



# COMMONWEALTH of VIRGINIA

*Department for the Aging*

Julie Christopher, Commissioner

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**Note:** The web addresses (links) in this document may change over time. The Department for the Aging does not attempt to refresh the links once the week has passed. However, this document is maintained on the web for a period of time as a reference. Some links may require registration.

*COMMONWEALTH of VIRGINIA*  
*Department for the Aging*  
Julie Christopher, Commissioner

**MEMORANDUM**

**TO:** Executive Directors  
Area Agencies on Aging

**FROM:** Ellen Nau, Human Services Program Coordinator

**DATE:** November 7, 2006

**SUBJECT:** National Family Caregiver Support Month

**National Family Caregiver Month**

President George W. Bush has declared November 2006 National Family Caregiver Month. The proclamation and comments from Assistant Secretary for Aging, Josefina Carbonell can be found at <http://www.aoa.gov/>.

As the national trend to place those needing care in home and community based situations continues, agencies can consult the Administration on Aging website to investigate caregiving programs in other states and localities. <http://www.aoa.gov/prof/aoaprogram/caregiver/careprof/careprof.asp> See the attached news article about Vermont's program to keep the elderly in community based settings. (Richmond Times Dispatch November 3, 2006)

Mr. Rick Greene, who oversees AoA's National Family Caregiver Support Program, has volunteered to act as an informal clearinghouse of family caregiver program information sent to him by states. Virginia has many wonderful innovative caregiver programs! Gather your program information! I will be contacting you about your caregiver programs and forwarding the information to Mr. Greene.

In conjunction with caring for the elder and disabled in community based settings, I am pleased to report that the Virginia Department of Medical Assistance Services (DMAS) has submitted a proposal to the Centers for Medicare and Medicaid Services (CMS) for a Money Follows the Person (MFP) Demonstration Grant. I was privileged to serve on the grant writing committee with very knowledgeable persons from the Governor's

SUBJECT: National Family Caregiver Support Month  
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Office, DMAS and a variety of individuals from the disability community. Grace Starbird from V4A and the Fairfax County Area Agency on Aging served on the grant proposal advisory committee and Bill Peterson of VDA contributed his grant writing skills.

The MFP proposal envisions creating a system of long-term services and supports that enables available funds to “follow the person” by supporting individuals who choose transition from long-term care institutions into the community.

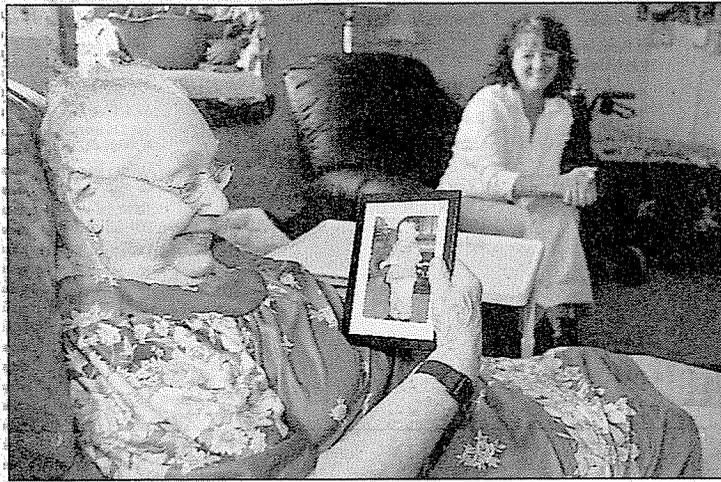
### **The Virginia Caregiver Coalition**

Your agency is cordially invited to designate a staff member to serve on the Virginia Caregiver Coalition that is facilitated by VDA. Please contact me at [Ellen.Nau@vda.virginia.gov](mailto:Ellen.Nau@vda.virginia.gov).

Quarterly meetings are held at VDA and videoconferencing is available through the Virginia Department of Health video system.

Video conferencing facilities are available at many local Department of Health offices. A thank you to the Virginia Department of Health for making this service available to the volunteers who serve on the Coalition! (Contact your local health department to see if video conferencing is available from their office.) Advance notice is needed at VDA to arrange video conferencing.

Next Meeting: Thursday, January 18, 2007 10:00 A.M.



TOBY TALBOT/THE ASSOCIATED PRESS

**Florence Parsons and her caregiver, Penny Walsh, sit in Parsons' apartment in Winooski, Vt. Walsh, a former tenant of Parsons', now gets \$10 an hour to be her in-home caregiver.**

# Vt. hires caregivers at hourly wage

**Elderly stay at home, not in nursing home; the businesses object**

THE ASSOCIATED PRESS

**WINOOSKI, Vt.** — Ninety-three-year-old Florence "Tubby" Parsons has a lot going for her. She has her cat, Buddy, the plants in her one-bedroom apartment to tend to and a weekly 25-cent poker game with neighbors.

Best of all, she doesn't have to live in a nursing home. Instead,

## IMPACT

It costs Vermont about \$122 a day for Medicaid-covered senior citizens who live in nursing homes, compared with about \$80 a day for those being cared for in their homes.

she gets daily visits from a long-time friend who draws a \$10-an-hour paycheck from the state to care for her.

It is part of an experiment under way in Vermont. Under Vermont's Choices for Care program, Medicaid-eligible senior citizens who

need someone to tend to their needs can be cared for at home by a family member, friend or neighbor, who gets paid by the state.

One year after enacting it, Vermont officials say it is reducing the number of people sent to nursing homes, cutting the cost of taxpayer-funded care and improving the quality of life.

Critics, including the nursing-home industry, say subsidized home care by family members and other nonprofessionals is far from a panacea. They say the care isn't as good, however well-meaning family members are.

Elder-care experts say the Vermont program could help blunt one of the longstanding criticisms of Medicaid — that it shunts people into institutions without regard to what they really want.

Medicaid, which spent \$38 billion on institutional care last year, wants to shift more toward home care and community-based systems, where "the medical dollars follow the needs of the patient, rather than the other way around," said Mary Kahn, a spokeswoman for the federal agency that administers the programs.

**COMMONWEALTH of VIRGINIA**  
*Department for the Aging*  
Julie Christopher, Commissioner

**MEMORANDUM**

**TO:** Executive Directors & Transportation Managers  
Area Agencies on Aging

**FROM:** Faye D. Cates, MSSW, Human Services Program Coordinator

**DATE:** November 7, 2006

**SUBJECT: FRAMEWORK FOR ACTION - BUILDING A COORDINATED  
TRANSPORTATION SYSTEM**

There is a resource that will be helpful to you as your local human service transportation network begins discussions about how to proceed with the planning process for coordinated transportation in your community. The publication, *Framework for Action: Building the Fully Coordinating Transportation System*, is a comprehensive evaluation and planning tool to help state and community leaders and agencies involved in human service transportation and transit services, along with their stakeholders, improve or start coordinated transportation systems. Assessment and planning can be completed in one or two meetings. Implementation time will depend on the action items participants choose to pursue.

I have attached the introduction to the 1) *Framework for Action* document and 2) the *Self Assessment Tools for Communities* for you to review and utilize in assessing your current coordination efforts. These tools are recommended by the Federal Interagency Coordinating Council on Access & Mobility (CCAM) as localities begin to meet the requirements established in *Executive Order 13330, Human Service Transportation Coordination*.



# FRAMEWORK for ACTION



Building the Fully Coordinated  
Transportation System

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Self Assessment Tools for

- Communities
- States



# Introduction

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# A FRAMEWORK FOR ACTION

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## Building the Fully Coordinated Transportation System

Leaders in communities and states across the country have greatly improved mobility for millions of people over the last several decades. The shift away from providing rides to managing mobility is driving the success of fully coordinated transportation systems.

The strategy coordinates human service agencies that support transportation with public and private transit providers. Such systems have gone far in meeting the needs of consumers who must have access to healthcare, jobs or job training, education and social networks. Coordinated transportation systems also increase the ability of government officials, at all levels, to make the most efficient and effective use of limited resources.

### A Framework for Action: Assessment Tools

The Assessment Tool for Communities and States can help local and statewide transportation agencies work toward achieving their mobility goals – as well as their financial goals.

### Greater Mobility, Bigger Impact

Transit agencies benefit when they coordinate services with local human service and community providers.

As the following examples demonstrate, these strategies can help save money and improve services at the same time.

#### SMART

The Suburban Mobility Authority for Regional Transportation (SMART) is the transit agency for three counties in southeast Michigan near Detroit. SMART combines innovative technologies with community partnering to provide \$7 million in transportation funds to 50 communities for cost-effective and flexible local transportation services. If SMART provided all of these services directly, the cost would be nearly 40 percent more – or \$2.7 million every year.<sup>1</sup>

#### Kentucky Takes Lead

Coordinating human funding resources to deliver coordinated service programs is also paying dividends. In Kentucky, the governor established a single coordinated human service transportation fund from among several state-administered human service programs. The model established a series of transportation brokers throughout the state whose job it was to secure the most cost effective transportation delivery for the human service clients of the various programs involved. According to a University of Kentucky study, the cost per ride was reduced by almost 20 percent with significantly more rides available to clients. The riders report the new transportation service is as good as the service they received from providers hired by individual programs.

#### Miami Saves Money

Specific strategies such as transit passes can result in savings as well. In Miami, Florida, coordinating Medicaid transportation with public transportation resulted in a win-win situation for the local Medicaid agency and the transit provider and Medicaid customers.

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<sup>1</sup> Unless otherwise noted, all cost saving data are drawn from the *Economic Benefits of Coordinating Human Services Transportation and Transit Services* by Jon E. Burkhardt, David Koffman, and Gail Murray (Washington, DC: National Academy of Sciences, Transportation Research Board, 2003). This report can be found at [http://gulliver.trb.org/publications/tcrp/tcrp\\_rpt\\_91.pdf](http://gulliver.trb.org/publications/tcrp/tcrp_rpt_91.pdf).

By issuing transit passes to allow some Medicaid customers to use less-expensive fixed route transit instead of more expensive paratransit or taxi trips, the Medicaid agency saves more than \$7 million in transportation costs every year.

If the nation's 20 largest cities would institute similar transit pass programs for appropriate clients who could use transit conveniently, a savings to the Medicaid program of \$100 to \$200 million could be generated annually. Additionally, this strategy provides an opportunity for riders to benefit from existing transportation systems, offering greater mobility and independence.

### Riverside County TRIP Provides Mobility

Finding informal providers can save money and improve services. In Riverside County, California, just east of Los Angeles, the Transportation Reimbursement and Information Project (TRIP) complements public transportation by reimbursing volunteers to transport individuals where no public transportation service exists or when an individual is too frail to use other transportation. Public transportation services would cost at least \$1.5 million more than the transportation services provided by TRIP.

### A New Tool for Building Shared Understanding and Action

In each of these efforts there was a roadmap, a framework for action, which brought group partners together around a strategy.

Forming a partnership and marshalling efforts toward a single goal takes dedicated leadership and participation from all partners. Partners in coordinated efforts – providers, client agencies, sister agencies, public officials, advocates and others – must be able to see the big picture to achieve the group's goals. Too often, individuals are knowledgeable about their particular system but lack a full understanding of the big picture. Building shared understanding is essential to solving problems together.

### About the Self Assessment Tool for Communities and States

This new tool, the Framework for Action: Building the Fully Coordinated Transportation System helps stakeholders realize a shared perspective and build a roadmap for moving forward together. The Framework for Action was developed by analyzing the transportation coordination efforts in states and communities and successful models, with the advice and guidance of an expert panel.

This assessment tool can be used by itself, or it can be an essential element of developing a work plan, a strategic plan, or some other plan.

What you are reading now is one part of the toolkit. The Federal Coordination Council on Access and Mobility web site (<http://www.fta.dot.gov/CCAM/www/index.html> or [www.ccam.gov](http://www.ccam.gov)) has a full set of resources to assist you in your effort, including: a facilitator's guide that can help you design and manage the group process and a set of informational resources keyed to the topics in the toolkit.

Most importantly, the Framework for Action is not just another planning tool. It is a planning and action tool that helps states and communities understand where they are, define their priorities, and move towards specific actions.

### How it Works

The self-assessment tool focuses on a series of core elements that are represented in categories of simple diagnostic questions to help groups in states and communities assess their progress toward transportation coordination based on standards of excellence.

There are actually two tools: one for communities and another for states. Each follows a similar process. A group is convened to work together. This can be an existing group like an interagency council, an agency board of directors, or a standing advisory group. It can also be a group of stakeholders such as transportation providers, client agencies, human service advocates, and others.

<p><b>Step 1</b></p>	<p><b>Individual Assessments</b></p> <p>The first step is for each person to individually assess the system using the progress ratings to answer each of the questions.</p>
<p><b>Step 2</b></p>	<p><b>Discuss Individual Assessments</b></p> <p>After the individual assessments are complete, the group partners share their findings, notes, and solutions for improvement. The conversation explores questions such as: Where are we doing well? Where do we need to do much better? What does it take to get to the next level? Inevitably, everybody will not agree. That's where the learning occurs. Why do some think we work well together and others not? Why do some think we have used technology well and others not? Discussion can help increase people's understanding of the big picture as well as identify progress and problem areas.</p>
<p><b>Step 3</b></p>	<p><b>Develop an Action Plan and Take Action</b></p> <p>Once the group achieves clarity on its assessment, the next step is to take action, focusing on the areas where the group agrees it needs to do better and developing strategies and steps for moving forward. This goal becomes the community's or the state's Framework for Action, bringing focus and strategy to the efforts of the group.</p>

**Why Your Participation is Vital**

The direct benefits of more effective coordination are clear. Nationally, \$700 million could be saved, according to a conservative estimate from a study conducted by the National Academy of Science's Transportation Research Board. The examples given illuminate how services can be improved at the same time.

The indirect benefits are equally important. Transportation is a lifeline. Without the ability to reach jobs, health care, and other community support services, it is difficult for citizens to join the economic mainstream or to fully participate in community life. Individuals can't get a job if they can't reach a job. Individuals can't avoid acute care medical costs if they can't reach routine, preventive health care facilities. The lack of affordable and useable transportation options frustrates the ability of many citizens to achieve economic and personal independence.

More progress at all levels – federal, state, and local – is critical. Millions of riders across the country depend on human service agencies, public transportation systems and private transit providers to implement financial and bureaucratic strategies to build a seamless system that is convenient, safe, and cost effective. The Framework for Action can help you make that journey successfully.

A FRAMEWORK FOR ACTION  
BUILDING THE FULLY COORDINATED  
TRANSPORTATION SYSTEM

A Self Assessment Tool for Communities

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 1: Making Things Happen by Working Together

**Driving Factor** Individuals and organizations are catalysts for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all.

**1** Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?

### Decision Helpers

- Leaders in human services agencies and public transportation have acknowledged that the existing network of transportation services is not yet sufficiently efficient, cost effective, or flexible enough to meet the mobility needs of people in the community or region.
- A clear and inspiring vision statement for improved service and resource management through coordination is supported by all partners and is regularly revisited to ensure its vitality.
- The vision drives planning and action.

### Using Decision Helpers

Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

### Progress Rating

Circle one rating that best describes your program



**2** Is a governing framework in place that brings together providers, agencies, and consumers? Are there clear guidelines that all embrace?

### Decision Helpers

- A shared decision-making body such as a coalition, lead agency, advisory board, and/or working group is taking a leadership role.
- The shared decision-making body includes public and private transportation providers, non-profit human services agencies, health providers, employment providers, and consumers.
- Those at the table are clear about and comfortable with the decision-making process, whether it is based on consensus or majority rule.
- Roles and responsibilities are outlined in a formal, written agreement.
- The shared decision-making group communicates effectively with those not at the table.
- The group meets regularly, establishes strategic and measurable goals and objectives, follows a work plan, and regularly evaluates its progress and performance.

## Progress Rating

Circle one rating that best describes your program



### 3 Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?

#### Decision Helpers

- The shared decision-making body covers an appropriate area, such as a region, and maintains collaborative working relationships with neighboring areas and with human service and state transportation agencies.
- The relationships are used to address service issues such as ensuring transportation services can cross jurisdictional boundaries, customers have access to easy transfer points, and that service is provided to individuals where transportation gaps exist or when people are too frail to use public transportation.
- The relationships are also used to work on policy and financial issues to create a framework that enhances coordination.

## Progress Rating

Circle one rating that best describes your program



### 4 Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?

#### Decision Helpers

- The shared decision-making body has sustained support for coordination by calculating and communicating the specific benefits to community stakeholders.
- Elected officials, agency administrators, and community leaders have been active in coordinated transportation services planning.
- It is widely recognized and accepted that transportation must be integrated into community initiatives related to aging, disability, job training, health care, and services to low-income persons.
- Community leaders provide sufficient staff and budget and provide leadership on policy initiatives to support coordination efforts.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



## 5 Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

### Decision Helpers

- Participation in and budget support for coordination initiatives are regularly increasing.
- Agencies are actively working together to ensure that service information, routes, and vehicles are coordinated; funding deployment is coordinated; and policies allow for better resource management and increased ridership.
- Momentum has been maintained even through difficult events such as budget crises and changes in leadership.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



# EVALUATION

## Section 1

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Making Things Happen by Working Together* is:

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes: \_\_\_\_\_

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\_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 2: Taking Stock of Community Needs and Moving Forward

**Driving Factor** A completed and regularly updated community transportation assessment process identifies assets, expenditures, services provided, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It assesses the capacity of human service agencies to coordinate transportation services. The assessment process is used for planning and action.

**6** Is there an inventory of community transportation resources and programs that fund transportation services?

### Decision Helpers

- All entities in the region that buy, sell, or use transportation services have been identified.
- The inventory encompasses public transit systems, community non-profits, churches, schools, and private providers such as taxis.
- Transportation services provided by different federally funded programs such as Meals on Wheels, Medicaid, Head Start, Vocational Rehab Services, Independent Living Programs, employment services, and other programs have been identified and their scope of services catalogued.

### Progress Rating

Circle one rating that best describes your program



**7** Is there a process for identifying duplication of services, underused assets, and service gaps?

### Decision Helpers

- All entities providing transportation service in the region have been surveyed and information has been collected on geographic areas serviced, spending for transportation, types and number of trips provided, hours of operation, cost per trip, sources of funds, number and types of vehicles, number of trips per day/hour, and type of maintenance.
- Agencies providing travel training and eligibility assessments have been identified.
- The data has been analyzed to assess service duplication, underutilized assets, and inefficient service delivery.
- The data and the analysis have been shared with the decision-making body, community leaders, and others to drive and enhance coordination efforts.
- The data is regularly updated to ensure its ongoing value.

## Progress Rating

Circle one rating that best describes your program



## 8 Are the specific transportation needs of various target populations well documented?

### Decision Helpers

- Information and data that outlines the needs and expectations of individuals with disabilities, older adults, youth, job seekers and persons with low-incomes has been collected.
- Non-users of transit have been asked through surveys, focus groups, or similar means to identify what characteristics would make transit an attractive choice.
- Major health and human service agencies have been asked through surveys, focus groups, or similar means to articulate what would motivate their clients to ride public transit.
- The data has been analyzed and used by the shared decision-making body to drive the coordination planning process.

## Progress Rating

Circle one rating that best describes your program



## 9 Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/or reduce costs?

### Decision Helpers

- The current use of transportation technology by transportation providers, service agencies, and advocacy groups for scheduling, dispatching, reservations, billing, and reporting has been assessed.
- Research has been conducted on ways in which investments in transportation technology can improve services and/or reduce costs.
- The survey and research data has guided decision making about adopting new technologies.
- The local provider is investigating ways, such as pooled acquisition, to help transportation providers, service agencies, and advocacy groups acquire transportation services technology.
- Ongoing discussions about using technology for coordinated transportation are conducted among providers and client agencies through list serves, face-to-face forums, and other means.

## Progress Rating

Circle one rating that best describes your program



# 10

## Are transportation line items included in the annual budgets for all human service programs that provide transportation services?

### Decision Helpers

- Each human services agency participating in transportation coordination has listed transportation costs as a separate item in its budget to facilitate a strategic planning process for transportation services.
- These agencies have completed an analysis of how improved coordination can extend their current transportation resources and/or reduce the amount of funds spent on transportation.

## Progress Rating

Circle one rating that best describes your program



# 11

## Have transportation users and other stakeholders participated in the community transportation assessment process?

### Decision Helpers

- Stakeholder groups throughout the community have been systematically included in the assessment process through meetings, surveys, focus groups, and other means.
- Customers representing people with disabilities, older adults, and low-income populations serve on work groups and are actively engaged in the assessment and planning process.

## Progress Rating

Circle one rating that best describes your program



## 12 Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?

### Decision Helpers

- A regularly updated strategic plan or similar document has tangible goals and objectives, timelines, and methods for measuring performance and evaluating benefits.
- The mission and program goals are sufficiently long-range, comprehensive, and compelling to transcend changes in leadership or circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among all stakeholders.

### Progress Rating

Circle one rating that best describes your program



## 13 Is clear data systematically gathered on core performance issues such as cost per delivered trip, rider ship, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

### Decision Helpers

- Operations planning and service planning are priorities in our system.
- Data in core performance areas is collected, disseminated, and analyzed.
- In addition to typical reviews, there are efforts to lower costs and improve performance through exploring new and creative means to provide services.

### Progress Rating

Circle one rating that best describes your program



## 14 Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the Regional Transportation Plan or State Transportation Improvement Plan?

### Decision Helpers

- Human service agency representatives participate in transportation planning together with metropolitan or rural planning organizations, taking full advantage of their resources and coordination expertise.
- The cross-participation has created a set of mutually supportive and linked plans that actively strengthen coordination efforts.

## Progress Rating

Circle one rating that best describes your program



# 15

## Is data being collected on the benefits of coordination? Are the results communicated strategically?

### Decision Helpers

- To maintain support for transportation coordination, the benefits of coordination are routinely documented and communicated to community leaders and the public.
- The number of individuals that receive transportation services, the types of services they receive, and the costs associated with those services are all tracked.
- There is also a focus on collecting information on the economic and quality of life benefits of connecting people to jobs, health care, education, training, and social support networks.
- The results are regularly published and disseminated for community members, elected officials, and agency leadership.
- Presentations are made throughout the year at local committee meetings to help agencies and organizations recognize the needs and the opportunities for coordinated transportation services.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 2

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Taking Stock of Community Needs and Moving Forward* is:



Notes: \_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 3: Putting Customers First

**Driving Factor** Customers, including people with disabilities, older adults, and low-income riders, have a convenient and accessible means of accessing information about transportation services. They are regularly engaged in the evaluation of services and identification of needs.

### 16 Does the transportation system have an array of user-friendly and accessible information sources?

#### Decision Helpers

- Information about transportation services and options is easy to obtain in the community.
- There is a “one-stop” resource such as a toll-free number or a Web site where consumers can obtain information about service and schedules and make reservations regardless of provider.
- There are “mobility managers” within human service agencies who advise their clients about transportation options.
- Information is accessible and can be obtained in electronic, Braille, or large-print formats.
- Customer representatives are available to assist first time users or people needing extra help.
- The system is designed for the general public as well as for people with special needs and clients of human service agencies.
- Technology is used effectively to enable and support information systems.

#### Progress Rating

Circle one rating that best describes your program



### 17 Are travel training and consumer education programs available on an ongoing basis?

#### Decision Helpers

- Persons with disabilities and others can avail themselves of travel training programs to learn how to safely ride public transportation.
- There are transitional programs for older adults and others that help individuals recognize and feel comfortable with alternative transportation options if and when they are not able to drive a car.
- Consumer education programs are available to help new or potential riders learn how to use the system, including learning how to read a schedule, how to identify the bus number, how to pay the fare, where to wait for the bus, and other key skills.

## Progress Rating

Circle one rating that best describes your program



# 18

Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

### Decision Helpers

- Regardless of the funding source for each particular trip, the customer or client uses the same payment mechanism each time.
- If there is a fixed route system, a transit pass has been implemented to encourage riders to choose lower-cost fixed route services. The billing process is transparent to the consumer.
- The seamless payment system enables customers to choose appropriate cost-effective transportation services.
- These payment systems may include universal payment cards, fare cards, and similar mechanisms.
- Up-to-date technology is being used to support and manage this system.

## Progress Rating

Circle one rating that best describes your program



# 19

Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?

### Decision Helpers

- Customer input was gathered during the planning and needs assessment process through town meetings, surveys, focus groups, or similar means.
- Consumer representatives are active members of advisory and other work groups. In addition, a customer service-monitoring program provides information for a yearly “report card” or similar status report.
- Customers are encouraged to submit suggestions, complaints, and compliments. Actions are taken on complaints within 24 hours of receiving them.

## Progress Rating

Circle one rating that best describes your program



# 20 Are marketing and communications programs used to build awareness and encourage greater use of the services?

## Decision Helpers

- There are active marketing and communications programs that promote the ease and accessibility of coordinated transportation services.
- The programs use an array of media such as direct marketing, public service announcements, advertisements in local newspapers, and articles and notices in newsletters of various community organizations.
- Information is also disseminated through human service agencies, employment specialists, health care providers, and civic organizations and churches.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 3

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Putting Customers First* is:



Notes: \_\_\_\_\_

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# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 4: Adapting Funding for Greater Mobility

**Driving Factor** Innovative accounting procedures are often employed to support transportation services by combining various state, federal, and local funds. This strategy creates customer friendly payment systems while maintaining consistent reporting and accounting procedures across programs.

### 21 Is there a strategy for systematic tracking of financial data across programs?

#### Decision Helpers

- Systems have been created to enable the tracking and sharing of financial data across programs.
- Participating agencies have agreed on common measurements and definitions to support the tracking system.
- Up-to-date technology is being used to support and manage this system.

#### Progress Rating

Circle one rating that best describes your program



### 22 Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

#### Decision Helpers

- A technology interface has been implemented that allows transportation providers to track clients from multiple agencies and funding sources and submit both the report and the bill electronically to the appropriate agency.
- The system effectively supports grant monitoring and reporting requirements.

#### Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section

## 4

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Adapting Funding for Greater Mobility* is:



Notes: \_\_\_\_\_

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# A SELF ASSESSMENT TOOL FOR COMMUNITIES

## Section 5: Moving People Efficiently

**Driving Factor** Multimodal and multi-provider transportation networks are being created that are seamless for the customer but operationally and organizationally sound for the providers.

**23** Has an arrangement among diverse transportation providers been created to offer flexible services that are seamless to customers?

### Decision Helpers

- A system to coordinate numerous transportation providers, such as a brokerage, has been established.
- Providers, such as public transit agencies, taxi and other private paratransit operators, school transportation operators, nonprofit faith and community based organizations, and human service non-profit agencies, are systematically engaged and blended with informal transportation providers (recognizing that the most cost effective travel for some may be paying a neighbor for mileage) to create an array of flexible services for the customer.
- The “broker” identifies the most cost effective transportation provider appropriate to the client’s needs, schedules the trip, dispatches the services, bills the appropriate funding source, and tracks the utilization and data associated with the trips.

### Progress Rating

Circle one rating that best describes your program



**24** Are support services coordinated to lower costs and ease management burdens?

### Decision Helpers

- Systematic studies have been completed in our communities which have led to the coordination of essential support services for transportation providers.
- These may include joint purchasing and/or leasing of equipment and facilities; shared maintenance facilities; maintaining a single phone number for customers; maintaining a shared internet information system; using a single or coordinated fare mechanism; sustaining coordinated reservation, dispatching, scheduling, and payment systems; or establishing a single entity to provide human service transportation to all participating human service agencies.

### Progress Rating

Circle one rating that best describes your program



## 25 Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

### Decision Helpers

- Agency case managers and mobility managers find it easy to schedule regular and one-time trips for their clients through a centralized dispatch system or a similar mechanism appropriate to your locale.
- Agency clients and the general public can easily schedule trips using the dispatch system.
- The dispatchers can help agencies and individuals wisely choose from available transportation alternatives.
- There are also mechanisms, such as transit passes, to reduce dependency on individualized services.
- Technology is used to enhance overall dispatch services, including communication with drivers and passengers, scheduling and mapping routes, locating vehicles, and other critical aspects.

### Progress Rating

Circle one rating that best describes your program



## 26 Have facilities been located to promote safe, seamless, and cost-effective transportation services?

### Decision Helpers

- Location decisions for common destinations such as the offices where clients are served have taken transportation issues into account.
- Services are co-located or near to each other to reduce transportation needs.
- Pickup locations, which can be used by any transportation provider, are safe and accessible.

### Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 5

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:



Notes: \_\_\_\_\_

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# FRAMEWORK FOR ACTION:

## OVERALL COMMUNITY SELF-ASSESSMENT

You have completed Step 1 of the Community Self-Assessment. The five sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your community's overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section	1	<b>Making Things Happen by Working Together</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	2	<b>Taking Stock of Community Needs and Moving Forward</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	3	<b>Putting Customers First</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	4	<b>Adapting Funding for Greater Mobility</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	5	<b>Moving People Efficiently</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 

Notes: \_\_\_\_\_

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## Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The next steps will involve implementing the actions and moving you further down the road to a fully coordinated transportation system.