a working group on non emergency transportation issues for the local nine-county Metropolitan Planning Organization, the Rochester-Genesee Transportation Council, and also works closely with the Rochester Genesee Regional Transportation Authority.
- **Moving People Efficiently.** MMS uses multiple service strategies to provide highly cost-effective services. Its costs for moving groups of people is about one-half of the hourly cost of services by the local transit authority, and its Medicaid brokerage contracts provide trips at about one-half the cost of other providers. In addition, its dialysis program that directly reimburses passengers for per trip costs generates large savings. Additionally, MMS purchases \$125,000 of bus passes and tokens per month from the public transit authority for medical and social service trips, thus moving these individuals at a very low cost.

Notable Benefits (Outcomes) of Coordination: Medical Motor Service reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Efficiency.** There is a strong focus on grouping trips to obtain the most efficient service. This is achieved through the central dispatching facility and two-way radio communications with the vehicles. The MMS central maintenance and fuel purchasing facility creates substantial savings for other nonprofit agencies in the county, as does MMS's training service.
- **Transportation Service Effectiveness.** MMS has expanded its geographic and temporal ranges of services through direct service and brokerage operations. Most

services are now available throughout the county; some services are available 24 hours a day and 7 days a week.

- **Cost Effectiveness.** MMS is providing services at less cost than is possible using other providers, so Monroe County residents and agencies are receiving more trips for a given level of expenditure. For example, MMS charges \$45 per hour for the services of a 25-passenger vehicle; the local transit authority charges \$80 per hour. MMS has established brokerage contracts with other providers at about one-half the cost of what some providers would charge to transport a person in a wheelchair to a dialysis facility. This has been accomplished through guaranteed levels of business for specific dialysis sites. MMS provides trips or brokers trips to multiple providers, thus achieving the best level of cost effectiveness on a trip-by-trip basis. With its dialysis program that directly reimburses travelers for their trips, MMS has achieved direct cost savings of 63 percent on ambulatory trips and 326 percent on trips for persons using wheelchairs. (MMS is paid administrative fees from these savings, so total savings are less than these figures.) MMS purchases \$125,000 per month of bus passes and tokens from the transit authority for medical and social services trips. The bus passes and tokens are distributed by MMS to riders and to social service agencies that distribute them to their clients.
- **Community Mobility.** Drivers for MMS provide door-to-door, or even greater assistance, for many passengers. This level of assistance is more than that provided by the local transit authority or other providers. MMS offers more frequent service over a greater span of hours than offered by other providers. The MMS shuttle service, operated in conjunction with Wegmans Food Markets, provides shopping trips for older adults and others.
- **Public Transportation Services in Formerly Unserved Communities.** Using Housing and Urban Development: Community Development Block Grant funding, Project Connect-A-Ride offers transportation for lower income residents in 15 rural towns in western Monroe County where there is no public transportation.

Challenges and Opportunities: MMS feels that funding for capital expenses is a particular challenge for nonprofit organizations. It has addressed this issue by regularly qualifying for Federal Transit Administration Section 5310 vehicles and through agreements with community and faith-based organizations that have vehicles but lack the means to provide services. In this latter program, MMS provides transportation valued at the cost of the bus in exchange for the use and eventual transfer of ownership of the vehicle. Rising fuel and insurance costs are a real concern, as are general decreases in governmental support for specialized transportation funding.

Summary: This flexible and innovative nonprofit organization has established a focus on high levels of effectiveness and expanded transportation services for the communities that they serve. Medical Motor Service has created a very wide range of tailored services for

specific agencies and funding programs. It has found that blending private and nontraditional public funds with more commonly used funding sources helps to increase its overall level of service.

Partners In Care – Maryland

Major Innovation	This private nonprofit corporation established a membership organization that assists frail and isolated individuals through a service exchange program. Members may provide services, receive services, or both. When someone performs a task, he or she earns credit hours that may be banked for use at a later date or donated to the general bank for use by someone else.
Program	Partners In Care
Sponsoring Organization	Partners In Care
City, State	Severna Park, Maryland
Service Type	Door-through-door, arm-in-arm, on-demand transportation services, most of which are provided on a volunteer basis. Services provided by Partners In Care complement those provided by the Area Agency on Aging and others.
Key Coordination Strategies	Partners In Care serves niche markets that other local transportation providers are unable to address with the following: <ul style="list-style-type: none"> • Provide a high level of personal assistance to riders. • Offer trips that cannot be made during the service hours or to the destinations served by the other providers.
Aging Network Roles	The local Area Agency on Aging provides grant funds to Partners In Care, which, in turn, offers to older adults services not available through other providers. An Area Agency on Aging status and needs survey provided the impetus for the establishment of this program.
Service Area	Anne Arundel County, Maryland, plus other nearby communities in other counties, including Frederick, Maryland.
Service Area Population	489,656 in 2000; 48,965 [10.0%] are 65+.
Service Area Size (sq mi)	418 square miles (Anne Arundel County only)
Data for Year Ending	2003
One-way Trips per Year	2,640
Annual Expenses	Approximately \$103,000 spent for transportation
Cost/Trip	\$39.08
Resources & Equipment	2 full-time staff for transportation services plus 388 members who provide trips for others

Partners In Care – Maryland (continued)

Major Funding Sources	In-house fundraising (used clothing boutique), Anne Arundel Department of Aging, foundation grants, private donations.
Coordinating Agencies	Anne Arundel Department of Aging, Annapolis Department of Transportation, Citizens Coalition for Improved Transportation, developmental disabilities organizations.
Contact Information	Barbara Huston Partners In Care 348 Suite A Ritchie Highway Severna Park, MD 21146 Ph: 410-544-4800, 301-682-5588, or 800-227-550 <i>www.partnersincare.org</i>

Background: Partners In Care, started in 1993, is a service credit exchange program (sometimes called a Service Credit Banking program) designed to create more extensive community-based supports for persons needing assistance. The program links elderly and disabled adults with neighbors and friends who volunteer their time to help with occasional tasks and errands. Participants may provide services, receive services, or both. The goal of these services is to assist older and disabled adults to maintain active and independent lives in their own homes.

The service exchange concept is based on the premise that everyone has something to contribute to the community. When skills are shared among a large network of people, a greater sense of community is created, and individuals in need receive assistance. When a person performs a task, he or she earns credit hours that may be banked for use at a later date or donated to the general bank for use by someone else. Partners In Care is the first service exchange program in Maryland, and is one of the largest service exchange programs in the United States. Program administration describes it as “simply one community member helping another.” The long-range objective is to create a network of Partners In Care sites throughout Maryland so that neighbors and families can help one another over longer distances.

For each hour of service donated by a volunteer, an hour of service credit is earned. These credits may be exchanged at a later date if the volunteer is aged 55 or older or disabled, or the time may be donated back to the program for recipients who cannot volunteer themselves. Groups of volunteers are encouraged to collaborate so that their efforts can lead to larger projects.

Volunteer services are matched to individual needs and may include transportation, grocery shopping, handyman help, yard work, or friendly visits. Transportation is the most requested service.

Service exchange programs developed from the concept of Time Dollars, which has been described (see www.timedollar.org) as “a tax-exempt kind of currency that empowers people to convert their personal time into purchasing power by helping others and by building family, neighborhood, and community ties. . .” Two foundations provided initial grants for Severna Park's Partners In Care program. Current funding sources include program income, an Anne Arundel County grant, the United Way of Central Maryland, the Severna Park Kiwanis, and two other foundations.

Services: Partners In Care members are “informal caregivers” who provide help with daily non medical tasks that help older adults remain independent in their own homes. This may include providing transportation to medical appointments, grocery shopping, minor household repairs, prescription pick-up, or companionship. Depending on availability of volunteers, the program also offers assistance with insurance forms, phone visits, letter writing, and limited yard work. There is no fee for most services, although recipients may be required to pay for supplies such as paint or for mileage. Additional for-fee services include care management, locating contractor services for larger home repairs, and home sharing.

Members are asked to call at least 3 to 5 days in advance when requesting a service. Persons who are giving rides to someone else are asked to call the night before to ensure that the passenger has not canceled the trip. Members who provide transportation call in their hours and mileage once a trip is completed.

Partners In Care also offers a personal emergency response system through a private company. This enhances the program's mission of keeping older and disabled adults independent in their own homes. The system includes a transmitter that a person wears around the neck or on a belt, which allows the individual to talk from anywhere in his or her home. It also includes regular check-ins from participants and if an individual fails to check in at the appointed time, family, friends, doctors, or emergency services are contacted.

Ride Partners

Since April 2003, Partners In Care offers a special program for long distance trips. Trips to institutions out of Anne Arundel County and multiple trips during the week have always posed a challenge for Partners In Care. Developed through a partnership between Partners In Care, the Annapolis Department of Transportation,² and Volunteer Maryland,³ the Ride Partners program focuses on long distance and recurrent transportation needs and includes reimbursement to volunteer drivers for gas. Trips that total 50 or more miles round trip, go out of the county and total 25 miles or more round trip, and trips that occur at least three times a week are part of the Ride Partners program. The member who receives the ride is

asked to make a donation (based on the mileage of the trip) so that the program can reimburse the volunteer drivers. The suggested fee is 40 cents per mile. Riders are informed of the approximate cost of the trip when they call to schedule a ride. The Ride Partners program includes a sliding fee based on income and “scholarships” for members who may not be in a financial position to contribute the 40 cents per mile.

Characteristics of Trips and Riders: Trips may be taken for any purpose, but medical and grocery shopping trips are most frequently requested. Volunteers sometimes assist in loading and unloading groceries, even placing groceries into cabinets for individuals with limited mobility or strength. Volunteers sometimes pick up groceries, prescriptions, or laundry for truly homebound individuals. Most trips begin and end within Anne Arundel County; long distance trips are handled through the Ride Partners program.

Partners In Care provided 2,640 one-way trips in 2003. On average, each one-way trip required more than 1 hour and 40 minutes of a member's time in assisting the rider as drivers generally accompany the rider throughout the appointment or activity. Trips are most often provided in cars owned by members, which means that the program generally is not able to make special accommodations for persons in wheelchairs or those needing high levels of personal assistance. Riders are asked to schedule trips 3 to 5 days in advance; volunteer matchmakers assign drivers to the riders, looking for matches that will generate good social interaction. After the ride, the hours spent are recorded in the accounts of both the rider and the driver. Annual end-of-year statements are provided to all members noting hours received and hours provided. Riders are predominantly older adults who are frail, disabled, or low income. The program also serves persons with disabilities of any age who are connected to the mental health system.

Partners In Care is a membership program: to become a member, an individual fills out an application and then participates in an interview and orientation conducted in his or her home. This application and interview process applies to members who are providing services (volunteering) as well as those who are receiving services. Partners In Care now has 1,692 members in and around Anne Arundel County; 338 members are primarily providing services and 1,304 members are primarily receiving services.

² Annapolis Department of Transportation, a unit of city government, operates Annapolis Transit, serving Annapolis, Parole, Arnold, Edgewater, and Kent Island. The Annapolis Department of Transportation also licenses and regulates taxicabs and their operators, serves as the agent and station operator for Greyhound/Trailways, promotes transportation options and alternatives to the public, and participates on the regional, State, and Federal level to develop plans and improve local and regional transportation.

³ Volunteer Maryland is an Americorps program that trains and places volunteer coordinators in nonprofit organizations and government agencies to develop or enhance volunteer programs throughout Maryland.

Coordination Actions: Partners In Care's coordination activities have been particularly successful in putting customers first and planning for community needs.

- **Putting Customers First.** Customers are the focal point of Partners In Care, which aims to decrease social isolation and to build community connections. The program focuses on persons who are frail, disabled, low income, or isolated. Individuals may both receive services and provide services to others. The non cash exchange process is particularly advantageous to low-income members, and the exchange of the hours of one form of service for the hours of another form of service is particularly beneficial for individuals with disabilities or those who are frail.
- **Planning for Community Needs.** Partners In Care started as a result of a 1992 needs assessment survey of older adults conducted by the local Area Agency on Aging. Transportation issues were identified as a priority in this survey, which also revealed that 40 percent of the households that included an individual aged 60 or older could be classified as low income (annual incomes of less than \$15,000). Transportation problems were related to income, and correlated with problems relating to home care, self care, isolation, and housing. The Partners In Care program addresses all of these areas. Partners In Care is a member of the Citizens Coalition for Improved Transportation, which holds monthly meetings to discuss needs and service programs.

Notable Benefits (Outcomes) of Coordination: Partners In Care provides many benefits to its members and to the community, including transportation service effectiveness, cost effectiveness, community mobility, and quality of life.

- **Transportation Service Effectiveness.** Trips provided by the Partners In Care program are often not available through other service providers because of the required high level of personal attention. This program serves individuals and provides trips that other providers could only do with great difficulty and expense, if at all.
- **Cost Effectiveness.** Trip costs are lower for Partners In Care than other service providers, and other service providers are not able to offer the kinds of hands-on assistance needed by the program's frail or disabled riders. The program has anecdotal reports about members avoiding nursing home placement due to the services they have received.
- **Community Mobility.** Partners In Care provides mobility for some of the least mobile residents of the community, and reduces their social isolation by encouraging them to provide services for others.
- **Quality of Life.** These services allow individuals to continue to live independently in their own homes. They decrease social isolation and increase community interaction for individuals both providing and receiving services. According to program staff, members of the program report feeling more productive and responsible, both for their own lives and for others. The greater level of mobility offered by the transportation service enables some participants more regular access to primary care medical treatment, increasing their

overall health status. Members are reported to be healthier and less depressed than before participating in the program.

Challenges and Opportunities: Operating as a niche service, Partners In Care relies on the support of area businesses, nonprofit organizations, community volunteers, and private donations. Without such support, Partners In Care would not be able to provide the variety of services to older adults that was not available from other agencies in the community.

Summary: Partners In Care connects individuals in the community with persons in need of assistance. This service credit exchange program links older and disabled adults with neighbors and friends who volunteer their time to help with occasional tasks and errands. Participants may provide services, receive services, or both. The goal of the program is to assist older and disabled adults in maintaining active and independent lives in their own homes. An intake process is used to assess individuals' needs as well as their ability and talents that may serve the needs of others. The program's director feels that the possibility of reciprocity, giving back to others, makes persons who need assistance more likely to participate in the program. This program is distinctly a “niche service,” providing valuable assistance to persons whose specific needs fall outside the normal service patterns of other more traditional agencies. Partners In Care staff believes that this program is “highly replicable” in other communities.

RIDES Mass Transit District – Illinois

Major Innovation	RIDES provides highly coordinated public transportation services in a large rural area encompassing nine counties in southeastern Illinois. Approximately one-third of the rides provided to social service agencies in the region are for senior transportation.
Program	RIDES Mass Transit District
Sponsoring Organization	RIDES Mass Transit District, a Rural Mass Transit District In Illinois.
City, State	Harrisburg, Illinois
Service Type	Multi county municipal transit program that transports older adults, people with disabilities, and the general public for medical, shopping, work, and to town. They offer deviated fixed routes in towns and demand responsive service especially in the more rural areas.
Key Coordination Strategies	<ul style="list-style-type: none"> • Conduct regular meetings with client agencies. • Include representatives from each of the nine participating counties on the RIDES board. • Promote ride sharing to increase transportation efficiency: on a given trip there may be passengers from a variety of agencies in the vehicle.
Aging Network Roles	RIDES originated as a service by the Golden Circle Senior Citizen Center for their clients. According to the RIDES Mission Statement, the goal is to provide accessible transportation to all residents, including the elderly and disabled, in a manner that promotes independence, self sufficiency, and economic opportunity.
Service Area	Nine counties in southeastern Illinois: Edwards, Gallatin, Hamilton, Hardin, Pope, Saline, Wabash, White, and Wayne.
Service Area Population	103,000; 24,720 [24%] are 65+.
Service Area Size (sq mi)	3,361. The area is primarily rural, the largest town has a population of 9,860.
Data for Year Ending	2003
One-way Trips per Year	240,953
Annual Expenses	\$2,727,236
Cost/Trip	\$11.30
Resources & Equipment	70 Vehicles (62 are Paratransit).

RIDES Mass Transit District – Illinois (continued)

Major Funding Sources	Federal Transit Administration 5311, downstate operating funding from State sales tax, local matches from counties, cities, and nonprofit agencies, revenues from for-profit agencies, and fares.
Coordinating Agencies	Representatives from each of the nine counties are on the RIDES Board. RIDES coordinates services with the majority of the social service agencies in the district as well as with many private businesses.
Contact Information	Bill Jung CEO, RIDES Mass Transit District 1200 West Poplar St. Harrisburg, IL 62946 Ph: 618-253-8761 ceo@ridesmtd.com

Background: In 1974, the Golden Circle Senior Citizens Council began to provide transportation service to and from nutrition centers in Pope and Hardin Counties through a contract with a local school bus operator. Two years later, Golden Circle was awarded a Section 147 grant for a 2-year transportation demonstration program under the Federal Aid Highway Grant. In April 1977, RIDES (then standing for Rural Initiative Development of Effective Services) began operation with four 15-passenger vans in Pope and Hardin Counties. The general public was allowed to ride on the vans, with priority given to nutrition, work, medical, and grocery shopping trips. The Section 147 grant was replaced in 1978 with funding under Section 18 of the Urban Mass Transportation Act (now Federal Transit Administration's Section 5311 program). In 1980, RIDES expanded its services to Gallatin and Saline County, and in 1989 to White County.

In 1990, RIDES formed the first Rural Mass Transit District in Illinois. It functions as a municipal government. This governing framework is based on State enabling legislation originally intended for urban areas. Between 1994 and 1998, four additional counties joined the district for a total of nine counties.

RIDES Mass Transit District has become one of the largest rural public transportation systems in Illinois. In 2000, RIDES Mass Transit District received the Transit System of the Year Award from the Community Transportation Association of America.

Services: RIDES provides service on deviated fixed routes in several local towns and demand-response trips that are reserved 24 hours in advance. RIDES has four subregional operating locations with dispatch centers and maintenance facilities. Drivers are trained to

assist passengers with disabilities and provide door-to-door service where necessary, even helping riders in or out of their homes. Service hours are from 6 a.m. to 6 p.m. Monday through Friday. RIDES provides employment services 7 days a week and 24 hours a day in some counties.

Characteristics of Trips and Riders: RIDES serves older adults, persons with disabilities, and the general public in a nine-county district in southeastern Illinois. RIDES has contracts in place with more than 50 social service agencies in the area and clients of these agencies make up approximately 70 percent of the riders. About one-third of the agency clients are elderly. RIDES provides access to work, shopping, medical services, and education. Some of the special transportation programs in place include Welfare-to-Work, a Job Access Program, and transportation for the Department on Aging's Community Care Program. RIDES provided 240,953 rides in 2003 and the average distance traveled was 9 miles.

Fares vary; the basic fare is \$1.50. Older adults may purchase discount ticket books of 10 tickets for \$5. There are also 30-day passes that cost \$15 for unlimited trips on existing routes within a single county and \$25 for unlimited trips in the entire district. Older adults who are clients of social service agencies in contractual agreements with RIDES may receive free ride passes issued by their agencies.

RIDES collects information on riders as needed by the client agency. In some cases, this includes age and other identifying and descriptive information. When a client calls to make a reservation the first time, RIDES will record new client data that include Americans with Disabilities Act eligibility and any need for special assistance. All of this information is stored in a database. General public riders who board and alight at shelters along the routes are not included in this inventory.

RIDES has a detailed brochure that is available in alternative formats, including Braille and Large Print, and is distributed in public locations such as senior centers, medical offices, and meetings. The RIDES Web site has information on fares and route maps. RIDES provides ad space on their buses to local radio stations in exchange for radio spots. RIDES also is publicized on TV, in local parades, and by word of mouth. New Rider Packs with schedules and information on service are sent to persons making first-time reservations.

Coordination Actions: RIDES activities have had particular success in the areas of progress through working together, planning for community needs, putting customers first, adapting funding, and moving people efficiently.

- **Progress Through Working Together.** RIDES is a municipal transit district, a government framework with a Board made up of representatives from each of the nine

participating counties. The Board meets on a regular basis to coordinate and plan necessary services. RIDES has linkage agreements, joint service agreements, or contracts with each of 50+ participating agencies. Each agreement is based on the needs of the client agency. RIDES conducts semi-annual meetings with client agencies to assess current service and address any problems or issues.

RIDES meets with potential client agencies to describe the benefits of coordination. They are assured that RIDES will provide the same (or better) level of service to their clients and that RIDES not be involved in client activities other than transportation.

- **Planning for Community Needs.** RIDES collects information from client agencies and board members to plan transportation services. RIDES works on a 5-year plan based on its mission statement to provide affordable, efficient, and accessible transportation in the district.

RIDES has developed a number of new transportation programs as a result of consultations with agencies and local representatives. In 2001, RIDES developed an innovative solution for transportation to towns on the border of the Ohio River. The “Shawnee Queen” river taxi ferries people between towns on the river and is now also a major tourist attraction in the area, spurring economic growth. RIDES is working on a plan that will provide more direct transportation to junior colleges in the region so that residents will be able to use college programs and facilities on a more regular basis.

Drivers fill out a trip sheet as clients are picked up. Data from the trip sheets are entered in the dispatch offices. Each ride is validated, and information is gathered on cost per trip, ridership, and on time performance. The data are analyzed to improve coordination success.

To prevent service duplications, RIDES reviews routes monthly. The four dispatch centers have computer-aided programs that identify duplications in trips during the reservation period. For trips between counties, the dispatchers have an e-mail system through which they coordinate cross-county trip requests and identify potential options for coordinating these rides.

RIDES is establishing a Web-based network that will connect all of the dispatch centers, while maintaining the current reservation and scheduling software. Additional transportation technologies, such as on-board computers and Geographic Information Systems systems, are not considered cost effective at this time.

- **Putting Customers First.** The RIDES fleet is primarily made up of paratransit vehicles. Drivers are trained to assist older adults and people with disabilities. RIDES has a system in place for new riders. When first-time reservations are made, riders are asked a series of questions and are sent a New Rider Pack. A supervisor visits the homes of disabled clients to meet with them and answer questions. RIDES conducts on-site travel training for sight-impaired groups. RIDES advertises its services in many local venues, including a public brochure, radio spots, newspapers, and flyers.

Fares are considered affordable; the same fare has been in place for 10 years. The cost is lower than in neighboring districts. Discount fare books are available to older adults. Fares can be paid in cash or as a ticket. Older adults receiving transportation assistance from a senior service agency may use a fare card provided by the agency.

RIDES has semi-annual spot inspections conducted by an outside firm. These “riders” call and make an appointment, take a number of trips, meet the drivers, and get a perspective on the success of the system. These spot inspections have had positive results.

- **Adapting Funding.** RIDES has agreements in place with the client agencies that suit the agencies' funding sources. RIDES offers flexible services to minimize costs: for example, trips to different locations for clients sponsored by the same funding source may be coordinated to utilize the same vehicle and save costs.

Many of the agencies, especially those that serve older adults, have annual contracts with RIDES and pre purchase ride cards for their clients. RIDES keeps the service agencies informed of expenditures on a monthly basis so they remain aware of on going costs.

RIDES is responsible for preparing all financial data regarding the transportation services. Bills are sent out monthly. RIDES also provides additional documentation as needed for a client agency's funding requirements. The billing system is automated and is based on the data gathered following each ride.

- **Moving People Efficiently.** RIDES is running vehicles from four dispatch sites in the nine participating counties. Each of these sites has a local telephone number. New riders are directed to the site that is nearest to their home. Each site has a maintenance facility that conducts preventive and emergency maintenance.

Driver training is centralized; there are three lead drivers that take “train-the-trainer” certification programs and then train additional staff. The trainings are recognized by the local junior colleges, and drivers receive college credit for their training. Training includes sensitivity to passenger needs and working with Americans with Disabilities Act equipment.

Notable Benefits (Outcomes) of Coordination: RIDES reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** RIDES has increased service over time, with services now available 12 hours a day and, in some cases, during evening hours. More important for rural communities is the increased frequency of trips and the rise in travel options available to residents. On many routes, RIDES is able to guarantee a stop at least once an hour. While there are some specific patterns for deviated fixed routes, RIDES also is able to transport individuals from rural outskirts and across county borders. RIDES has succeeded in capturing much of the local match, State, and Federal funding available through its contracts with the various social service agencies.

- **Transportation Service Efficiency.** RIDES provides trips at lower unit costs than had been previously offered by individual transportation programs in the area. More important, the client agencies have seen their costs drop. By sharing rides and charging by the seat, RIDES sees savings of 40 to 60 percent compared to other transportation providers. (These savings vary from rural to urban locations. In urban locations, the savings are higher because of a higher number of passengers per trip.)
- **Transportation Service Effectiveness.** RIDES promotes ridesharing and has reached an average of four trips an hour.
- **Cost Effectiveness.** RIDES has kept its prices relatively stable over time. The rise in fuel and insurance prices makes it difficult to lower costs. Trips remain affordable and the fares have not been raised in more than 10 years despite increased costs.
- **Customer Satisfaction.** RIDES has not conducted a large-scale customer satisfaction survey recently, but the dispatch centers are in daily contact with the clients and customers and record all service denials or deviations. Such issues are dealt with monthly to resolve any problems. Few complaints have been raised.
- **Community Mobility.** RIDES has succeeded in increasing the availability of transportation services in the area. For example, RIDES is running an average of 14 daily routes from the Saline and Gallatin Counties dispatch site. Ten of these routes are available only through the coordination of contracts with local agencies. RIDES also is involved in programs that increase employment opportunities, including Welfare-to-Work and a Job Access and Reverse Commute grant.
- **Quality of Life.** Recently, RIDES honored four riders who have been using their services for more than 20 years to get to work. These older adults, now in their nineties, were able to continue living at home, stay employed, and stay active for longer due to the RIDES transportation services. The Golden Circle Senior Center, the original provider of RIDES transportation, believes that RIDES is a crucial part of the community for improving lives of older adults in the area.

Challenges and Opportunities: RIDES is still attempting to recruit the few agencies that have not yet contracted for coordinated services from the district. Perceived barriers to coordination sometimes keep additional agencies from participating because of concerns that RIDES will not be able to provide the level of service and personal contact that their clients are used to. However, RIDES has demonstrated that this is not the case. While coordination is a slow process, the RIDES administration believes that eventually all of the agencies in the area will contract with the transit district.

Summary: For 28 years, RIDES has developed highly coordinated transportation services for a 9-county area in southeastern Illinois. RIDES has a large fleet that is providing close to 250,000 passenger trips a year. RIDES has proved that it is possible to coordinate affordable and accessible public transportation in a rural area. The RIDES Mass Transit

District is a source of pride in the region, increasing quality of life for older adults and the general public.

St. Johns County Council on Aging Transportation Program — Florida

Major Innovation	Dynamic leadership and enlightened public relations approach to customer, worker, and community satisfaction changed an under-performing service into an award winner with a large expansion in transportation responsibilities. Demonstrates advanced technologies, multiple rider types including general public, hands-on service, and hospitality focus.
Program	St. Johns County Council on Aging Transportation Program, and the Sunshine Bus Company
Sponsoring Organization	St. Johns County Council on Aging, Inc. (St. Johns COA), a nonprofit community service organization
City, State	St. Augustine, Florida
Service Type	Two programs: The Sunshine Bus Company, operated by St. Johns COA, provides deviated fixed route trips in St. Augustine. Buses stop when hailed, mostly serving ambulatory general public riders in the urban area. The St. Johns COA Transportation Program provides demand responsive trips to older adults, persons with disabilities, and residents of rural areas. Both programs strongly emphasize customer satisfaction.
Key Coordination Strategies	Working with a variety of funding sources, St. Johns COA has become the transportation provider for both public and specialized transportation needs in the county.
Aging Network Roles	St. Johns COA, the primary aging services provider in the county, is the transportation leader in this community: The organization was asked to design and operate a general public service in St. Augustine after years of successfully operating specialized transit service in the county and it has received national awards for these services.
Service Area	St. Johns County, Florida
Service Area Population	136,068 in 2002; 21,635 [15.9%] are 65+.
Service Area Size (sq mi)	609 square miles
Data for Year Ending	July 2002 - June 2003
One-way Trips per Year	194,047 total: 115,147 demand responsive; 78,900 public transit trips
Annual Expenses	\$1,793,862
Cost/Trip	Public transit in urbanized area, \$3.90/ride; Demand responsive, rural, paratransit for persons with disabilities, \$11.20/ride
Resources & Equipment	35 vehicles, 19 wheelchair-accessible; 41 full- and part-time drivers; 9 operations and support staff

St. Johns County Council on Aging Transportation Program — Florida (continued)

Major Funding Sources	Medicaid, county funding, Federal Transit Administration Section 5311 & 5311f programs plus an Intelligent Transportation Services grant, Florida WAGES [welfare-to-work] program through Jacksonville Transit Authority, Department of Children and Families, Administration on Aging Title III, fares and contributions.
Coordinating Agencies	Jacksonville Transit Authority, Florida's Commission on the Transportation Disadvantaged, Florida Department of Transportation
Contact Information	Catherine Brown, Executive Director St. Johns County Council on Aging 179 Marine Street St. Augustine, Florida 32084 Ph: 904-823-4812; Fax: 904-823-4805 ckbrown@aug.com

Background: St. Johns County Council on Aging, Inc. (St. Johns COA) is a nonprofit corporation established in 1978 to provide services to residents of St. Johns County who are aged 60 and older. The mission of St. Johns COA includes providing leadership and advocacy on behalf of all older persons and providing programs and services for the community that promote dignity and respect, and foster independence and high quality of life, public health and recreation, assistance and comfort to the sick and disabled, and lifelong learning and effective self-management. In short, the mission is to offer services that enable senior residents of St. Johns County to live independently and with dignity while remaining contributing members of the community.

St. Johns COA provides congregate meals and activities in the senior center; Meals on Wheels for homebound clients; social services including counseling, homemaking services, information and referral, personal care, case management, and telephone reassurance; and transportation. Transportation services account for about 40 percent of St. Johns COA's total annual expenditures. The information and referral service serves as the initial contact for anyone seeking information concerning the needs of older people. Services are provided throughout the county. There is a focus on serving economically and socially needy elder residents, minorities, and disabled elders. St. Johns COA emphasizes community networking and close working relationships with other community-based organizations.

Services: The St. Johns COA Transportation Program provides portal-to-portal non emergency medical transportation services to ambulatory and wheelchair-bound clients within the St. Johns County area Monday through Friday. St. Johns COA Transportation

Program's services are designed for those persons who cannot provide or purchase their own transportation, the elderly, persons with disabilities, Medicaid clients who meet eligibility requirements, persons who may be temporarily disabled, and the general public. Transportation services include trips to and from medical appointments, shopping, senior centers, and sheltered workshops.

General transportation in and around St. Augustine is provided by the Sunshine Bus Service, which offers deviated fixed route public transportation in and around the city. Passengers can hail the buses that may be boarded or exited at any street corner along a bus route. Five specific routes operate on specific schedules from 7 a.m. to 6 p.m. 6 days a week. Transfers between routes can be made at the Sunshine Bus Depot on the half hour. Connections to public transit service provided by the Jacksonville Transit Authority can be made at the South Beach Regional Plaza, a shopping mall.

Characteristics of Trips and Riders: The St. Johns COA Transportation Program focuses on persons with special needs; services provided by the Sunshine Bus Company focus on the trip needs of the general public. Services of the program are designed for persons who cannot provide or purchase their own transportation, the elderly, persons with disabilities, Medicaid clients who meet the eligibility requirements, persons who may be temporarily disabled, and the general public. The fares are \$1.76 per mile plus applicable fees (minimum rates) for the general public \$1 each way in the county for qualifying trips (primarily medical) sponsored by Florida's Commission for the Disadvantaged and \$1 copay each way for all Medicaid clients. Drivers collect fares from passengers as they board the vehicles.

Reservations must be made at least 24 hours before a scheduled appointment. Riders may make advanced reservations up to 1 week before a scheduled appointment. There are special provisions for accessing dispatching services for hearing and voice-impaired persons. Fares for the Sunshine Bus Company are \$1 per one-way trip, and transfers among the five routes are free. Monthly passes are available for \$25.

Coordination Actions: The St. Johns COA Transportation Program's coordination actions have focused on putting customers first, progress through working together, and planning for community needs.

- **Putting Customers First.** Beginning in 1998, St. Johns COA reengineered its entire “corporate culture.” It now places a great deal of attention on a “hospitality focus” to rider satisfaction, from policies about drivers assisting passengers in boarding and alighting to guidance on making conversation with passengers. Since most riders are older adults (as are many of the drivers), St. Johns COA's policy of hand assistance, especially with an eye to preventing falls, is greatly appreciated. The organization

emphasizes “treating and greeting” riders, even at the expense of strict adherence to a published schedule. After the 1998 management change, the service emphasis (in all programs, not just in transportation) shifted from transporting poor persons with no other means of transportation to transporting everyone in the community, including those who have other transportation options. There is a strong emphasis on making rides fun, flexible, and fast to maximize customer satisfaction. The “flag stop” service—buses stop at street corners when hailed by persons who want a ride—is seen as an important part of the customer focus. St. Johns COA's Web site includes substantial information on its transportation services.

The program's application of the “customers first” philosophy also is being applied to its staff. With a focus on the dignity, responsibility, and importance of each individual's job, St. Johns COA has added cell phones, uniforms, parties, contests, and a sense of respect for all employees. Individual and group safety incentives have been adopted. These include a \$25 gift certificate for all members of the transportation department for each accident-free month and a \$100 bonus for each quarter that a driver is accident free. Employee turnover has been dramatically reduced, and some employees are working for two-thirds of the salaries they might command elsewhere because of their interest in and satisfaction with their job at St. Johns COA.

This “engage your mission” strategy has had a variety of results. For example, a “Driver Appreciation Week” was started by riders and some drivers (not by the system's management), and riders printed and handed out flyers to other riders describing the event. Drivers and riders feel very comfortable making suggestions about new routes, changes in operating policies, and other matters because they know that these suggestions will be seriously considered.

- **Progress Through Working Together.** St. Johns County is located just south of Duval County, whose largest city is Jacksonville. St. Johns COA coordinates with the Jacksonville Transit Authority to bring St. Johns County residents to Jacksonville Transit Authority transfer points so that these persons can travel to work sites in Jacksonville. Timing of routes has been coordinated with Jacksonville Transit Authority and with businesses in Jacksonville. Travelers using the St. Johns COA/Jacksonville Transit Authority transfers appreciate the reliability of these services.
- **Planning for Community Needs.** In Florida, Community Transportation Coordinators are responsible for the planning and oversight of specialized transportation services in their county (or, in a few cases, for multiple counties). Services are designed for persons deemed “transportation disadvantaged,” meaning that they “. . . are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access [to needed services] . . .” according to Florida statutes. St. Johns COA has performed this vital coordination role as the Community Transportation Coordinators for St. Johns County since 1983. Individuals who are not agency clients but who are transportation disadvantaged schedule their trips through St. Johns COA or another service provider designated by the organization.

Notable Benefits (Outcomes) of Coordination: St. Johns COA reports a wide range of benefits from coordinated transportation services:

- **Public Transportation Services in Formerly Unserved Communities; Community Mobility.** Prior to St. Johns COA's new services, St. Johns County residents had no public transportation options to connect them with Jacksonville or other Duval County locations. Residents of the rural portions of St. Johns County have a wider range of travel opportunities and available destinations.
- **Service and Cost Effectiveness.** As recently as 5 years ago, St. Johns COA was serving 300 trips per day with 9 support staff. It currently serves nearly 600 trips per day with 4 support staff. Some of the change has been achieved by emphasizing multiloading (ride sharing) whenever possible.
- **Application of Advanced Technologies.** St. Johns COA received a grant from the Federal Transit Administration that included Geographic Information Systems, Automated Vehicle Locator service, and transit operations software as part of the overall Intelligent Transportation Systems package. The goal was to increase efficiency in trip scheduling and billing, formerly paper-intensive tasks. Using predetermined geocoded trip mileages, billing procedures were significantly streamlined. This led to a 45 percent reduction in office staff.

Challenges and Opportunities: The current public transit service is running on 30-minute headways; their objective is to provide service with 15-minute headways. This will require substantially increased funding. The service also is looking for funding for a staff member to concentrate on marketing transportation services to local businesses. Because of population increases, St. Johns COA is eligible for Federal Transit Administration's urbanized area transit assistance programs. This will increase the available funding, and will allow St. Johns COA to purchase new vehicles and increase services.

Summary: St. Johns COA has reengineered a dysfunctional corporate culture into one that has energized staff, riders, and the community on behalf of good community access and mobility. The director believes that St. Johns COA has added passion and innovation to the more common emphasis on coordinating transportation resources. In addition, the organization has changed the working environment from an “it's a job” attitude to one in which employees are truly excited about what they do. By connecting older adults to senior centers, persons on welfare with employment sites, and others with the destinations they need, St. Johns COA has substantially increased the mobility and independence of residents of the county. The council's executive director has helped obtain intelligent technology grants that have increased the St. Johns COA Transportation Program's productivity. New services into adjacent communities have been added. For these achievements, St. Johns COA was selected as the Rural Transportation Operator of the Year for 2000-2001 by the State of Florida.

Area Agencies on Aging

The following case studies are for Area Agencies on Aging that improved transportation services for older adults through coordination:

- Area IV Area Agency on Aging: Senior Transportation Program, Twin Falls, ID.
- Arlington Agency on Aging: Transportation Options, Arlington, VA.
- East Central Illinois Area Agency on Aging: Transportation Service Providers, Bloomington, IL.
- Malheur County Transportation Service, Ontario, OR.
- The New InterUrban Rural Public Transportation System, Yorktown, IN.
- Sedgwick County Transportation Brokerage Wichita, KS.
- South Carolina Appalachian Council of Governments.

Area IV Agency on Aging Senior Transportation Program — Idaho

Major Innovation	The Area IV Agency on Aging serves eight counties in South Central Idaho utilizing a small, low-budget system. The Area Agency on Aging provides public transportation services to older adults in a rural region at low per trip cost using volunteers and multiple modes.
Program	Area IV Agency on Aging Senior Transportation Program
Sponsoring Organization	Area IV Agency on Aging, College of Southern Idaho
City, State	Twin Falls, Idaho
Service Type	The transportation program in Area IV is made up of five programs: Trans IV Buses for dial-a-ride, door-to-door service, Senior Assisted Services in the Retired and Senior Volunteer Program volunteer drivers, Living Independent Network Corporation vouchers for a local cab company, Senior Companion Program, and senior center transportation.
Key Coordination Strategies	Networks and meetings are in place to exchange information and ideas about transportation. The Area Agency on Aging tracks financial data regarding the funding it provides for each program.
Aging Network Roles	The Area IV Agency on Aging provides funding for the five independent programs. It also provides information and suggests referrals to each of the programs on the basis of customers' characteristics and needs.
Service Area	8 counties in South Central Idaho: Blaine, Camas, Cassia, Gooding, Jerome, Lincoln, Minidoka, and Twin Falls.
Service Area Population	162,000; 21,060 [13%] are 65+.
Service Area Size (sq mi)	11,508 square miles: 80 percent rural, 20 percent urban. Twin Falls is the only urban area.
Data for Year Ending	2003
One-way Trips per Year	Trans IV provided 4,244 rides to older adults and 4,204 rides to adults in wheelchairs (approximately half were older adults) out of a total of 125,770 trips. Retired and Senior Volunteer Program provided 8,600 rides annually. Living Independent Network Corporation provided 1,667 rides. Retired and Senior Volunteer Program, Senior Companion, and senior centers reimburse volunteers on a mileage basis rather than per trip.
Annual Expenses	The Area Agency on Aging provided \$39,000 in Administration On Aging Title III-B and State funds to the five programs. Each program receives additional funding from other sources.

Area IV Agency on Aging Senior Transportation Program — Idaho (continued)

Cost/Trip	Cost for a Trans IV trip is \$7.50, Area Agency on Aging is only charged \$3 a trip. Retired and Senior Volunteer Program, senior centers, and Senior Companions use volunteer drivers reimbursed at 30 cents a mile. The Living Independent Network Corporation receives \$3 per trip.
Resources & Equipment	Trans IV has 18 wheelchair-equipped vehicles. The Retired and Senior Volunteer Program currently has 34 volunteer drivers. The Senior Companions Program has 25 volunteer drivers. The taxi service that Living Independent Network Corporation subcontracts has four cabs. The senior centers have seven vans, two buses, and one volunteer vehicle and seven part-time employee drivers and six volunteer drivers. The College of Southern Idaho supports the Senior Transportation Program and its positive reputation in the region.
Major Funding Sources	Older Americans Act, Idaho Department of Transportation, Idaho Senior Services Act, United Way. Trans IV also receives 5311 and 5309 funding.
Coordinating Agencies	College of Southern Idaho, Area IV Development Association, Department of Health and Welfare, Voc Rehab, Commission on the Blind, senior centers, Valley Interfaith, Living Independent Network Corporation, Community Action Partnership, Corporation for National and Community Service.
Contact Information	<p>Jim Fields Director, Area IV Agency on Aging College of Southern Idaho 998 North Washington St. Twin Falls, ID 833303-1238 Ph: 208-736-2122; Fax: 208-736-21261 jfields@rmci.net</p> <p>AND</p> <p>Lynn Baird Administrator, Trans IV College of Southern Idaho 315 Falls Avenue P.O. Box 1238 Twin Falls, ID 83303 Ph: 208-736-2133 TransIV@magiclink.com</p>

Background: The Area IV Agency on Aging established the Senior Transportation Program in 1982 based on the availability of Older Americans Act funding. The Area IV Agency has annual contracts in place with each of the providers: Trans IV, Retired and Senior Volunteer Program, Living Independent Network Corporation, Senior Companions

Program, and with six Senior Centers. The Area IV Agency has developed a transportation system for older adults in eight counties encompassing an area of 11,508 square miles. The Area IV Agency on Aging utilizes a network of volunteers as well as established transportation providers in its various programs. Its transportation program is the main source of accessible and affordable transportation for older adults in this highly rural area.

Services: The Area IV Agency on Aging contracts with five different types of service providers. Each of these transportation programs is unique and suitable to different needs of the older adults in Area IV:

- Trans IV, established in 1979, is the College of Southern Idaho bus service providing transportation primarily in the city of Twin Falls. Special door-to-door services on wheelchair lift-equipped buses are offered for people with special needs. Transportation is available from 7:30 a.m. to 5:30 p.m. on weekdays. Reservations are requested at least 24 hours in advance, but last-minute rides are provided when possible. Trans IV and the Area IV Agency on Aging offer free service to older adults, a lack of funding, however, has caused a need to reduce free trips from three to one round trip per week. The regular cost is \$3 a ride. Trans IV also provides service to the general public via 5311 funding. Trans IV is the only local program with wheelchair-accessible vehicles.
- The Retired and Senior Volunteer Program is a highly successful local volunteer program for adults aged 55 and older. Its transportation program is called Senior Assisted Services. Volunteers provide transportation to adults aged 60 and older who are unable to drive independently. The volunteers use their own cars and are reimbursed for mileage. Retired and Senior Volunteer Program volunteers provide rides to older adults in rural areas in six of the eight counties. Blaine and Camas Counties do not have Retired and Senior Volunteer Programs in place because of a lack of funding and also the mileage distance. Retired and Senior Volunteer Program operates from the Area IV Agency on Aging's offices and reservations should be made 48 hours in advance. Retired and Senior Volunteer Program employees are scheduling for the west and east end of South Central Idaho separately. It provides rides Monday thru Friday during daytime hours. These rides are provided free to older adults. The Retired and Senior Volunteer Program drivers offer personal contact to the older adults in addition to transportation.
- Living Independent Network Corporation is a voucher program with a local taxi company in Twin Falls. Living Independent Network Corporation is the only program that has rides on the evenings and weekends. These rides are provided free to older adults. Living Independent Network Corporation is applying to the Idaho Department of Transportation for 5311 funding to expand services to rural locations.
- Senior Companions Program, a program of the Corporation for National and Community Service, enrolls low-income older adults aged 55 and older and trains them to assist homebound elderly persons with supportive person-to-person services. The Senior Companions receive some travel reimbursement. They may provide transportation during their visits to older adults for local shopping and medical appointments. The

program provides social interaction for both the Senior Companion and the client. This program is managed out of the Area IV Agency on Aging's offices.

- Senior Center transportation is funded by the Area IV Agency on Aging for six senior centers in the region. Most of the transportation to senior centers is for nutrition and activities, including home-delivered meals for homebound older adults, provided by volunteers who are reimbursed for their mileage.

The Area IV Agency on Aging advertises the various transportation services available to older adults via public venues like county fairs and meetings. The Retired and Senior Volunteer Program has a brochure on its programs, including transportation, which is sent to senior centers, clinics, other public agencies, and churches. Trans IV publicizes its reservation number at senior centers, senior living facilities, and on its buses. The primary method for notifying the public about available services in this rural area is word of mouth. Formal advertising via newspapers and radio is too expensive.

Characteristics of Trips and Riders: The Area IV Agency on Aging provides funding for trips for older adults, and directs older adults to the transportation services based on their needs and location. Trans IV is the only one of these transportation programs that has wheelchair-accessible vehicles and is also open to people with disabilities and the general public. Trans IV provides all types of trips within Twin Falls as well as a limited number of trips to neighboring towns. The average trip via Trans IV is 5 miles. The Retired and Senior Volunteer Program is appropriate for residents who live in towns and in outlying rural areas. The program allows rides for medical appointments, pharmacy, shopping, and even for weekly hair appointments. The Retired and Senior Volunteer Program maintains a database to track both the volunteers and the clients. The average distance for a Retired and Senior Volunteer Program trip is 20 miles. Living Independent Network Corporation can provide rides during evenings and weekends, and may be suitable for trips to religious services or other local weekend travel. The Senior Companion Program is suitable for homebound residents who need assistance in addition to transportation. Senior Center transportation is directly connected to nutrition and recreation programs in the centers.

Coordination Actions: The Area IV Agency on Aging's coordination activities have been particularly successful in the areas of planning for community needs and putting customers first.

- **Planning for Community Needs.** The Area IV Agency on Aging Strategic Plan for 2002-2005 states that its objective is to provide support so older adults in the community can maintain their independence as long as possible. This objective is achieved by working with the Transportation Ad Hoc Committee to develop strategies to provide transportation for older adults. The Area IV Agency holds a variety of meetings with community service providers, which enables them to identify gaps in services and plan

for the future. Three area Providers' Meetings are held monthly for the social service agencies in the area. These provide venues to learn about needed services and to publicize available transportation services.

The Area IV Agency on Aging participates in the Trans IV Advisory Committee, a forum that studies transportation services in Twin Falls and the surrounding area. There is a proposal for a fixed route loop in Twin Falls, which will travel from north to south and serve senior housing areas, transporting the residents to shopping areas. Trans IV will survey older adults to determine interest in such a program. One concern is that the older adults need door-to-door service that will not be available through typical fixed route operations.

Because it is rural in nature, duplication of trip routes are minimal in Area IV. Additionally, the transportation network is part of a small community where available services are well known and efforts are made to refer older adults to the most appropriate transportation service for their needs.

Data on the numbers of rides provided and financial status of the various transportation programs funded by the Area IV Agency on Aging are tracked monthly by a fiscal assistant at the agency. These data are analyzed to foresee funding difficulties and maintain rides throughout the year.

The Area IV Agency on Aging is working on a needs assessment that will document current services and gaps in those services. This process will include a series of public meetings with older adults, so the agency can learn more about the customers' ideas and concerns.

- **Putting Customers First.** The Area IV Agency on Aging is the first point of contact for older adults in Area IV. The agency tries to direct older adults to the transportation service that best meets their needs and offers them the most flexible options. Area IV Agency-funded transportation is free and all programs provide door-to-door services. The agency uses a unique system of volunteer drivers for many of its services, making the transportation more accessible and friendly for older adults.

Trans IV is working with the Area IV Agency on Aging to increase senior ridership by providing free trips on a weekly basis with a \$3 charge for each additional trip. Trans IV drivers provide assistance to older adults when necessary and have developed a positive reputation for safe and high quality services.

Although Trans IV requires 24-hour notice and the Retired and Senior Volunteer Program requires 48 hours (for volunteer coordination), the programs make every effort to provide same-day transportation whenever possible. The Area IV Agency on Aging has received positive feedback regarding its services in customer satisfaction surveys and through verbal and written thanks.

Notable Benefits (Outcomes) of Coordination: The Area IV Agency on Aging reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** By offering a variety of services, the Area IV Agency on Aging has expanded the days, hours, and geographic service area of transportation for older adults. Transportation is available in both urban and rural areas. Transportation is available on weekends in Twin Falls via Living Independent Network Corporation, and the corporation is pursuing 5311 funding to enable weekend travel in rural areas as well. The Area IV Agency on Aging is working with its partners to minimize service duplication and maximize available transportation services.
- **Transportation Service Efficiency.** The Area IV Agency on Aging continues to reimburse volunteers at 30 cents a mile despite rising gasoline prices, and therefore is keeping expenses stable.
- **Transportation Service Effectiveness.** Trans IV is making use of ride sharing to increase passenger trips. The program provides three to four trips an hour via dial-a-ride.
- **Cost Effectiveness.** Costs have increased while funding has decreased. Consequently, Area IV Agency on Aging is not seeing lower costs per trip. Agency administration is working to maintain levels of service despite the less favorable economic situation.
- **Customer Satisfaction.** The programs have all received positive feedback. Retired and Senior Volunteer Program and Senior Companions Program have conducted a number of customer satisfaction surveys with encouraging results. The Area IV Agency on Aging has received a number of voluntary contributions and verbal and written expressions of gratitude regarding the transportation services. Trans IV, recently under new management, has received positive feedback because of increased personal service to riders.
- **Community Mobility.** The Area IV Agency on Aging has seen an increase in ridership since the coordination of services began. Trans IV has increased senior rides by 60 percent over the last 18 months due to its partnership with the agency. In this largely rural area, the transportation services are extremely welcome.
- **Quality of Life.** Individuals in the community have expressed thanks for the increased independence. Many older adults report that without these services, they would be unable to get out and be active. The Retired and Senior Volunteer Program and Senior Companion programs also benefit the “younger old” volunteers, who are active in the community and gaining from the experiences with older adults.

Challenges and Opportunities: The biggest challenge in Area IV is a lack of funding. The Area IV Agency on Aging provides transportation using a network of volunteers, two existing transportation providers, local urban public transit, and a local taxi company. The Area IV Agency covers only a portion of the costs for Trans IV and Living Independent Network Corporation rides. At 30 cents per mile, the Area IV Agency also is unable to cover the current rise in gasoline prices for its volunteer drivers. It is a tremendous challenge for the transportation program to maintain its level of service.

Summary: The Area IV Agency on Aging designed a network of transportation providers for older adults in South Central Idaho. The Senior Transportation Program is based on volunteer programs, subsidized taxi fares, and specialized public transportation in the city of Twin Falls and surrounding counties. The Area IV Agency on Aging is a major source of transportation for older adults throughout this rural region and has managed to establish a variety of transportation services on a limited budget. Area IV is proud that it has rarely turned down a request for a ride.

Arlington Agency on Aging Transportation Options — Virginia

Major Innovation	The Arlington Agency on Aging serves as an advocate/catalyst, information and referral center, funder, and provider of transportation services for older adults. In this dense urban county, there are multiple transportation options for older adults, which can be confusing for many older travelers.
Program	Arlington Agency on Aging Transportation Options
Sponsoring Organization	Arlington Agency on Aging, Department of Human Services
City, State	Arlington, Virginia
Service Type	The Arlington Agency on Aging provides information on and advocates for a variety of transportation options for older adults. The agency directly funds Senior Center Nutrition, Red Cross, Assisted Transportation and Senior Loop services. It coordinates additional services including MetroAccess, Specialized Transit for Arlington Residents, and programs of the Department of Parks, Recreation, and Cultural Resources.
Key Coordination Strategies	Transportation providers are members of the local Commission on Aging Transportation Committee and conduct regular meetings to plan and improve the transportation options for older adults. The agency tracks available services and keeps the public informed.
Aging Network Roles	The Arlington Agency on Aging serves as an advocate/catalyst, information and referral center, funder, and provider of transportation services for older adults. The agency facilitates meetings between different providers, and makes older adults aware of local services, helps them to qualify, and teaches them how to use the various options.
Service Area	Arlington County, Virginia
Service Area Population	193,000; 17,809 [9.4%] are 65+.
Service Area Size (sq mi)	25 square miles: 100 percent urban
Data for Year Ending	2003
One-way Trips per Year	42,855 one-way trips via Arlington Agency on Aging-funded programs: Senior Center Nutrition, Red Cross, Assisted Transportation and Senior Loop.
Annual Expenses	<p>\$174,843 budget for Arlington Agency on Aging-funded programs: Senior Center Nutrition, Red Cross, Assisted Transportation and Senior Loop.</p> <p>\$1,407,991 additional funds from the Arlington Transportation Division and Department of Parks, Recreation, and Cultural Resources for Specialized Transit for Arlington Residents (STAR), Super Senior Taxi, Senior Center Adult Transportation, and Temporary STAR.</p>

Arlington Agency on Aging Transportation Options — Virginia

Cost/Trip	Average cost of \$4.08 per trip for agency-funded programs: Senior Center Nutrition, Red Cross, Assisted Transportation and Senior Loop.
Resources & Equipment	Agency staff respond to telephone queries about available transportation services. The Arlington Agency on Aging maintains up-to-date information on the various programs. Agency volunteers assist older adults in applying for MetroAccess eligibility. Vehicles are owned by Metro or local, private contractors including taxi companies with large fleets that are used for senior transportation as well as other transportation services. The Red Cross provides volunteers as well.
Major Funding Sources	Older American Act, State funds, county funds, fares, and contributions. MetroAccess is provided by the Washington Metropolitan Area Transit Authority.
Coordinating Agencies	Washington Metropolitan Area Transit Authority; Arlington Transportation Division; Arlington Department of Human Services; Arlington Department of Parks, Recreation, and Cultural Resources; Senior Centers; and Adult Day Care Centers.
Contact Information	Terri Lynch Director, Area Agency on Aging 3033 Wilson Boulevard, Suite 700B Arlington, VA 22201 Ph: (703) 228-1700; Fax: (703) 228-1148 Tlynch@arlingtonva.us

Background: The Arlington Agency on Aging has created a framework for a coordinated transportation system for older adults in Arlington, a highly urbanized community across the Potomac River from Washington, D.C. Although geographically compact—only 25 square miles—it is one of the most densely populated counties in the U.S. with 193,000 residents.

Arlington County first started a small transportation program in Crystal City in 1972 when it purchased a few vehicles for the Red Cross to provide free rides to local older adults. In the late 1970s, the Older Americans Act led to the establishment of transportation to adult day care and nutrition centers along with expanded Red Cross services. This small-scale operation continued until 1992 when, in response to the Americans with Disabilities Act, MetroAccess services were provided for persons with disabilities. The Arlington Agency on Aging recognized that it might be possible to provide less expensive and more personal services through a local program based on the MetroAccess qualifications and lobbied for

the Specialized Transit for Arlington Residents (STAR), a program launched in 1996. Meanwhile the Arlington Agency on Aging advocated for and created additional programs such as the Assisted Transportation Program, the Senior Loop, and Temporary and Interim STAR. Many of these programs are organized with the Arlington Transportation Division and the Arlington Department of Parks, Recreation, and Cultural Resources. The agency is on staff to the Commission on Aging, a required citizen-advisory council that includes a Transportation Committee in which the agency's various transportation partners all participate.

Services: The Arlington Agency on Aging provides information to older residents about a variety of transportation options. A number of these programs are funded by the agency, while others are provided via other agencies. The Arlington Agency on Aging Transportation Options include:

- MetroAccess, funded by the Washington Metropolitan Area Transit Authority, is the regional paratransit service providing public transportation anywhere in the Washington Metropolitan Area Transit Authority service area with no restrictions on trip purpose. Participants must fill out extensive forms to become eligible and the Arlington Agency on Aging has volunteers who assist local residents in filling out these forms. The fare is \$2.20 per one-way trip.
- STAR, funded by the Arlington County Transportation Division, is a local program based on eligibility to MetroAccess that provides prearranged trip service to residents with disabilities. STAR has its own dispatch office to take reservations up to 24 hours in advance. The rides are provided by local, private contractors and taxi companies and the fare is \$2.
- Assisted Transportation Services, managed by the Arlington Agency on Aging, provide for an escort for door-to-door transportation. An add-on to STAR, drivers are trained to escort riders to the door. The cost of this service is based on income, up to \$10, in addition to the \$2 STAR fee.
- Temporary STAR, funded by the Department of Parks, Recreation, and Cultural Resources and managed by the Arlington Agency on Aging, is for people with a temporary transportation disability. The users are expected to recover and go back to using other transportation options or transition to permanent STAR services.
- The Red Cross, funded by the Arlington Agency on Aging, provides free services for grocery shopping and medical appointments using volunteer drivers.
- Senior Center/Nutrition, funded by the Arlington Agency on Aging, offer free door-to-door local transportation for meals and programs.
- Senior Loop, funded by the Arlington Agency on Aging, provides weekly grocery shopping trips for groups of residents from low-income Arlington retirement housing facilities. This free service uses vans that are otherwise used for senior center transportation.

- Super Senior Taxi, funded by the Arlington Agency on Aging and the Arlington Transportation Division, offers discount taxi vouchers for residents aged 75 and older.
- Senior Center Adult Transportation, funded by the Department of Parks, Recreation, and Cultural Resources, is a door-to-door service to senior centers in two areas using the STAR office for reservations and at a STAR fare scale (\$2).

The Arlington Agency on Aging has compiled a list of these services, which is available on the Internet and at the various senior centers. The agency is working on a glossy brochure with the Arlington Transportation Division. The agency does outreach to educate the public about the available transportation services through presentations, articles in local newspapers and senior bulletins, and in response to telephone queries at the agency offices.

Characteristics of Trips and Riders: The Arlington Agency on Aging serves older adults in Arlington County. Although some of the transportation services offered also are available to persons with disabilities, this is not under the agency's jurisdiction. The agency screens to determine the eligibility of adults aged 60 and older for many of the programs. When older adults call to check about the various transportation options, agency staff advise them on the best service for their situation.

To qualify for MetroAccess, residents must fill out a series of complex forms. The Arlington Agency on Aging sends volunteers to assist older adults in filling out these forms. Residents of Arlington who are eligible for MetroAccess also are eligible for STAR. The agency is interested in signing up as many of the older adults in the area to MetroAccess and STAR as possible because these programs must provide rides by request and the expense to residents is relatively low. MetroAccess has a database of all eligible riders registered for the program.

Coordination Actions: The Arlington Agency on Aging's coordination activities have been particularly successful in working together, planning for community needs, and moving people efficiently.

- **Progress Through Working Together.** The Arlington Agency on Aging works with other Arlington County agencies, including the Transportation Division and the Department of Parks, Recreation, and Cultural Resources, on a coordinated transportation plan. Cooperation is better facilitated because these are all county agencies.

The Arlington Agency on Aging's partners meet regularly under the auspices of the Commission on Aging, a required citizen advisory council. The mission of the Commission on Aging is to ensure and enhance the quality of life for older persons in Arlington County. The Transportation Committee includes the various providers as well as interested citizens, and it reviews transportation issues and programs. The committee recommends actions to the Commission to expand or create services. The Commission

on Aging also convenes an annual public hearing to present the Area Plan as proposed in the County Budget and to receive public comments. This serves as an opportunity to learn more about citizens' interests and needs in the realm of transportation services.

In addition to the county agencies, the Arlington Agency on Aging works with the Red Cross, local senior centers, and the Washington Metropolitan Area Transit Authority on the various transportation programs they offer to older residents of Arlington.

- **Planning for Community Needs.** The Arlington Agency on Aging worked with the Commission on Aging Transportation Committee to develop a detailed inventory of the transportation options available to older adults in Arlington. In addition, the agency prepared a document for its departmental administration detailing the various sources of funding for each program.

The Arlington Agency on Aging receives monthly information on each Department of Human Services transportation program, allowing the agency to identify gaps and unmet needs. A document prepared by the agency for the Arlington County Human Services Unmet Needs Contingent is used as a checklist for setting and attaining goals.

The Arlington Agency on Aging collects monthly information on costs per trip and available funds for the transportation programs under its management. These data enable the agency to plan new programs to provide for unmet needs and to work on lowering costs. The agency invests much of its time advocating additional transportation services to expand existing programs.

- **Moving People Efficiently.** The Arlington Agency on Aging works with its partners to offer a variety of transportation services that suit the needs of older adults in Arlington. The agency tries to identify new methods and programs to increase the efficiency of and options for transportation services. For example, the Senior Loop was developed when the agency discovered that Red Cross volunteers were providing rides to groups of older adults from low-cost housing units to local grocery stores. This was, however, preventing the volunteers from providing rides to older adults in private homes. Agency administration realized that by providing a weekly fixed route from the housing developments to local shopping via a local private contractor, they were able to free the Red Cross volunteers at a very low cost. Most of Arlington's transportation options use ride sharing—a cost-effective solution.

For most programs, local private contractors and taxi companies are utilized during non-peak hours—a benefit for their businesses. Because the agency is not responsible for vehicle maintenance or driver training, costs for the county are lower.

The Arlington Agency on Aging continuously works toward expanding the services available to older adults in its area. Enrolling residents in MetroAccess and STAR, increases the area of travel for these older adults. One benefit of smaller programs like the Super Senior Taxi is that it establishes contact with local older adults and helps them apply for MetroAccess. The agency develops programs using existing services to save money. For example, the Assisted Transportation and Temporary STAR programs piggyback on the existing STAR program and help to cut costs.

Notable Benefits (Outcomes) of Coordination: Arlington Agency on Aging reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** The Arlington Agency on Aging has succeeded in expanding the types of services to older adults by educating older residents about the availability of MetroAccess and STAR. This increases travel opportunities for older adults to the entire Washington Metropolitan Area. The agency builds on existing programs in developing new services such as Assisted Transportation and Temporary STAR, which cuts costs and leads to less duplication of routes and services.
- **Transportation Service Efficiency.** Arlington County is small; however, because of the heavy traffic volume, it is important to the Arlington Agency on Aging to try to provide rides at non peak hours and in limited zones. This is one way the agency reduces costs per hour traveled.
- **Transportation Service Effectiveness.** Services like the Senior Loop and others use ride sharing as a way to increase passenger trips per hour. Taxicabs hold three or four riders, not just one. Ridesharing can quadruple or quintuple rides per trip (from 2 or 3 passengers to 12 to 15 in the same time period).
- **Cost Effectiveness.** Ride sharing lowers costs per trip. In addition, many of the transportation programs are based on zones that limit travel across extended geographic areas and lower costs by one-third to one-half.
- **Customer Satisfaction.** The Arlington Agency on Aging has conducted small-scale surveys of its new transportation programs and the results show that older adults are pleased with the services. Especially noted are the timeliness and effectiveness of the services. Services are developed to meet special needs of those with disabilities. Ninety-eight percent of survey respondents indicated great satisfaction with the service.
- **Community Mobility.** In recent years, the number of transportation options and rides has grown and residents are more mobile than ever before. Five new services, including Senior Loop, subsidized taxi, assisted transportation, and Mobility Management have been added in the last 5 years.
- **Quality of Life.** The Arlington Agency on Aging has seen increased attendance at the senior centers and other programs as a result of the transportation services available to residents. New residents also express their happiness with local transportation options.

Challenges and Opportunities: The Arlington Agency on Aging has limited funding for its transportation programs, with the exception of MetroAccess and STAR that must serve all eligible callers. The remaining services suffer from lack of funds and are experiencing service gaps. At this time, none of the local transportation programs offer same-day service and riders must make reservations at least 24 hours in advance. The Arlington Agency on Aging would like local older adults to have the option of same-day service. The agency also would like to develop a publicity campaign that presents a less complicated description of

available services. Arlington does not have a central dispatch number or program source, but the transportation services are highly coordinated nonetheless.

Summary: By working hand-in-hand with the other local transportation providers, the Arlington Agency on Aging is able to inform residents about the variety of options that meet the individual needs of older adults in the area. The Arlington Agency on Aging advocates on behalf of its residents to increase membership to MetroAccess and increase funding for the various transportation services. Its primary goal continues to be increasing the education and public awareness of Arlington residents as to the transportation options available to them and their eligibility for various programs.

East Central Illinois Area Agency on Aging Transportation Service Providers — Illinois

Major Innovation	The East Central Illinois Area Agency on Aging provides funding and also supports and facilitates the planning for transportation service providers in 16 counties with diverse geography and population.
Program	East Central Illinois Area Agency on Aging Transportation Service Providers
Sponsoring Organization	East Central Illinois Area Agency on Aging
City, State	Bloomington, Illinois
Service Type	The transportation program in East Central Illinois comprises urban mass transit, rural mass transit, and transportation offered by local social service agencies in each of the 16 counties. Services include fixed routes as well as subscriber “through the door” transportation.
Key Coordination Strategies	The East Central Illinois Area Agency on Aging works with the counties to expand their funding sources, specifically aiming for rural transportation funding from the Federal Transit Administration, as well as other local funding.
Aging Network Roles	The East Central Illinois Area Agency on Aging provides planning assistance and facilitates coordination between the various agencies and local leaders, review and comment on applications for Federal and State transportation funding. The East Central Illinois Area Agency on Aging co-funds projects by allocating monies from the Older Americans Act to local providers of transportation.
Service Area	East Central Illinois, Area 5, comprises 16 counties: Champaign, Clark, Coles, Cumberland, DeWitt, Douglas, Edgar, Ford, Iroquois, Livingston, McLean, Macon, Moultrie, Piatt, Shelby and Vermilion.
Service Area Population	805,406; 107,788 [13.4%] are 65+.
Service Area Size (sq mi)	11,000 square miles: 6 of the counties are considered non rural (part of Metropolitan Statistical Areas) and 10 are considered rural.
Data for Year Ending	2003
One-way Trips per Year	58,176 rides for older adults
Annual Expenses	ECIAAA provided \$289,339 in Administration on Aging Title III-B funding to programs in 11 counties.
Cost/Trip	\$4.97

East Central Illinois Area Agency on Aging Transportation Service Providers — Illinois

Resources & Equipment	The East Central Illinois Area Agency on Aging provides funding for 11 counties that have a total of 29 vehicles dedicated to senior transportation. In some cases these vehicles are also used for rural public transportation. Additional transportation services and vehicles are not funded by the agency. The agency coordinates assisted transportation with local volunteer organizations.
Major Funding Sources	Federal Transit Administration Section 5311 via IL Department of Transportation; Medicaid; Social Service Block Grant Title XX—5 percent of funds for human services; Older American Act; local, county, municipal, and township funds; fares and local contributions.
Coordinating Agencies	Counties, townships, and social service agencies in the 16 counties, Illinois Department of Transportation, and local health service providers.
Contact Information	Mike O'Donnell or Leslie Stanberry East Central Illinois Area Agency on Aging 1003 Maple Hill Road Bloomington, IL 61704-9327 Ph: 309-829-2065; Fax: 309-829-6021 aginginfo@eciaaa.org

Background: The East Central Illinois Area Agency on Aging has developed a transportation system for older adults in 16 counties encompassing an area of 11,000 square miles. East Central Illinois is largely rural with four large urban centers: Champaign, Bloomington, Danville, and Decatur. The agency directly funds services in 11 counties and provides planning assistance to all of East Central Illinois. The transportation services for older adults in East Central Illinois include urban mass transit, rural transportation, and local small-scale programs.

The East Central Illinois Area Agency on Aging, established in 1972 as a model project Area Agency on Aging, conducted the first surveys of older adults in the area to identify gaps in services. Providing needed transportation services became a focal point of its agenda and the agency began to solidify local support to start and sustain transportation programs. Many of the current transportation programs funded by the agency were established many years ago. The agency acts in a supporting role, facilitates the planning process, and works with the counties to develop transportation services. The agency identifies local leaders who are interested in investing in and developing successful transportation programs. As such, the East Central Illinois Agency on Aging has developed

a network of transportation providers that work independently and together to coordinate services for older adults in the region.

Services: Each of the 16 counties in East Central Illinois has some transportation services for older adults. Eleven counties receive funding directly from the East Central Illinois Area Agency on Aging. Each of these counties has a unique program, serving different population and geographic sizes:

- Older adults and Handicapped on Wheels Bus to Urban Services (SHOWBUS) is the most widely recognized transportation program in East Central Illinois. It began more than 30 years ago and serves five counties: Ford, Livingston, McLean, Iroquois, and Kankakee. The Area Agency on Aging provides funding for Ford, Livingston and McLean counties. Kankakee County is in Region 2 of Illinois, but they have a Memorandum of Understanding with SHOWBUS for rural transportation in their area. SHOWBUS also is funded via Section 5311 to provide rural public transportation. Services include stops on a fixed route and stops by demand. The service has a schedule of fees and a suggested donation for long distance travel. SHOWBUS is a household name and there are representatives in each community that publicize the buses. SHOWBUS has a colorful brochure, a toll-free number to set up reservations, and a fleet of 22 vehicles running in East Central Illinois. The Illinois Department of Transportation maintains the vehicles at maintenance facilities in each of the counties. In 2003, SHOWBUS provided 4,149 rides in the tri county area supported by the Area Agency on Aging. SHOWBUS embraces the concept of rural public transportation to expand funding and distances traveled. The program has gained substantial local support from the counties, cities, and townships as well as from health service providers and the Illinois Department of Transportation.
- Volunteer Services of Iroquois County is a nonprofit organization that travels north and south to the urban medical centers. Much of its income comes from local foundations. This program offers personal attention and older adults in the area are familiar with and like this service. Therefore, the East Central Illinois Area Agency on Aging chooses to fund this small-scale program rather than the SHOWBUS transportation in Iroquois County.
- Decatur/Macon County Opportunity Corporation has provided transportation services to older adults in the city of Decatur for the last 25 years. The corporation primarily offers rides for nutrition, shopping, and medical purposes. It recently purchased a 14-passenger van to expand services to rural Macon County.
- Life Center of Cumberland County serves a rural southern section of East Central Illinois. Life Center is providing many medical trips to neighboring counties and to Indiana. Many of the trips are long distance, sometimes encompassing three counties.
- C.P. Sutton Community Center serves Edgar County, a rural area from which older adults travel to other counties for medical appointments and shopping. This program recently expanded services by applying for and winning Section 5311 funding. C.P. Sutton now

serves as a mentor to other counties interested in receiving funding for rural transportation.

- Senior Services of Champaign County, run by the Champaign County Regional Planning Commission, has two vehicles to provide rides to older adults in rural Champaign County. This is in addition to the mass transit offered within the city of Champaign.
- Hoopeston Multi Agency Service Center in northern Vermillion County provides rides between townships and to Danville, the closest urban area, for medical and shopping purposes. In 2003, Hoopeston provided 7,888 rides to 159 clients.
- DeWitt County Friendship Center provides rides to both Decatur and Bloomington for medical appointments as well as in-county trips for shopping and to senior centers.
- CEFS Economic Opportunity Corporation serves a number of the southern counties. It provides rural public transit in Douglas County. The East Central Illinois Area Agency on Aging funds the trips for older adults in the area for medical appointments and shopping.

Additional transportation services available to older adults in East Central Illinois include the following:

- Rural Public Transportation Programs funded in part through Section 5311 include Central Illinois Public Transit in Douglas, Moultrie, and Shelby counties; PiatTrans serving Piatt County; Dial-A-Ride serving Coles County; and CRIS Senior Services serving Vermillion County.
- The East Central Illinois Area Agency on Aging funds two assisted transportation programs in Clark, Cumberland, and Piatt Counties. In 2003, these programs provided 4,149 trips to 246 older adults. The Area Agency on Aging is working on expanding public transportation to Clark County.
- The East Central Illinois Area Agency on Aging also works with faith-in-action programs that recruit volunteers from participating congregations to provide assisted transportation services to older adults in Champaign, DeWitt, Edgar, Macon, Piatt, and Vermillion counties.

The East Central Illinois Area Agency on Aging publicizes the various transportation services available to older adults through its extensive network of local government, counties, cities, and townships as well as health departments, senior centers, health care providers, nutrition providers, case coordination units, clinics, nurses, courts, retail pharmacies, and faith-in-action groups. They use various public venues such as county fairs and meetings to promote the local transportation services. Providers describe rider recruitment efforts in the quarterly reports submitted to the agency.

Characteristics of Trips and Riders: The East Central Illinois Area Agency on Aging transportation service providers differ in both trip purpose and rider population. All offer

medical and shopping trips, some offer trips to senior centers, and rural public transportation and urban mass transit providers offer trips for all purposes. The trips often cover long distances in rural areas. Rider payment policies vary: different programs charge various fares, but often only a contribution is suggested. SHOWBUS suggests a contribution of \$7 one way. In Champaign, urban public transit is free for older adults and persons with disabilities.

The East Central Illinois Area Agency on Aging provides funding for senior riders. Some providers also offer transportation services to other rural residents or clients of different social service agencies.

Coordination Actions: The East Central Illinois Area Agency on Aging's coordination activities have been particularly successful in three areas: progress through working together, planning for community needs, and adapting funding.

- **Progress Through Working Together.** The East Central Illinois Area Agency on Aging sees its partnership with local governments and social service agencies as the source of success for providing transportation services for older adults. The agency encourages its providers to join the Illinois Public Transit Association to learn from their peers and have connections to the Federal and State agencies and professional associations.

The East Central Illinois Area Agency on Aging promotes and publicizes its transportation services by building a network of referral services with senior centers, health departments, case coordination units, nutrition providers, parish nurses, clinics, courts, retail pharmacies, and faith-in-action groups.

The Area Agency on Aging works with local health care providers on transportation services to medical centers. One of the medical centers in East Central Illinois is the Carle Hospital that serves nine counties. They work together with the agency to plan appointments and corresponding transportation to the facility.

The Illinois Department of Transportation has developed a driver training curriculum, offered through the Department on Aging and the East Central Illinois Area Agency on Aging to all the drivers in public transportation programs. This program incorporates skills in safe passenger handling, emergency situations, and defensive driving. The agency contacts its providers to have their drivers trained by the Illinois Department of Transportation. This partnership means that the Aging Network does not have to conduct its own training.

- **Planning for Community Needs.** The East Central Illinois Area Agency on Aging held six planning conferences in October 2003 where participants indicated that transportation is the primary unmet need of older adults in East Central Illinois. In Fiscal Year 2003, there were 66 older adults who were in need of transportation and were unable to get a ride. As a result of these meetings, the number one local initiative in

the East Central Illinois Area Agency on Aging's Area Plan for Fiscal Years 2005 to 2007 is transportation. Specifically, the agency plans to promote the development of rural transportation to provide affordable and accessible transportation for older adults in East Central Illinois. Strategies to increase transportation include the following:

- The East Central Illinois Area Agency on Aging supports the efforts of the ALTRANS Committee, a community-led planning organization in Clark County, to develop a plan for rural public transportation.
- The East Central Illinois Area Agency on Aging is assisting DeWitt County in expanding funding sources by applying for Section 5311 funding. The county is conducting local hearings and surveys to identify a lead agency to take charge of the process.
- The East Central Illinois Area Agency on Aging supports Champaign County's efforts on a mobility management project sponsored by the Illinois Department of Transportation that is surveying and mapping out existing routes to plan future transportation services. The goal of this project is to plan for coordinating transportation services across Champaign and neighboring counties. One option under consideration is to employ a mobility manager who will be responsible for coordinating rides and exchanging information with different transportation providers. Another option is to work with other transportation providers in Champaign and pool Section 5310 funded vehicles for multiple uses.
- The East Central Illinois Area Agency on Aging is consulting with senior nutrition programs, older persons, Aging Network service providers, and others to assess further needs for rural public transportation in East Central Illinois.
- **Adapting Funding.** One of the East Central Illinois Area Agency on Aging's primary strategies (outlined in its Area Plan for Fiscal Years 2005 to 2007) is to assist local transportation providers in expanding their sources of funding. Many of the programs are receiving Federal Transit Administration rural public Section 5311 funding and others are in the process of applying for this funding. Many of the agency's transportation providers have succeeded in obtaining additional funding after establishing their credibility with the agency. The East Central Illinois Area Agency on Aging collects quarterly data on trips and expenditures from the service providers. The Illinois Department of Transportation also collects information reported by the programs funded through Section 5311.

Notable Benefits (Outcomes) of Coordination: The East Central Illinois Area Agency on Aging reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** The East Central Illinois Area Agency on Aging has seen a 20 percent increase in medical trips to health care centers and hospitals for non emergency medical treatment since 2001. The agency's Planning Conferences identified that medical trips are emerging as the most pressing unmet need. Because of the expansive geographic area, there are few cases of duplication in services. In urban areas

where there is more potential for duplication in trips, the agency encourages use of public transit. This leaves vehicles available for rural residents, thereby expanding geographic service areas.

- **Transportation Service Efficiency.** Due to the long distances and the fact that ride sharing is not always possible, the East Central Illinois Area Agency on Aging has not seen a marked drop in total cost. Increasing rural public transportation funding has increased the efficiency of the routes. The agency has not updated its analysis of the percentage of the total costs covered by rural transportation. The Illinois Department of Transportation 5311 funding covers 50 percent of grantees' total costs with local match including funding from the agency and other local sources.
- **Transportation Service Effectiveness.** The East Central Illinois Area Agency on Aging service providers try to arrange shared rides whenever possible; for example, dialysis appointments for entire groups of clients, many who go for treatment 3 days a week, are scheduled jointly. This has resulted in up to 75 percent shared rides for dialysis appointments. Some of the other types of long distance medical trips are difficult to schedule together. Cooperation with health providers has led to some additional joint scheduling for rural clients.
- **Cost Effectiveness.** Costs are not dropping, but an effort is made to maintain costs and raise additional funds.
- **Customer Satisfaction.** The East Central Illinois Area Agency on Aging participated in several years of Administration on Aging's Performance Outcomes Measurement Project. Surveys from this project were designed to gauge client satisfaction with the transportation services in the region. Results for each of the years show a high degree of satisfaction with existing transportation services. In 2003, the majority of riders rated the performance as very good or excellent (97%) and would recommend the transportation services to friends (99%).
- **Community Mobility.** The East Central Illinois Area Agency on Aging has exceeded projected trips for older adults in 2003 by 102 percent. Performance Outcomes Measurement Project survey results showed more trips to medical appointments, for shopping, to visit friends and relatives, and for social activities for older residents of East Central Illinois.
- **Quality of Life.** The most recent Performance Outcomes Measurement Project survey from 2003 indicated that the majority of riders believed that they got around more often than they had before this service (85%). Riders said they got the number of rides needed on the days needed (98%). Riders indicated that they were able to attend a variety of activities more often than prior to using the transportation service. Many of the respondents live alone (71%). The majority of clients rated their emotional well-being from good to excellent (75%).

Challenges and Opportunities: Costs of running transportation programs are currently very high due to rising operating and maintenance costs, gasoline prices, and liability

insurance. In addition, as of 2003, based on new Federal Office of Management and Budget definitions of Metropolitan Statistical Areas, three additional counties in East Central Illinois are identified as parts of the Metropolitan Statistical Areas and are no longer considered rural. In addition to Champaign, Macon, and McLean counties, the Office of Management and Budget has designated Ford and Piatt counties as part of the Champaign Metropolitan Statistical Area and Vermillion County as its own Metropolitan Statistical Area. Rural locations receive more funding via the Intrastate Funding Formula, and this change in the definition of Metropolitan Statistical Areas has resulted in a loss of funding. These factors may result in more willingness to share and coordinate; particularly in cases where turf issues often served as a barrier to coordination.

Summary: The East Central Illinois Area Agency on Aging has identified transportation for older adults as the most important emerging need of older adults in the region. The agency allocates funding and assists the counties and transportation providers in developing accessible services for older adults in Area 5. The Agency on Aging acts in a supporting role by providing planning assistance and counsel regarding funding sources to the different agencies. The East Central Illinois Area Agency on Aging has seen success in its work toward attaining 5311 funding for the majority of the transportation providers in East Central Illinois and in increasing transportation services for older adults in the area.

Malheur County Special Transportation System — Oregon

Major Innovation	This nonprofit organization offers coordinated transportation services in a large bi-State rural area. The Malheur Council on Aging and Community Services is the sole provider of public transportation services in the region and coordinates dispatching for State volunteer drivers, two senior centers, and Malheur County residents.
Program	Malheur County Special Transportation System
Sponsoring Organization	Malheur Council on Aging and Community Services
City, State	Ontario, Oregon
Service Type	Services include reservations for curb-to-curb rides for medical and non medical appointments and to senior center meal sites. Malheur Council on Aging and Community Services also provides dispatching for Oregon Department of Human Services volunteer drivers.
Key Coordination Strategies	<ul style="list-style-type: none"> • Create a partnership to coordinate and enhance the provision of transportation services for older adults and disabled residents of Malheur County and surrounding Idaho communities. • Establish one central dispatch site and coordinated resource development. • Develop an informal referral service for non-transportation needs.
Aging Network Roles	Malheur Council on Aging and Community Services, the local Area Agency on Aging, is a transportation provider, dispatcher for local transportation and volunteer drivers, and the coordination leader.
Service Area Population	77,351; 11,162 [14.5%] are 65+. The largest town has a population of 11,140.
Service Area Size (sq mi)	12,374 square miles total, including Malheur County (9,926 sq. mi.), Washington County (1,482 sq. mi.), Payette County (403 sq. mi.), and Gem County (563 sq. mi.): 100 percent rural.
Data for Year Ending	July 2003 - June 2004
One-way Trips per Year	16,946 (including 12,140 trips for older adults and persons with disabilities)
Annual Expenses	\$246,853
Cost/Trip	\$14.58
Resources & Equipment	8 large cutaway 14-passenger motor coaches and 3 vans, 5 volunteer drivers, and 1.5 dispatch positions.

Malheur County Special Transportation System — Oregon

Major Funding Sources	Older Americans Act, Oregon Special Transportation Formula funds from cigarette taxes, Oregon Department of Transportation Special Transportation Fund Discretionary Grants, Oregon Department of Human Services, Oregon Medical Assistance Program, Idaho Medicaid Program, and fares. Idaho Department of Health and Welfare and Idaho Medicaid fund transportation they provide in Idaho.
Coordinating Agencies	Malheur Council on Aging and Community Services, Malheur County, Oregon Department of Human Services, Oregon Volunteer Services Program, Older adults and People with Disabilities and Self-Sufficiency Program Ontario School District [for special needs students], senior centers, mental health agencies, vocational rehabilitation, workers compensation, assisted living facilities, nursing homes, Idaho Department of Health and Welfare, and Western Idaho Training Company.
Contact Information	Sherri Massongill, Executive Director and Darlene Escobar, Transportation Coordinator Malheur Council on Aging and Community Services 842 SE First Ave. P.O. Box 937 Ontario, OR 97914-0937 Ph: 541-889-7651; Fax: 541-889-4940 smassongill@srvinet.com or darlene@srvinet.com

Background: The Malheur Council on Aging and Community Services is a nonprofit organization that provides a variety of services in Malheur County, Oregon, including senior services, special needs transportation, community action programs including energy assistance, weatherization services, emergency and transitional housing, and a food bank. The Council functions as the local Area Agency on Aging. In 1990, the Malheur County Board of Commissioners established a Special Transportation Advisory Council to deal with transportation for older adults and people with disabilities in the area. Establishment of the council was based on a countywide needs study that identified transportation as the number one gap in social services in Malheur County. The council includes representatives of regional social service agencies, senior centers, the county mental health agency, assisted living facilities, the city of Ontario, nursing homes, and senior and disabled users and providers of transportation.

The Malheur Council on Aging and Community Services encouraged the county to apply for a State grant from the Special Transportation Fund funds, which are based on cigarette taxes, to develop a coordinated special needs transportation network in Malheur County. The result is the Malheur County Special Transportation System, a curb-to-curb service for

older adults and people with disabilities. In 1993, the agency hired a full-time dispatcher; and purchased a van to transport dialysis patients and people requiring medical transportation. The agency also began to provide dispatch services for the Oregon Volunteer Services Program. Over the next several years, the agency established agreements with local agencies, including nursing homes, senior centers, mental health agencies, and sheltered workshops for the developmentally disabled to provide transportation services for their clients. The Malheur County Special Transportation System is a partnership with Malheur County, Malheur Council on Aging & Community Services, the Vale and Nyssa Senior centers, and the Oregon Department of Human Services, Volunteer Services.

The Malheur County Special Transportation System also provides rides to the general public on a space-available basis. Recently, the city of Ontario had to close the local public bus service, and the agency is now the only source of public transportation in the county. The Malheur County Special Transportation System and Malheur County are investigating the possibility of applying for 5311 funding in lieu of the city transportation service.

In 2003, Medicaid funding reductions in both Oregon and Idaho resulted in a \$187,000 reduction in annual revenue for the Malheur County Special Transportation System. This has forced the agency to redesign the existing system, restructure rates, and build new clientele. The agency's strategy is to develop a business plan that will result in more efficient and improved transportation services.

Services: The Malheur County Special Transportation System provides demand-response, curb-to-curb service. Drivers will assist riders from their door step when necessary and escorts or caregivers may accompany riders without charge. The dial-a-ride service is available from 8 a.m. to 5 p.m. Monday through Friday, with the exception of holidays. Trip reservations should be made 72 hours ahead, but last minute rides are scheduled if there are drivers available. The agency recently offered a reduced rate for riders between 9:30 a.m. and 2 p.m. in the towns of Ontario, Vale, and Nyssa in order to lower costs and group riders together. The agency is trying to educate the public about the idea of ride sharing and it is developing programs such as “shopping days” and group rides from assisted housing complexes.

The Malheur County Special Transportation System dispatches rides for the Oregon Volunteer Services Program. The volunteers are contacted first for Medicaid-authorized rides; if volunteers are not available, the agency plans the Medicaid rides on its system. At this time, the agency is arranging rides for five volunteers on a regular basis. The volunteers receive mileage reimbursement from Oregon's Volunteer Services program. Volunteers are often retired older adults who are able to earn some income and be more socially active. In

Vale and Nyssa, the senior centers each have a van; the Malheur County Special Transportation System receives calls for rides and plans the drivers' itineraries for the senior center transportation.

Characteristics of Trips and Riders: The Malheur County Special Transportation System serves older adults and persons with disabilities in Malheur County, Oregon, as well as neighboring Washington, Gem, and Payette counties in Idaho. Many of the trips for both Oregon and Idaho residents are to large medical centers in Boise, Caldwell, Meridian, and Nampa, Idaho, for dialysis, radiology, and other specialized medical treatments. The Malheur County Special Transportation System also provides transportation to meal sites, shopping, and for social purposes. The agency is open to the general public, when there are spaces available, and these rides have increased since the city of Ontario discontinued its bus services.

First-time riders are asked a series of questions about their health, mobility, and contact information. If the caller is an Oregon Medical Assistance Program-Medicaid-eligible client, they are referred to their caseworker for disposition. When a requested Oregon Medical Assistance Program-Medicaid trip is approved by the Department of Human Services, a referral is faxed to the transportation agency for processing. Prior authorization is required for subsidized services. All records are stored in a special database for future reservations.

The Malheur County Special Transportation System provided 16,946 one-way rides from 2003 through 2004 in a large rural area encompassing 12,374 square miles in Malheur and neighboring Idaho counties. Riders pay \$2.50 one way in the towns of Ontario, Nyssa, and Vale between the hours of 9:30 a.m. and 2 p.m. Outside of these times, the in-city fare is \$10 one way. Charges in the rural area are \$2 per mile for unsubsidized rides. Rides to senior meal sites are subsidized and there is a suggested donation. The average ride is 5 miles per one-way trip, but riders may travel as far as 100 miles via The Malheur County Special Transportation System.

The Malheur County Special Transportation System advertises its services via the radio, brochures, flyers, pamphlets, and local newspapers. Agency employees visit the meal sites and talk directly with older adults to encourage them to use available transportation services. Recently, the Malheur County Special Transportation System publicized its special lower fare hours in an article in the local newspaper detailing the various rides and fares available to the public. To help publicize these lower fare hours, the agency drivers restock brochures in clinics, physician's offices, hospitals, stores, post offices, and other public venues on a regular basis. The reservation telephone number for Malheur County Special Transportation System services is incorporated into their logo and is visible on the buses—this has proven to be an excellent way to publicize services.

Coordination Actions: The Malheur County Special Transportation System's coordination activities have been particularly successful in the areas of progress through working together, putting customers first and moving people efficiently.

- **Progress Through Working Together.** To qualify for State Special Transportation Formula funding, Malheur County was required to set up a coordinated transportation network and a Special Transportation Advisory Council. This council is staffed by the Malheur Council on Aging and Community Services and includes representatives from social service agencies, nursing homes, dialysis center, Head Start programs, county and State representatives, senior center employees, and users of transportation services including older adults and disabled individuals. The council meets quarterly to discuss gaps in services, funding, and fares. The council also conducts a needs analysis. The community works together to support and maintain the coordinated transportation service with reduced revenue.

Malheur County and the Malheur Council on Aging and Community Services wrote a Memorandum of Understanding regarding the transportation services that the Malheur County Special Transportation System provides to older adults and persons with disabilities on behalf of the county. Malheur County applies for State funding to purchase vehicles and the transportation agency is responsible for housing and maintaining the vehicles, hiring and training drivers, dispatching, billing, and providing the transportation services. The Malheur Council on Aging and Community Services is the lead agency in the coordinated transportation network.

The Malheur Council on Aging and Community Services works with local social service agencies and senior centers on transportation services for their clients. The Malheur County Special Transportation System is the dispatch center, service provider, and billing agency. The transportation agency also provides payroll and accounting services for the Nyssa and Vale Senior Centers. The Council on Aging assists the agencies in applying for funding for transportation services. Community agencies that have difficulty arranging or providing transportation services for clients with extremely limited resources can use the coordinated system to meet their needs. The Malheur County Special Transportation System provides transportation for the majority of the social service agencies in the region.

- **Putting Customers First.** The Malheur County Special Transportation System is working on a public education and information campaign to encourage both older adults and the general public to use its transportation services. The agency recently redesigned its brochure and has made efforts to distribute it in various locations in the community. The service also is working with the local newspaper to include a public announcement at no cost in a free weekly newsletter distributed to Malheur County residents. The Nyssa Chamber of Commerce includes copies of rate schedules each month in their publication. The local radio station airs public service announcements about the Malheur County Special Transportation System. Agency staff frequently visit senior centers and meal sites to talk directly with older adults and encourage them to use the transportation services.

First-time riders receive instructions from the dispatcher, who checks with the customers to see if they need any special assistance. The Malheur County Special Transportation System provides curb-to-curb services and door-to-door services as needed. All but one of the county system's vehicles are wheelchair accessible.

The Malheur County Special Transportation System previously conducted a client satisfaction survey with positive results. The dispatcher or special transportation coordinator takes complaints; recently, no major difficulties were reported. Recently, fares were restructured and are now higher, but it is possible to purchase packets of tickets at a reduced rate. The Malheur County Special Transportation System makes extra efforts for affordable and available transportation for those in need.

- **Moving People Efficiently.** The Malheur County Special Transportation System serves as the central dispatcher for all public transportation in the area. Two small private taxi companies (with a total of three vehicles) provide the only other public transportation in the county. The Malheur County Special Transportation System has a central phone number and facilities. The drivers' work hours are based on itineraries they receive a day in advance and last-minute rides. This is less costly than employing the drivers for a fixed daily work schedule.

The Malheur County Special Transportation System is using Mobilitat's Easy Rides Dispatching Software to gather data on mileage, cost, and on-time performance. Drivers call in with their arrival and departure information and use handwritten log books. Recently the Malheur Council on Aging and Community Services' certified public accountant, fiscal manager, and transportation coordinator developed a method to track costs on a daily basis and plan more efficient routes. As a result, they established a \$2 rate per mile for each long distance trip.

Notable Benefits (Outcomes) of Coordination: The Malheur County Special Transportation System reports a wide range of benefits from coordinating transportation services:

- **Transportation Service Changes.** The Malheur County Special Transportation System services are available on a regular basis Monday through Friday from 8 a.m. to 5 p.m. The agency has been able to expand services for medical appointments such as dialysis treatments to evenings and weekends using the flexible itinerary set up with their drivers.
- The Malheur County Special Transportation System implemented rider passes for intercity rides of \$2.50 per trip and started special trips to outlying cities for discount prices on certain days of the week. This helps to lower cost for residents in the Malheur County area.
- The Malheur County Special Transportation System recently added new client agencies to the transportation network including the Eastern Oregon Center for Independent Living and additional school districts. The agency works with social service agencies to apply for additional funding for transportation including State preventive maintenance grants, vehicle rehabilitation grants, and operational and capital outlay grants.

- **Transportation Service Effectiveness.** The Malheur County Special Transportation System is using an innovative approach to increase ride sharing in its system. A reduced fare for all trips in the towns of Ontario, Vale, and Nyssa between 9:30 a.m. to 2 p.m. is being offered. These are hours that the system is not as busy and the goal is to increase the number of riders during these hours. The Malheur County Special Transportation System provided an average of 3.5 rides per hour for the period ending June 30, 2004. As the Malheur County Special Transportation System continues to publicize the availability of more economical trips, it is expected that the average number of trips per hour will increase and the cost per trip will decrease.
- **Cost Effectiveness.** Because of the loss of funding from Medicaid and increased payments for liability insurance, the Malheur County Special Transportation System has seen a rise in costs and has had to restructure fare rates. It is working on improving the system to reduce costs. The agency has succeeded in reducing Medicaid expenditures for ambulance services by transporting non risk patients.
- **Customer Satisfaction.** The Malheur County Special Transportation System is promoting its transportation services via public media, distribution of brochures and flyers, and personal communication with older adults and community representatives. Many fares are subsidized and the agency is working with local social service agencies on methods to reduce costs by sharing rides and centralizing trips. Public riders using the system have voiced their satisfaction with the agency's drivers and services. Both older adults and caregivers in the area are very happy about the availability of transportation services. Last-minute reservations and special accommodations are made whenever possible. The public has asked the Malheur County Special Transportation System to continue to implement more affordable fares.
- **Community Mobility.** The Malheur County Special Transportation System provides transportation for clients in need of special services using the Americans with Disabilities Act-accessible vehicles with wheelchair transport capability. For those who are unable to use a private vehicle, the Malheur County Special Transportation System provides the only access to transportation in the county. Recently, the service replaced city bus transportation services in Ontario, which was eliminated because of severe funding deficits. Over the last year, the Malheur County Special Transportation System has seen a slow rise in the number of new riders by 218 individuals.
- **Quality of Life.** The Malheur County Special Transportation System provides improved access to quality health care and encourages healthy lifestyles. Fifty-three percent of the Malheur County Special Transportation System trips are for travel to work, access to prescriptions at local pharmacies, and medical appointments; nearly 16 percent of the trips were for social and recreational activities, which include going to dinner, church, shopping, beauty shop appointments, and meal site transportation. The Malheur Council on Aging and Community Services has seen a rise in independent living in the area because of the availability of transportation services.

Challenges and Opportunities: The Malheur County Special Transportation System is currently working to increase ridership by providing more outreach to senior citizens, persons with disabilities, and the general public about available transportation services. The agency continues to work on reducing costs and increasing funding; however, because of the rural nature and expanse of the area, this is a challenging task.

Summary: The Malheur County Special Transportation System is the main source of public transportation in Malheur County and the surrounding region, providing centralized dispatch and transportation services in this highly rural area. The Malheur County Special Transportation System was established as the lead agency in a coordinated special needs transportation network that includes the majority of the public and social service agencies and organizations in Malheur County. The Malheur County Special Transportation System's strategy is to approach transportation planning with a business plan and strategy while providing needed personal and specialized transportation services to older adults, persons with disabilities, and the general public.

The New InterUrban Rural Public Transportation System — Indiana

Major Innovation	Since 2001, the Area Agency on Aging has provided and contracted for rural public transportation services in rural portions of seven counties that had not had service for decades. Connections to the major local urban transit system are also provided.
Program	The New InterUrban Rural Public Transportation System
Sponsoring Organization	LifeStream Services, Inc., a seven-county Area Agency on Aging
City, State	Yorktown, Indiana
Service Type	Regular route and dial-a-ride services in rural portions of seven counties started January 2002; connections to fixed route service in the major urban area; focus on individuals with no reliable transportation
Key Coordination Strategies	Services provided to multiple populations and locales; ride sharing; cost sharing
Aging Network Roles	Leadership & Governance: LifeStream, the Area Agency on Aging, is the transportation leader in this multicounty community: LifeStream designs and operates general public and specialized transit service outside the major urban area in three counties, operates one van in another county, and contracts for transportation services in three other counties.
Service Area	LifeStream operates New InterUrban services in Delaware County [rural portions only], plus Jay and Randolph counties, Indiana; contracts for services in Blackford, Henry, and Madison counties; and operates a Title III van in Grant County.
Service Area Population	166,975; 23,525 [14.1%] are 65+.
Service Area Size (sq mi)	1,229 square miles in Delaware, Jay, and Randolph counties
Data for Year Ending	Fiscal year ending June 30, 2003
One-way Trips per Year	81,089
Annual Expenses	\$717,231 [about 10% of the AAA's budget]
Cost/Trip	\$8.84
Resources & Equipment	14 vehicles; now procuring scheduling and dispatching software

The New InterUrban Rural Public Transportation System — Indiana

Major Funding Sources	Indiana Department of Transportation, Area Agency on Aging, contracts with other agencies, Medicaid waiver funds, development revenue, county grants and foundations, Older Hoosier revenue, client contributions, others.
Coordinating Agencies	Indiana Department of Transportation, Muncie Indiana Transit Service, developmental disabilities agencies, emergency response services.
Contact Information	Valerie Cook, Vice President of Operations LifeStream Services, Inc. 1701 Pilgrim Blvd. P. O. Box 308 Yorktown, Indiana 47369-0308 Ph: 765-759-1121; Fax: 765-759-0060 vcook@lifestreaminc.org <i>www.lifestreaminc.org</i>

Background: LifeStream, a nonprofit corporation that focuses on programs serving older adults and persons with disabilities, was established in 1975. During the 2003 Fiscal Year, LifeStream served more than 15,000 clients, 57 percent of whom were aged 75 and older and 37 percent of whom had incomes at or below poverty level.

LifeStream had provided transportation services to older adults and persons with disabilities since the late 1970s. In early 2001, LifeStream submitted a Rural Transportation Feasibility Study to the Indiana Department of Transportation that called for the reestablishment of public transportation services—an interurban system of electric trolleys that began declining in the late 1920s—that had existed in rural eastern Indiana. With a grant of \$168,000 in Federal funds from the Indiana Department of Transportation, LifeStream was able to garner enough other funding to start general public transportation operations in rural eastern Indiana (now referred to as “the new interurban transportation services,” running on roads that parallel the old trolley tracks) on January 2, 2002. LifeStream will receive \$400,000 in State Department of Transportation funds starting January 1, 2005.

Services: The New InterUrban Rural Public Transportation System provides regular route and door-to-door transportation for general public riders in rural areas with a focus on persons who have limited transportation options. Services are provided from 7 a.m. to 6 p.m., Monday through Friday, and from 10 a.m. until 2 p.m. on Saturday. Riders include older adults, persons with disabilities, low-income and unemployed persons, the general public, and children.

LifeStream has created a formal service integration program with the Muncie Indiana Transit Service, the public transit system in Muncie (the major urban center of the region). Called “Connect “N” Go,” this program allows riders on the New InterUrban (primarily a rural transportation service) and on Muncie Indiana Transit Service (providing rides only within the municipal boundaries of Muncie) to use transfers and passes from one system to the other system. There are four transfer points within or adjacent to Muncie, and the schedules of both systems have been adjusted to facilitate speedy transfers between the two services. The Muncie Indiana Transit Service also provides training for New InterUrban drivers.

Characteristics of Trips and Riders: The New InterUrban serves a variety of persons in Delaware, Jay, and Randolph counties, including older adults, persons with disabilities, low-income and unemployed persons, the general public, Medicaid recipients, and children. The most frequent destinations include health services, food stores, and other stores. Starting in January 2005, LifeStream also will serve residents of Blackford County.

Fares vary according to distance. The shortest, least expensive rides in town cost 50 cents one way. One-way fares increase to \$1 for 5-mile demand-response trips, \$2 for trips of 6 to 14 miles, and \$5 for trips of 15 to 30 miles. The most expensive rides (those of 30 miles or more) cost the passenger \$8 one way.

Ridership on the New InterUrban has increased substantially recently; the system is now serving more than 10,000 riders per month in rural Delaware, Jay, and Randolph counties. This figure represents a 56-percent increase over the same time last year.

Coordination Actions: LifeStream's coordination activities have been particularly successful in a wide range of areas, including planning for community needs, adapting funding, and moving people efficiently.

- **Planning for Community Needs.** The New InterUrban system was a direct result of an extensive planning process that convinced State and local leaders of the need to support rural public transportation in eastern Indiana. LifeStream, whose overall organizational mission is to “improve and extend the quality of life for those most at risk of institutionalization,” organized a feasibility study and volunteer planning process with more than 40 local community leaders. The Transportation Feasibility Study Committee conducted a survey of the local population to identify what activities people could not accomplish because of a lack of transportation, what times transportation was needed, and the destinations to which people needed access. Most frequently stated unmet travel needs were for medical appointments, grocery shopping, and other shopping. In a prior Community Needs Assessment, 18 percent of survey respondents said that inadequate public transportation was a major or moderate problem in their neighborhoods. Other

issues addressed in the 2001 Rural Transportation Feasibility Study included mobility needs of employers, mobility needs of social service agencies and their clients, major regional trip generators, existing transportation services, potential demands for new services, an assessment of organizations that might fulfill a lead role in providing new services, and a budget for these services.

Based on results of the planning process, funding commitments were successfully obtained from the Indiana Department of Transportation, local county governments, participating agencies, and LifeStream.

- **Adapting Funding.** LifeStream has been successful in augmenting Federal and State funds for aging services with other funding sources. They have received strong support from the Indiana Department of Transportation and from local county governments. The Jay County Commissioners have agreed to increase the county's contribution to the New InterUrban for 2005 to help fund replacement vehicles and to cover increased operating expenses incurred by rising gasoline prices. The system also has received cash contracts and contributions from other human service agencies and local foundations. For example, the local developmental disabilities agency annually provides \$50,000 in contracts to the New InterUrban and leased several buses to the system at \$1 per year when the services began. For the 9 months ending in March 2004, the New InterUrban received 3 percent of its operating revenue from its riders.
- **Moving People Efficiently.** Since the inception of New InterUrban services in January 2002, the number of trips provided by LifeStream has quadrupled, to 81,000 trips per year. By serving multiple types of riders who are supported by a variety of funding sources, The New InterUrban has achieved good productivity levels and excellent cost per trip numbers.

Notable Benefits (Outcomes) of Coordination: LifeStream reports a wide range of benefits from coordinating transportation services in eastern Indiana:

- **Public Transportation Services in Formerly Unserved Communities.** LifeStream is providing public transportation to parts of eastern Indiana that have not had public transportation since before World War II. LifeStream contracts for transportation services in the counties in which they do not provide direct services. (One of these counties has contracted for New InterUrban services beginning in January 2005.)
- **Service Effectiveness.** Like other successful coordinated transportation services, the New InterUrban is able to combine different types of trips and individuals because of support from a variety of funding sources. This greater number of passengers per vehicle trip leads to higher overall system productivity.
- **Cost Effectiveness.** The shared-ride strategy that increases system productivity makes trips less expensive for both human service agencies (LifeStream and others) and riders because costs are shared by more riders. The New InterUrban has achieved very good cost per trip figures.
- **Community Mobility.** Few other transportation options exist for persons without cars in eastern Indiana. Taxi services struggle to survive in even the largest community in the

region, and Greyhound's intercity services are marginal. The New InterUrban has expanded services for persons with mobility limitations, and its integrated transfer program with the region's largest public transportation operator, has expanded the impact of The New InterUrban's service.

- **Quality of Life.** LifeStream conducted a telephone survey of older adults using their transportation services in 2000 as part of an Administration on Aging-sponsored evaluation of service programs. Survey results showed that LifeStream's transportation services for older adults are highly regarded (often higher than the services offered by comparable area agencies), and that added mobility improved the quality of life of many respondents and enabled them to participate in activities that would otherwise have been impossible to reach. The results of this survey were used to convince State and local officials to proceed with funding the New InterUrban's services.

Challenges and Opportunities: Long-distance medical and shopping trips (primarily to Indianapolis, about 70 miles away) remain difficult for persons with limited mobility. Greyhound offers minimal services between Muncie and Indianapolis, but because of limited trip frequencies at inconvenient times of day, 1-day outpatient medical treatments at the Indiana University Medical Center in Indianapolis require two nights of hotel expenses if traveling by Greyhound. LifeStream initiated conversations with Greyhound and the Indiana Department of Transportation to attempt to find a way to provide intercity public transportation services for the region, but these efforts have not been successful to date.

While LifeStream has succeeded in obtaining local government funding for the New InterUrban from all three counties in the primary service area, Delaware County, the most populous of the three and the destination of most trips, lags behind the other counties in its relative contributions. Permanent funding support from the State Department of Transportation for rural public transportation in this region has not been finally confirmed. Despite such challenges, LifeStream has demonstrated a high level of success in providing cost-effective services to a wide range of customers, has garnered increased funding from other local governments, and is actively engaged in addressing these issues. The New InterUrban will expand into Blackford County in January 2005. LifeStream is procuring automated dispatching software for the New InterUrban.

Summary: After an extensive and detailed planning process, the New InterUrban Rural Public Transportation System has reestablished some of the mobility lost when interurban trolleys discontinued their services in eastern Indiana decades ago. LifeStream has successfully coordinated a variety of funding sources to provide cost-effective transportation to older adults and other persons with special transportation needs and the general public. A special program integrates rural transportation services with urban public transit operations.

Sedgwick County Transportation Brokerage — Kansas

Major Innovation	The Sedgwick County Department on Aging administers a three-county coordinated transit district. Sedgwick County Transportation Brokerage provides some trips and brokers others through a wide range of vendors. Multiple trip types are offered at a wide range of costs for older adults and others.
Program	Sedgwick County Transportation Brokerage
Sponsoring Organization	Sedgwick County Department on Aging
City, State	Wichita, Kansas
Service Type	The Sedgwick County Transportation Brokerage provides some trips and brokers others through a wide variety of vendors. One central call-in number accesses this brokerage that offers a range of vehicles (taxis, vans, and wheelchair-accessible buses) and agencies providing transportation (taxicab companies, nonprofit social service, and public transit). Fifty percent of the transportation provided is for older adults. Multiple trip purposes served.
Key Coordination Strategies	Brokerage and single point of access
Aging Network Roles	Leadership & Governance; Department on Aging is the transportation broker.
Service Area	Sedgwick County, Kansas
Service Area Population	461,937: 55,574 [11.4%] are 65+.
Service Area Size (sq mi)	1,000 square miles: 70 percent urban, 20 percent suburban, 10 percent rural
Data for Year Ending	2003
One-way Trips per Year	24,799
Annual Expenses	\$800,000
Cost/Trip	The average cost for a trip in Wichita is \$17.85. Urban Transportation makes up the majority of Sedgwick County Transportation Brokerage's trips. The average cost of brokerage trips for both urban and rural transportation is \$32.25.
Resources & Equipment	The Sedgwick County Transportation Brokerage operates 2,000 Department of Transportation vehicles and dispatches another 80 through 6 contracted vendors.

Sedgwick County Transportation Brokerage — Kansas

Major Funding Sources	Older Americans Act Title III-E, Medicaid, Federal Transit Administration Section 5311, Housing and Urban Development Resident Opportunities for Self Sufficiency program, Sedgwick County Aging and Physical Disabilities Mill Levy, and COMCARE (local mental health agency).
Coordinating Agencies	26 aging and disability related human service agencies in the Coordinated Transit District (Sedgwick, Butler, and Harvey counties).
Contact Information	Valerhy Harmon Sedgwick County Transportation Brokerage 1015 Stillwell, 2nd Floor Wichita, KS 67213 Ph: 316-660-5158; Fax: 316-383-7324 vharmon@sedgwick.gov www.sedgwick.ks.us/aging/transportation.html

Background: The Sedgwick County Department on Aging, one of the agencies in the Central Plains Area Agency on Aging, sponsors the Sedgwick County Transportation Brokerage, is a member of the county Paratransit Council, and administers the Kansas Department of Transportation's Coordinated Transit District #12. Coordinated Transit Districts were mandated by State law in 1992 and there are 15 of them in Kansas. Coordinated Transit District #12 includes Sedgwick, Harvey, and Butler counties. This tricounty district is made up of 26 transportation provider members and is based on a written interlocal agreement. They meet monthly to exchange information, refer riders, share vehicles, train, and plan together.

Sedgwick County's Department on Aging first offered transportation services to older adults in the 1980s via Senior Citizens Ride in a Moment which used the county's mill levy funds to provide taxi rides. In early 1990, the department received a Federal Transit Administration Section 5311 rural transportation grant to provide rides to individuals in rural Sedgwick County. A 2-year Administration on Aging demonstration project was conducted in the mid-1990s to identify transportation gaps and specific needs in the tricounty area. This project demonstrated a need for an information management system or brokerage that would allow coordinated use of transit vehicles to meet the needs of customers. In December 1998, the Sedgwick County Transportation Brokerage and its centralized call center were established and, within a year of operation, experienced a 770-percent growth.

Services: The Sedgwick County Transportation Brokerage provides several kinds of door-to-door transportation 24 hours a day, 7 days a week. Preregistered riders access the service

by calling the coordinating center Monday through Friday between 8 a.m. and 4 p.m. at least 24 hours in advance of the trip (exceptions are made for same-day reservations on a case-by-case basis). The Sedgwick County Transportation Brokerage provided 24,799 one-way rides in 2003 and serves nearly 2,000 Sedgwick County residents. Rider co-payments, based on income and agency support, range from zero to \$5.50. Approximately half the trips are taken by older adults.

Characteristics of Trips and Riders: The Sedgwick County Transportation Brokerage serves a variety of populations in Sedgwick County, including elderly and caregivers of elderly, persons with disabilities, Medicaid recipients, persons authorized by the local mental health provider, designated Housing and Urban Development housing residents, and the general public in rural Sedgwick County.

New callers register with the brokerage using an application that helps determine program eligibility, appropriate funding sources, co-payment requirements, and special transportation needs. This information is stored in special transportation software utilized to coordinate rides. Rides are coordinated based on client information noted in the application relating to disabilities, income, and Medicaid beneficiary status; additional information is considered in setting ride schedules, including trip purpose and appropriate funding, operating hours and recurring ride schedules of vendors, appropriate vehicle type, and customers' requests.

In most cases (except for qualified Medicaid trips), a rider has some amount of co-payment for a ride. Co-payments are made in advance by purchasing a ride card that is punched by the driver at the time a ride is taken. The Sedgwick County Transportation Brokerage provides rides for trips to medical appointments, work, human service agencies, hospitals and nursing homes, stores, and recreation sites. While most of the trips occur within Wichita, the brokerage provides rides to the entire county as far as Cheney, Kansas (about 25 miles from Wichita).

The Sedgwick County Transportation Brokerage advertises and recruits riders via a number of media outlets. Articles are published in local newspapers. Transportation options are presented at meetings for aging and disability service providers and the brokerage recently printed a new brochure in English and Spanish. The brochures are distributed to aging and disability service providers and doctors' offices. Information on brokerage vendors and programs is available on the Sedgwick County Department on Aging Web site. The Web site also includes information for older adults and their families on how to help older adults drive safely longer.

Coordination Actions: The Sedgwick County Transportation Brokerage's coordination activities have been particularly successful in planning for community needs, putting customers first, and moving people efficiently.

- **Planning for Community Needs.** The origin of the Sedgwick County Transportation Brokerage was based on a series of focus groups in 1994 and 1995 and more recently on surveys of older adults in the area. The surveys enabled the brokerage to learn about the needs of the local population and to equip itself accordingly. Use of special transportation software to coordinate services improves scheduling capabilities to maximize productivity for each vehicle trip.

Currently, an Easter Seals Mobility Planning Project underway through the Wichita Transit (the public transit agency and Wichita's Americans with Disabilities Act paratransit provider). The stated mission of this community-wide project is to enhance transportation services to Wichita residents who are disabled or are aged 65 or older by preparing and implementing a comprehensive transportation plan. The goal is to promote the most efficient modes of travel for the transit system's customers. Many older adults are using the Americans with Disabilities Act paratransit services despite being able to use the fixed route system. If these individuals can be identified and encouraged to use fixed route services, they will become more independent and the costs of transporting them will be much lower. Primary components of the project are an inventory of existing transportation services, recertification of persons for the Americans with Disabilities Act paratransit service, formal travel training, and disability awareness and sensitivity training for paratransit providers.

- **Putting Customers First.** The Sedgwick County Transportation Brokerage continues to study customers' needs and plan transportation services accordingly. The brokerage recently conducted a survey on behalf of the National Highway Traffic Safety Administration, which provided more information about the needs of older drivers and alternative modes of transportation. The results of this survey will be used to enhance existing services.

The Sedgwick County Transportation Brokerage advertises its transportation services via local media, brochures, and flyers. The brokerage recently revised and updated its brochure and prepared a Spanish-language version. The Department on Aging Web site has information on the Sedgwick County Transportation Brokerage and information for older drivers.

The Mobility Planning Project includes a number of programs that benefit older adults in the area. These include a peer education program to teach older adults about the fixed route system, increased training for transit drivers in sensitivity issues to varied populations, and plans for additional shelters to make the fixed route service more comfortable.

- **Moving People Efficiently.** The Sedgwick County Transportation Brokerage has greatly improved the efficiency of transportation services for older adults in Sedgwick County. The central coordinating center arranges rides based on information from a

transportation database including information on individuals, their special needs, and appropriate funding sources. Invoices for trips are generated and processed by the software that houses the database. By mixing populations on trips, the Sedgwick County Transportation Brokerage is able to reduce duplication of rides. The Coordinated Transit District centralizes driver and transit management training. Agencies work together to acquire new funding. One proposal within the Mobility Planning Project is to centralize maintenance to a single facility for several counties.

Notable Benefits (Outcomes) of Coordination: The Sedgwick County Transportation Brokerage reports a wide range of benefits from coordinating transportation services:

- **Multiple Transportation Services.** By providing transportation services via a variety of vendors, the Sedgwick County Transportation Brokerage is able to offer rides 24 hours a day, 7 days a week. Each agency and vendor provides rides to different parts of the county. By coordinating the resources of different agencies, the brokerage is able to transport riders to a variety of locations. The Sedgwick County Transportation Brokerage maintains current information on all transportation resources in the tricounty area and makes referrals.
- **Resource Efficiency.** The Sedgwick County Transportation Brokerage has lowered costs as a result of the coordinating network. Because the brokerage is always expanding and adding new programs, the transportation budget does not reflect a reduction over time, however, resource efficiency is evident. As an example of resource efficiency, because the brokerage is coordinating available transportation services in the area, there is no need to purchase additional vehicles to provide required services.
- **Service Effectiveness.** Because of support from multiple funding sources, the Sedgwick County Transportation Brokerage is able to combine different types of trips and individuals on each vehicle trip. This increased number of passengers per vehicle trip leads to higher overall system productivity. The average number of trips per hour is 2.8.
- **Cost Effectiveness.** The shared-ride strategy that increases system productivity also immensely decreases per trip costs for both the brokerage and the customers. For example, the Sedgwick County Transportation Brokerage used the shared ride strategy to provide work rides to persons with disabilities and reduced the cost of this transportation by 25 percent. As a result, the brokerage was able to reduce customer per trip cost by 20 percent. The brokerage allows consumers choice and a range of transportation services that vary in cost.
- **Customer Satisfaction.** Customers appreciate calling one number for a variety of services; this eliminates spending time calling around to find a ride. In a survey conducted in 2003 to assess the transportation services, 84 percent of respondents indicated that they had a good experience scheduling rides with a brokerage coordinator. Customers are riding in vehicles that are often more suitable to their needs because their application for services gathers information about their special needs (such as the use of a wheelchair or need for an attendant). Thus, when a ride is requested, an appropriate

vehicle is dispatched. Information on brokerage services is available from the aging services network, brochures and flyers, and the Internet. At the central coordinating center, older adults can schedule different types of trips and get assistance with information on transportation resources.

- **Community Mobility.** The Sedgwick County Transportation Brokerage is able to offer a variety of trip types and times. The brokerage can assist customers in getting wherever they need to go, even out of the county, because of its communication across a wide network of providers and funders.
- **Quality of Life.** The Sedgwick County Transportation Brokerage conducted a survey in 2003 in order to receive funding via the Older Americans Act. Survey results indicated that the transportation provided to older adults and their caregivers improved their quality of life (77%). Older adults were able to participate in activities that would otherwise have been impossible to reach. Nine percent of the respondents stated that without the transportation services they would not be able to remain in their current living situation.

Challenges and Opportunities: Although more agencies are forgoing their own transportation services in favor of the brokerage, a few local social service agencies are reluctant to allow their clients to be transported by another agency owing to a belief that transporting their clients demands a level of expertise that another transportation provider would not have. This leads to some redundancy and is less cost effective than coordinated services. The Sedgwick County Transportation Brokerage would benefit from a more organized program under which the city and county could be divided into segments where assigned transportation providers would coordinate trips. This would maximize usage of available providers and reduce duplicated efforts. Last, the Sedgwick County Transportation Brokerage is interested in providing additional work related trips to older adults; currently, this seems costly to some older adults (\$2.50 to \$5.50 per one-way trip).

Summary: The Sedgwick County Transportation Brokerage offers one-stop access to transportation via a brokerage center that coordinates local transportation resources and travelers. Coordinating with public transit services and blending funding sources and populations reduces duplication of service, maximizes use of vehicles and staff, reduces the need to purchase additional vehicles for specialized transit needs, and serves more customers.

South Carolina Appalachian Council of Governments — South Carolina

Major Innovation	The Area Agency on Aging brokers and contracts for transportation in a six-county region and serves as the Intake and Referral center. Agency on Aging took the lead in bringing service providers together to meet the needs of older adults in a more cost-effective and more user-friendly fashion, and also conducted surveys to determine needs. The Area Agency on Aging provides 7 day a week service and has United Way and faith community support.
Program	South Carolina Appalachian Council of Governments
Sponsoring Organization	South Carolina Appalachian Council of Governments is the parent organization for the Appalachian Area Agency on Aging, a six-county Area Agency on Aging.
City, State	Greenville, South Carolina
Service Type	The Area Agency on Aging brokers demand-response and subscription trips provided by public transit authorities, other providers, and volunteers. Escort services are provided as needed. Thirty-five percent of all trips are for medical needs.
Key Coordination Strategies	Services provided to multiple populations and locales; coordinates with Medicaid, local transit agencies, faith-based organizations, Easter Seals, Cancer Society, United Way, hospital transportation group.
Aging Network Roles	South Carolina Appalachian Council of Governments's Area Agency on Aging has the lead role in coordinating transportation services in the region for all populations.
Service Area	Anderson, Cherokee, Greenville, Oconee, Pickens and Spartanburg counties in northwest South Carolina; 35 percent urban, remainder is rural
Service Area Population	1,028,656; 104,861 [10%] are 65+.
Service Area Size (sq mi)	3,836 square miles
Data for Year Ending	Fiscal year ending June 30, 2005
One-way Trips per Year	Trip information not available; 2,466,650 passenger miles/year
Annual Expenses	\$1,992,123 for Fiscal Year ending 6/30/05
Cost/Trip	Not available
Resources & Equipment	101 vehicles used in the six counties
Major Funding Sources	Older Americans Act, Medicaid, local governments, Federal Transit Administration's Section 5310 and 5311 programs

South Carolina Appalachian Council of Governments — South Carolina

Coordinating Agencies Medicaid, local transit agencies, Easter Seals, Cancer Society, United Way, hospital transportation group, and faith-based organizations.

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Background: The South Carolina Appalachian Council of Governments, a six-county organization that sponsors the Area Agency on Aging, was organized in 1971. During Fiscal Year 2005, ending June 30, council projects will provide more than 2,466,650 passenger miles.

The Area Agency on Aging brokers demand-response and subscription trips provided by public transit authorities, other providers, and volunteers. Escort services are provided as needed. Thirty-five percent of all trips provided are to be for medical needs (doctors, hospitals, and pharmacies); the remaining 65 percent can be used for a variety of trip purposes. Based on a survey of transportation needs conducted by the South Carolina Appalachian Council of Governments, Department of Transportation data, and word of mouth from faith-based organizations. Five years ago, the Council of Governments implemented a number of improvements in their services. The survey asked about unmet transportation needs and the Department of Transportation data provided information on existing route usage. As a result of these efforts, Council of Governments now provides door-to-door service and escort services, services that were not provided before and is also expanding service to 24 hours a day, 7 days a week.

Services: The South Carolina Appalachian Council of Governments Area Agency on Aging is not a direct service provider. All of the services are contracted out. The Area Agency on Aging serves six counties and the transportation service model is different in each county. Some of the services are provided by nonprofit Councils on Aging, while others are provided by contracts with public transportation authorities. Some Councils on Aging, in turn, subcontract a portion of their services to public transportation, while the councils provide the demand-response services. Services are provided to the general population. Overall, the Area Agency on Aging coordinates 101 vehicles in providing

transportation services. The Area Agency on Aging also serves as the Intake and Referral agency for aging services.

The Area Agency on Aging allocates the service dollars by formula to the providers. Sixty-five percent of the transportation dollars are used for subcontracts and demand-response services, while 35 percent are committed to medical trips (e.g., doctors, hospital, and pharmacy).

Characteristics of Trips and Riders: The South Carolina Appalachian Council of Governments Area Agency on Aging serves the general population of 1,028,656 in a six-county area where about 10 percent of the population in the service area is over 65. The service area is a combination of rural and 35 percent urban and covers 3,836 square miles. The Area Agency on Aging serves persons with disabilities, older adults, and the general public.

Funding for transportation services comes from the Older Americans Act, Medicaid, local governments, and Federal Transit Administration. The South Carolina Appalachian Council of Governments does not keep data on the cost per trip. However, it does provide 2,466,650 passenger miles a year and its budget in the Fiscal Year ending June 30, 2004 was \$1,992,123, which yields a cost per passenger mile of 81 cents.

Coordination Actions: The South Carolina Appalachian Council of Governments' coordination activities have been successful in a wide range of areas, including surveying and planning for community transportation needs, utilizing a variety of funding sources, moving people efficiently, and including public organizations, faith-based organizations and nonprofits in the transportation system.

- **Planning for Community Needs.** The transportation system currently operated by the South Carolina Appalachian Council of Governments Area Agency on Aging is a result of a survey on needs, Department of Transportation data, and feedback from faith-based organizations in the six-county service area. The principal goal of the Area Agency on Aging is to “develop and promote a comprehensive, coordinated community-based service delivery system with simple access that will improve the quality of life for all older adults in the region and enable them to lead independent lives with dignity in their own homes for as long as possible.”

The South Carolina Appalachian Council of Governments coordinates with a multitude of nonprofit, public transit, and faith-based organizations in its six-county service area. Funding for transportation services comes from the Older Americans Act, Medicaid, local governments, and Federal Transit Administration.

- **Adapting Funding and Resources.** The South Carolina Appalachian Council of Governments and its Area Agency on Aging have been very successful in utilizing

multiple funding sources including Federal, State, and funds for aging services. They have received strong support from local county and city governments. The Area Agency on Aging has used vehicles from local school systems. The Council of Governments had an annual transportation operating budget of \$1,992,123 for the Fiscal Year ending June 30, 2004. The Area Agency on Aging also uses faith-based organization vehicles for services when they are not being used by the individual organizations.

- **Moving People Efficiently.** The South Carolina Appalachian Council of Governments has developed systems to maximize ridership and use fewer vehicles for its transportation services. The Area Agency on Aging has achieved good productivity levels and excellent cost per passenger mile numbers.

Notable Benefits (Outcomes) of Coordination: The South Carolina Appalachian Council of Governments Area Agency on Aging reports a wide range of benefits from coordinating transportation services in the six-county service area:

- **Public Transportation Services in Underserved Communities.** The Area Agency on Aging is providing public transportation to counties in South Carolina that had not previously had adequate public transportation services. The Area Agency on Aging contracts for transportation services in the six-county area. The Area Agency on Aging has developed strong partnerships with public transportation providers.
- **Effectiveness and Efficiency.** Like other successful coordinated transportation services, the South Carolina Appalachian Council of Governments Area Agency on Aging is able to combine different types of trips and individuals because of their support from a variety of funding sources. They also use old school vehicles and vehicles from faith-based organizations when they are not being used by the individual organizations. The greater number of passengers per vehicle trips leads to higher overall system productivity.
- **Cost Effectiveness.** The shared-ride strategy that increases system productivity makes trips less expensive for the Area Agency on Aging because the costs are shared by more riders. The South Carolina Appalachian Council of Governments Area Agency on Aging has achieved a cost of 81 cents per passenger mile.
- **Community Mobility.** Few other transportation options exist for persons without cars in this six-county South Carolina area. The Area Agency on Aging has greatly expanded mobility for persons with mobility limitations, and their integrated transfer program with the area's public transit systems has further expanded the impact of its service.
- **Quality of Life.** The South Carolina Appalachian Council of Governments Area Agency on Aging conducted a needs assessment survey 5 years ago and determined that their aging population needed a number of new services including escort services, door-to-door service, and 24 hour a day, 7 day a week service. The Area Agency on Aging continues to improve and now offers those services. The added mobility of transportation users improves their quality of life and enables them to participate in activities that would otherwise have been impossible.

Challenges and Opportunities: The South Carolina Appalachian Council of Governments has several outstanding issues that they are trying to resolve. The Area Agency on Aging uses a number of old school vehicles that have high maintenance costs. The reimbursement rate from funding agencies does not keep pace with maintenance costs on the aged vehicles.

Another issue area is liability and insurance. The Area Agency on Aging has a liability and insurance problem in using the vehicles of faith-based organizations and the schools. Florida might be an example for them because it is said to have a solution for using school vehicles.

Summary: The South Carolina Appalachian Council of Governments Area Agency on Aging has developed an extensive network of partnerships that includes county and city governments, nonprofits, and faith-based organizations. The Agency on Aging is continually trying to improve services and conducted a needs assessment survey to identify gaps in service. The Agency on Aging then implemented programs to meet identified needs in the areas of escort services, door-to-door service, and service 24 hours a day, 7 days a week. The Area Agency on Aging contracts out for all of the transportation services and has contracts with both nonprofits and public transit entities. The Agency on Aging has a priority in providing medical-related transportation with 35 percent of the funding resources going to this area. The South Carolina Appalachian Council of Governments is most proud of bringing more partners to the table, building bridges to public transportation, providing more user-friendly services such as door-to-door and escort services, and expanding service to 24 hours a day, 7 days a week.