

***STAR SEARCH SURVEY***  
***&***  
***STAR AWARDS FOR EXCELLENCE***  
***2008 REPORT***

***PREPARED BY***  
***THE BEVERLY FOUNDATION***  
***PASADENA, CALIFORNIA***

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# **PART 1**

## **INTRODUCTION**

### **1A. DEFINITION OF STP**

STPs (Supplemental Transportation Program for seniors) are defined as transportation programs or services that supplement traditional transportation services. At the beginning of 2008, there were 830 STPs in the Beverly Foundation's STAR Search database. They included public, paratransit and community transit services, human and senior transit services, and faith in action transportation programs. More than fifty percent were volunteer driver programs.

### **1b. STAR Search/STAR Awards Program**

The purpose of the Beverly Foundation's STAR Search program is to demonstrate to policy makers and service providers that STPs, as local initiatives, are valuable to seniors, their communities and the country. The STAR Search survey was first undertaken in 2000 and has continued annually since that time. The STAR Search survey gathers information about STPs; and the STAR Awards program celebrates promising practices and excellence.

### **1c. ACKNOWLEDGMENTS**

Special thanks go to the members of the review committee who participated, at various times, in the review of 103 survey responses, and the final selection of winners of the three STAR Awards for Excellence and the four STAR Special Recognition Awards. The members of the STAR Awards Review Committee included:

James Birren, Ph.D. Beverly Foundation Trustee  
Ruth Covell, M.D. Beverly Foundation Trustee  
Jane Hardin, Coordinator Senior Transportation – CTAA, Washington, DC  
Helen Kerschner, Ph.D. President – the Beverly Foundation  
Marie-Hélène Rousseau, Ph.D. Director of Research – Beverly Foundation  
Professor Nina Silverstein, Ph.D. – University of Massachusetts, Boston, MA  
Richard Smith, Executive Director – TRIP, Riverside, CA  
Cheryl Svensson, Ph.D. Senior Advisor – the Beverly Foundation

Finally, the technical team for STAR Search 2008 included Helen Kerschner as the principal author of the report and Marie-Hélène Rousseau as principal researcher.

## **PART 2**

### **2008 STAR SEARCH SURVEY**

Historically, the STAR Search survey has had the purpose of building the STP Database. At the beginning of 2008, the database included 830 STPs.

#### **2a. Survey Pilot**

In 2008, the STAR Search survey piloted the use of [surveymonkey.com](http://surveymonkey.com) and required respondents to be members the *STP Exchange*. The *STP Exchange* is a membership group of STPs, professionals, and consumers interested in senior transportation service delivery to older adults. *The Exchange* is sponsored by the Beverly Foundation (Pasadena, California), the AAA Foundation for Traffic Safety (Washington, DC), and Independent Living Partnership (Riverside, California).

#### **2b. Methodology**

The Beverly Foundation made an effort to streamline both the STAR Search survey and STAR Awards process. The effort included: (1) organization of the survey through the Beverly Foundation's web-based information initiative called the *STP Exchange*; (2) the development of a streamlined survey instrument; (3) the inclusion of a special question for use in judging "the best of the best" and in preparing technical materials; (4) the use of [surveymonkey.com](http://surveymonkey.com) as a web-based mechanism for collecting survey responses; and (5) the organization of a three-tiered STAR Award selection process.

Announcements about the 2008 STAR Search survey were: posted on the Beverly Foundation website; sent to Beverly Foundation's STP database, and to members of the *STP Exchange*. Only members of the *STP Exchange* could respond to the survey, however all recipients of the announcement were invited to join the *STP Exchange* in which membership is free.

#### **2c. Profile of Respondents**

103 transportation programs from 37 states responded to the survey. Profile of respondents is included in the table on the next page.

## **Profile of 2008 STAR Search Survey Respondents**

<p>Total # of Respondents: <b>103</b>          Represented States: <b>37</b>          Average # Years in Operation: <b>16</b>          Organization Status              Non-Profit: <b>82%</b>              Government: <b>18%</b>          Provider Status              Senior Program: <b>38%</b>              Faith-Based Organization: <b>26%</b>              Human Service: <b>15%</b>              Public Transit: <b>10%</b>              Community Transit: <b>9%</b>              Hospital/Health Center: <b>2%</b>          Service Area              Rural: <b>39%</b>              Suburban: <b>35%</b>              Urban: <b>26%</b>          Budget              Less than \$50,000: <b>28%</b>              \$50,000-\$99,999: <b>27%</b>              \$100,000-\$499,999: <b>21%</b>              \$500,000-\$999,999: <b>6%</b>              \$1 million-\$5 million: <b>13%</b>              More than \$5 million: <b>4%</b>          Driver Facts              Volunteer Drivers Only: <b>57%</b>              Paid Drivers Only: <b>25%</b>              Paid &amp; Volunteer Drivers: <b>18%</b>          Senior Passenger Facts              &amp; People w/ Disabilities: <b>76%</b>              &amp; People w/ Dementia: <b>54%</b>              Adults: <b>48%</b>              Children: <b>21%</b>              Teens: <b>17%</b>          Types of Destination              Life-Sustaining Only: <b>12%</b>              Life-Enriching Only: <b>3%</b>              Life-Sustaining &amp; Life-Enriching: <b>85%</b></p>	<p>Types of Services              Demand Response: <b>52%</b>              Special Outings: <b>28%</b>              Flex Route: <b>22%</b>              Taxi Vouchers: <b>15%</b>              Travel Training: <b>11%</b>              Other Services: <b>19%</b>          Types of Assistance:              Door-to-Door: <b>64%</b>              Door-through-Door: <b>64%</b>              Stay at Destination: <b>61%</b>              Escorts: <b>45%</b>              Curb-to-Curb: <b>45%</b>          Fee Structures              No Rider Fees: <b>39%</b>              Rider Donation: <b>28%</b>              Flat Rate: <b>9%</b>              Mileage Rate: <b>7%</b>              Sliding Scale: <b>3%</b>              Other Fees: <b>13%</b>          Relationships w/ Human Services              Area Agency on Aging: <b>78%</b>              Health Service Program: <b>65%</b>              Social Service Program: <b>63%</b>              Senior Center/Recreation Pgm: <b>61%</b>              Faith-Based Organization: <b>60%</b>              Community Volunteer Program: <b>50%</b>              Assisted Living/Retirement: <b>42%</b>              Adult Day Service: <b>33%</b>              Other: <b>15%</b>          Relationships w/ Transit Services              Public Transportation Agency: <b>53%</b>              Paratransit/Demand Response: <b>36%</b>              ADA Paratransit Agency: <b>32%</b>              Community Taxi Service: <b>21%</b>              Private Transportation Service: <b>17%</b>              Local DMV: <b>6%</b>              Other: <b>27%</b></p>
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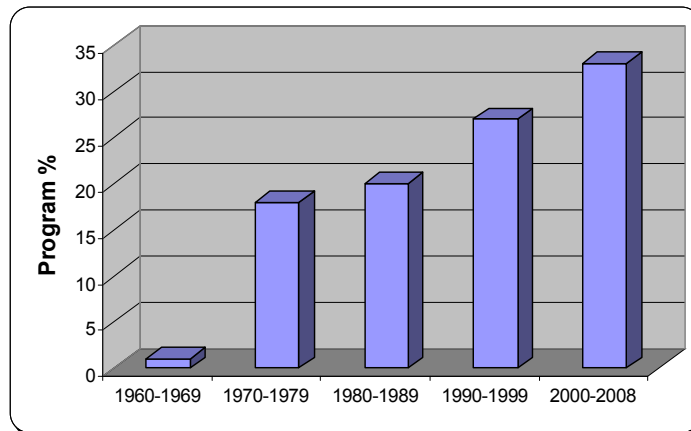
## 2d. Survey Results

**Location** 2008 STAR Search respondents were located in 37 states and 99 cities. California had the highest number of respondents (16). Eight respondents were from Texas and both Illinois and Ohio had seven respondents. As mentioned earlier, all the programs were members of the *STP Exchange*.

### **Years of operation**

Respondents to the survey averaged 16 years in operation. One respondent was organized in 1965, and one in early 2008. The sustainability of STPS is demonstrated by the fact that more than one-third of the survey respondents were operating for more than twenty years. Chart #1

**Chart 1**  
*Start-Up Years*



shows the distribution of operation longevity and provides evidence that many STPs were organized in the current decade.

### **Types of Providers**

More than four-fifths (82%) of the survey respondents were non-profit 501(c)(3) organizations and the remaining (18%) were government agencies. Of the total, almost two-fifths were organized as senior programs (38%), and one quarter were faith-based organizations (25%). Respondents also included public transit agencies (10%), community transit providers (9%), and transportation programs established by hospitals or health centers (2%). It is interesting to note that, for the first time, many public transportation agencies participated in the STAR Search Survey. The special programs that public transportation services provide to senior riders were the subject of a 2007 Beverly Foundation/American Public Transportation Association survey and report.\*

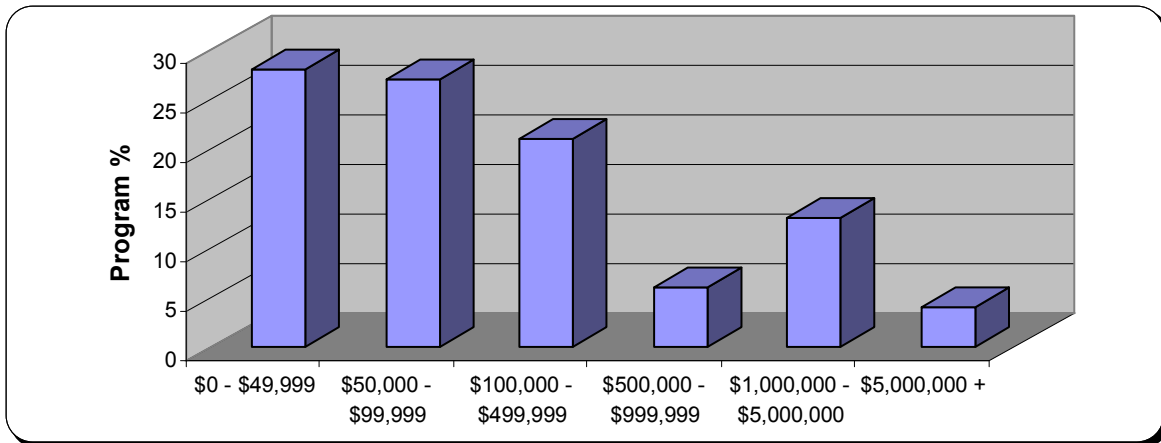
### **Service Areas**

Survey respondents provided services in urban, suburban and rural service areas. Respondents to the survey were asked to identify their primary service area. While many STPs were located in urban areas (26%), a higher number were in suburban areas (35%), but the greatest number were in rural areas (39%). This may suggest that STPs not only respond to needs, but that they are created when public transportation services are not available.

\* Beverly Foundation (2007), Public Transportation Programs for Seniors. Report Prepared in Partnership with the American Public Transit Association: [www.beverlyfoundation.org](http://www.beverlyfoundation.org)

**Budget Size** Budget size of respondents to the survey ranged from less than \$50,000 to more than \$5,000,000. More than 50% of the budgets of respondents were less than \$100,000. It could be expected that those STPs with smaller budgets involved at least some volunteer drivers and their vehicles.

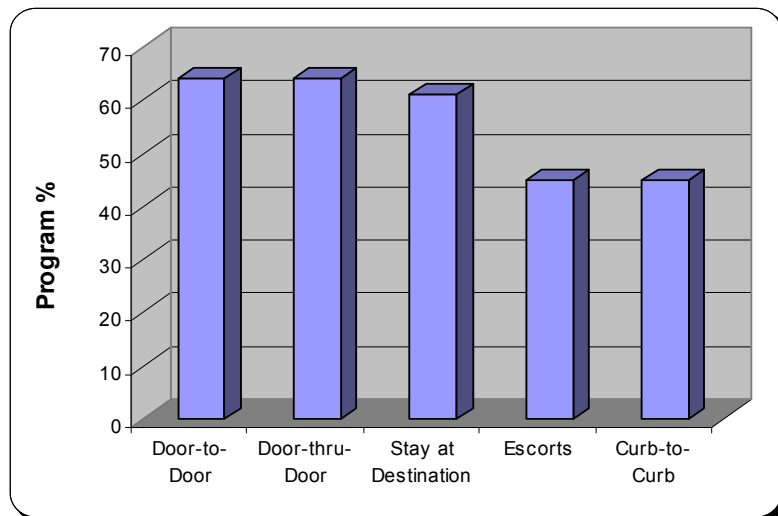
**Chart 2**  
*Budget Range*



**Drivers** More than 50% of the survey respondents used volunteer drivers exclusively, while 25% of them involved paid drivers exclusively. Less than 20% involved both paid and volunteer drivers. Together the respondents involve 7,294 volunteer drivers and 1,373 paid drivers.

**Assistance** Survey respondents indicated that they provide a high level of assistance to their passengers. Two-thirds offered door-through-door passenger assistance and more than 60% provided assistance at the destination. It should be noted that STPs that offered curb-to-curb services often offered higher levels of assistance to their passengers such as escort services or door-to-door assistance.

**Chart 3**  
*Assistance*



## **PART 3**

### **STAR AWARDS FOR EXCELLENCE**

The Beverly Foundation began giving STAR Awards for Excellence in conjunction with its first STAR Search survey in 2000. Each year, STAR Awards are conveyed to survey respondents that exhibit excellence in organization, planning, or service delivery. Prior to 2007, the Foundation gave 24 STAR Awards for Excellence, and 25 STAR Special Recognition Awards.

In 2008, 103 surveys were submitted and \$50,000 in STAR Awards were made (3 STAR Awards for Excellence of \$10,000 each and 4 STAR Special Recognition Awards of \$5,000 each).

#### **3a. Selection Process**

The 2008 STAR Awards process was organized as a three-tiered approach including: a first-cut staff review; a second-cut committee review; and a third-cut staff and Trustee final selection.

In order to be considered for review, survey respondents as applicants for awards were required: (1) provide transportation to older adults; (2) be in existence for two or more years; (3) be a member of the *STP Exchange*; and (4) prepare a brief statement on methods of modifying their STPs. All 103 applicants met the requirements for inclusion in the review process.

The three-phase review process is outlined below.

1<sup>st</sup> Review Staff reviewed all 103 responses to the survey using eight criteria relating to transportation service management and modification. The application of these criteria resulted in the selection of 50 surveys.

2<sup>nd</sup> Review The second review of the 50 surveys was undertaken by staff and senior advisors to the Beverly Foundation to select 15 finalists for STAR Awards.

3<sup>rd</sup> Review The 15 finalists were reviewed by a 8-person review panel of experts in the fields of transportation and aging and by Beverly Foundation Trustees.

It should be mentioned that these reviews were undertaken during a two-month period of time and required the time and expertise of Beverly Foundation staff, trustees, senior advisors and experts in aging and transportation.



The criteria used to select the finalists and the winners are indicated below:

- Sustainability (more years in existence may indicate higher level of sustainability)
- Level of assistance (more assistance may indicate greater senior friendliness)
- Human service relationships (a higher number may aid in coordination)
- Transportation service relationships (a higher number may aid in coordination)
- Modification efforts to improve transportation services to older adults

Special considerations were given to the modification efforts since the only open-ended question of the survey related to modifications. Respondents were asked:

Tell us what you have done to modify your service or program in one of the following areas: (1) policies and procedures; (2) program design; (3) service delivery; (4) risk management methods; (5) documentation methods; or (6) other program or service methods.

It should be mentioned that one winner was selected on the basis of its “early bird” response, meaning that it submitted a survey within 15 days of the announcement.

The 15 finalists for the 2008 STAR Awards were:

Arizona	Navajo Area Agency on Aging
California	Asian Community Center of Sacramento Valley
Colorado	Seniors' Resource Center
Florida	St. Johns County Council on Aging, Inc.
Illinois	Faith in Action of McHenry County
Kansas	Shepherd's Center of Kansas City
Maine	York County Community Action Corporation
Maryland	Delmarva Community Services Inc.
Maryland	Partners In Care
New York	St. Lawrence County Public Transportation
Oklahoma	RSVP of Central OK
Pennsylvania	North Hills Community Outreach
South Dakota	Prairie Hills Transit
Virginia	Catholic Charities of Eastern Virginia, Inc.
Washington	Council on Aging & Human Services

### **3b. STAR Award Winners**

This section introduces the winners of the 2008 Beverly Foundation STAR Awards for Excellence, STAR Special Recognition Awards and STAR Achievement Award. The Beverly Foundation's Trustees announced the STAR Awards winners at their Trustee Meeting in September and winners received their awards in October, 2008.

They are as follows:

#### **STAR Awards for Excellence**

- Prairie Hills Transit - Spearfish, South Dakota
- Seniors' Resource Center - Denver, Colorado
- York County Community Action Agency Transportation Program - Sanford, Maine

#### **Star Special Recognition Awards**

- Asian Community Center of Sacramento Valley - Sacramento, California
- Catholic Charities of Eastern Virginia, Inc. - Virginia Beach, Virginia
- Delmarva Community Services Inc. - Cambridge, Maryland
- Navajo Area Agency on Aging - Window Rock, Arizona

#### **STAR Achievement Award**

Sister Madeleine Sophie Weber, Austin, Texas

### **Profile of Seven STAR Award Winners**

<p>Represented States: <b>7 + 1</b>  Average #Years in Operation: <b>22 years</b>  Area Served:  Rural: <b>66%</b>  Urban: <b>33%</b>  Provider Status  Senior Program: <b>43%</b>  Community Transit: <b>29%</b>  Faith-Based Organization: <b>14%</b>  Public Transit: <b>14%</b>  Budget  \$50,000-\$99,999: <b>14%</b>  \$100,000-\$499,999: <b>14%</b>  \$500,000-\$999,999: <b>29%</b>  \$1 million-\$5 million: <b>29%</b>  More than \$5 million: <b>14%</b></p>	<p>Senior Passenger Facts  &amp; People w/ Disabilities: <b>86%</b>  &amp; People w/ Dementia: <b>86%</b>  Adults: <b>57%</b>  Children: <b>57%</b>  Teens: <b>43%</b>  Driver Facts  Paid &amp; Volunteer Drivers: <b>42%</b>  Volunteer Drivers Only: <b>29%</b>  Paid Drivers Only: <b>29%</b>  Types of Assistance:  Door-to-Door: <b>71%</b>  Stay at Destination: <b>71%</b>  Door-through-Door: <b>57%</b>  Escorts: <b>57%</b>  Curb-to-Curb: <b>57%</b></p>
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### **3c. 2008 STAR Awards for Excellence**

Each of the three STAR Award winners received a \$10,000 cash prize and special recognition on the Beverly Foundation and *STP Exchange* websites. A news release announcement also was distributed to organizations and media throughout the country.

Below is a brief profile of each winner with information about its history, organization, location, service delivery, and financial considerations.

#### **Prairie Hills Transit**

Located in Spearfish, South Dakota, Prairie Hills Transit was organized in 1990 as Spearfish Senior Transportation and became Prairie Hills Transit in 1992. It includes a service area of more than 12,500 sq. mi., an area that is more than six times larger than the state of Rhode Island and almost as large as the country of Italy. The service operates 24 vehicles and involves 25 paid drivers. In 2007, it provided 95,543 one-way rides, and its budget was \$1,261,124. It is funded primarily from state DOT funds, aging services money, Medicaid non-emergency medical service funding, funds from the city and county fare box revenues, and from donations and fundraising activities. Prairie Hills provides curb-to-curb and door-through-door assistance. [www.sddot.com](http://www.sddot.com)

Winning Modification Recently Prairie Hill Transits modified its services by adding a volunteer driver program to supplement its paid driver program and increase the number of rides provided to seniors. It now has 20 volunteer drivers who follow the same driving regulations as the paid drivers.

#### **Seniors' Resource Center**

Located in Denver, Colorado, Seniors' Resource Center was organized as a non-profit 501(c)(3) in 1975. It offers a menu of services including transportation, and operates on an annual budget of \$2,000,000. Funding sources are primarily grants and rider donations. SRC involves 36 paid and 50 volunteer drivers. They provide rides to life-sustaining and life-enriching destinations in a service area that is mainly urban and covers more than 1,000 sq. mi. SRC offers curb-to-curb, door-to-door, door-through-door, stay-at-destination and escort assistance. While volunteer drivers mainly use their own vehicles to provide rides, paid drivers operate the 27 mini-buses owned by the program. In 2007, they provided 160,000 one-way rides to 2,500 older adults, people with disabilities, people with dementia and children. [wwwsrcaging.org](http://wwwsrcaging.org)

Winning Modification SRC modified its service to respond to budget cuts and increase in ride demands. Rather than providing one-on-one rides SRC now offers rides to several passengers simultaneously. It increased the program

efficiency in term of costs and time, and enhanced the socialization opportunities of the riders.

### **York County Community Action Agency Transportation Program**

York County Community Action Corp. of Sanford, Maine, formed the YCCAC Transportation Program in 1969 with one van for dialysis transit. Over the years, the program grew by adding a variety of services, including general demand response (curb-to-curb), fixed route deviation, and a job access service. It has a service area of more than 1,000 sq. mi., 90% of which is considered rural, operates routes with 17 buses, 4 vans, 2 minivans and 6 trolleys (seasonal service), and has an annual budget of \$5,000,000. In the 1980s YCCAC created a volunteer driver program to complement its regular services. In addition to being a low-cost alternative, the volunteer driver program provides the assistance needed by senior passengers and has the ability to cross city, county and even state jurisdictional boundaries. Today YCCAC's volunteer driver program has a budget of \$460,450, involves 110 volunteer drivers, averages 40 miles per one-way trip, serves 3,324 riders, and provides 59,529 rides per year. YCCAC's training program for its volunteer drivers is described on page 19 of this report. [www.yccac.org](http://www.yccac.org)

Winning Modification In an effort to increase efficiency and the number of rides provided, the YCCAC Volunteer Driver Program has expanded a service delivery approach of "piggy-backing" rides. Staff members work with riders and drivers to coordinate transportation for seniors who have funding sources for their trips with seniors who do not.

### **3d. 2008 STAR Special Recognition Awards**

Each of the four STAR Special Recognition Award winners received a \$5,000 cash prize, special recognition on the Beverly Foundation and *STP Exchange* websites. A news release announcement also was distributed to organizations and media throughout the country.

Below is a brief profile of each winner with information about its history, organization, location, service delivery, and financial considerations.

- **Asian Community Center of Sacramento Valley** Located in Sacramento, California, ACC transportation program was created in 2003, and serves an area that is mostly urban. In 2007 ACC had a budget of \$225,000 and involved 40 volunteer drivers to provide 12,490 rides to 500 seniors, people with disabilities and people with dementia. The volunteer drivers use program-owned vehicles and take riders to a variety of destinations. ACC also involves escorts to ride along in the vehicles. The escorts provide physical assistance within

and outside the vehicles, thus allowing drivers to focus on driving and ensuring a safe journey. [www.accsv.org](http://www.accsv.org)

Winning Modification Recently, ACC made various modifications to enhance their program, with the safety and comfort of their riders in mind. They include the adoption of GPS devices, the formalization of written policies and procedures, and the involvement of volunteers as administrative staff.

- **Catholic Charities of Eastern Virginia, Inc.** Located in Virginia Beach, Virginia, CCEVA offers a menu of services to seniors, including transportation. It operates with an annual budget of \$88,500 and involves 64 volunteer drivers who provide door-through-door and stay at destination assistance to 125 seniors and people with dementia. In 2007, CCEVA provided 5,745 rides exclusively to life-sustaining destinations. [www.cceva.org](http://www.cceva.org)

Winning Modification In 2007 CCEVA modified their services by launching a new program to improve services to seniors who have memory and physical limitations. The program asked volunteer drivers to adopt riders, and become their main transportation providers. This partnership between riders and volunteers promote the development of relationships between volunteers and riders, the provision of services more adapted to the needs of the riders, and the provision of rides to a wider range of destinations.

- **Delmarva Community Services, Inc.** Located in Cambridge, Maryland, DCS is a private, non-profit, multi-service agency dedicated to helping people who wish to maintain an independent lifestyle within the community. It operates with a budget of \$2,000,000, and serves an area that is mostly rural. With a fleet of 90 vehicles, DCS offers fixed public routes, an ADA complimentary service, a deviated daily route, many service-related trips for senior citizens to and from senior centers, and individual trips to seniors. In 2007, DCS provided 185,000 one-way rides. [www.dcsdct.org](http://www.dcsdct.org)

Winning Modification To fulfill its mission, DCS is modifying its service to include four one-stop transportation service centers to assist seniors and people with disabilities along with the general public in accessing community transportation. At these one-stop centers, travel trainers and travel navigators will assist seniors and others in using the transit system and understanding how to make trip chaining.

- **Navajo Area Agency on Aging** Located in Window Rock, Arizona, NAAA serves the Navajo Indian Reservation which covers 26,000 sq. mi., and has an annual budget of \$650,000 for its transportation program. NAAA provides rides to life-sustaining and life-enriching destinations, and

offers demand response services, flex routes and special outings. In 2007, NAAA provided 84,192 to 14,032 senior riders and people with disabilities, and involved 94 paid drivers. [www.azdes.gov/aaa/regions/r7.asp](http://www.azdes.gov/aaa/regions/r7.asp)

Winning Modification Recently NAAA modified its services to reach isolated seniors residing in the Reservation's frontier regions. Because of the rugged terrain and unpaved roads, NAAA replaced its fleet of automobiles with four-wheeled and military-type vehicles that have the capacity to travel on the roads in all types of weather, thus ensuring reliable services to seniors. These modifications enable seniors to remain in their community and maintain their independency.

### **3e. 2008 STAR Achievement Award**

The special achievement award is given in honor of an individual who has made a difference in transportation service delivery to older adults through the development of a great idea, a new program, or a special initiative. This is the first year the Beverly Foundation has made a special achievement award, and when you read about Sister Madeleine Sophie Weber, the award winner, it will be clear why this award was made in her honor.

#### **Sister Madeleine Sophie Weber**

Sister Madeleine Sophie Weber is a member of the Sisters, Servants of the Immaculate Heart of Mary of Monroe, Michigan. In 1969, Sister Sophie was assigned to teach at St. Edward's University, a private, Catholic, liberal arts college in Austin, Texas. In 1979, she created a small student-oriented volunteer driver program called the Austin Volunteer Transportation Program. In the 1980's she worked with one of her students to develop a program design based on the Robert Wood Johnson Interfaith Caregiver model, currently referred to as *Faith in Action*. Together they implemented the new program in West Austin. Today, that small student volunteer driver program has evolved into a coalition of eight interconnected volunteer driver programs in the Greater Austin area known as *Faith in Action Caregivers*.

Colleagues in Austin provided the following comments about Sister Sophie:

“She is an inspiration to those who have the joy of working with her.”

“Sister has devoted her entire life to improving support and care for older adults.”

“Her influence is at the heart of the interfaith caregiver movement in the Austin metropolitan area.”

Sister Madeleine Sophie Weber represents the Beverly Foundation's notion of innovation by shepherding a great idea to practical reality for the betterment of seniors in a community.

## **PART 4**

### **MODIFICATIONS**

#### **INTRODUCTION**

As transportation services grow and mature, it is only natural that they modify and change some of the ways they do business. In the STAR Search 2008 survey, respondents were asked to describe how they modified their services. While the question identified several possible areas of modification, the review committee grouped their responses into five categories:

- (1) Policies and Procedures
- (2) Service Operations
- (3) Service Delivery
- (4) New Programs
- (5) Special Methods and Models

The following text lists many of the examples submitted by respondents.

#### **4A. POLICIES AND PROCEDURES**

*“Over the last four months, we have made significant improvements to our senior transportation program by undertaking an internal staff and board review of our policies and procedures and updating them as appropriate.”*

Policy modifications were made in order to increase the ability: to expand passenger enrollment, to act and react more quickly, to reduce risk related to volunteer driver involvement, to improve efficiency, and to downsize service delivery and/or expand or decrease service area.

Policy Review (1) modified passenger eligibility policies and procedures after undertaking a thorough staff and board review; (2) undertook general updating of policies and procedures manual

Service Delivery Policies (1) enhanced scheduling policies and procedures scheduling; (2) started as geriatric care program and changed to transportation service because of extensive transportation needs of geriatric clients

Driver Policies (1) updated volunteer driver guidelines and policies; (2) added new section on scope of responsibilities which instructed volunteers to perform only assigned duties and prohibited them from providing advice or becoming involved in financial or health care decisions

Passenger Eligibility Policies (1) modified policies to serve seniors only; (2) changed qualifications from providing transportation to anyone 60 and

older to offering service to residents in community, age 60 and older, with no other means of transportation  
Policy Coordination linked policies and procedures with another organization in community thus expanding the service area

#### **4B. SERVICE OPERATIONS**

*“Being creative with service design is one of the best ways to modify a program.”*

Modifications in operational methods were made in order: to coordinate operations with another service, to expand service and outreach coordination; enable the service to grow; to improve scheduling; to respond to passenger needs; to streamline volunteer driver recruitment; to reduce risk; to create more appropriate driver training programs; and to adapt existing operations and forms in starting a new service.

Operations Coordination combined service with public transportation & follow their rules, policies and regulations resulting in increased destination boundaries and more quality at reduced cost

Service Coordination (1) modified service by creating service centers each with a mobility manager, a travel training program, and volunteer coordinator; (2) coordinated with another agency to provide rides that could not be provided by “modifying agency” with a result of: increased flexibility in scheduling; ability to fill more rides; avoidance of volunteer driver burn out, and recognition of the value of collaboration

Documentation (1) created survey to verify efficiency and satisfaction information; (2) created electronic record keeping for maintenance and accuracy of records; (3) purchased electronic database program that encompassed all areas of agency’s informational data and retrieval needs

Standardization standardized driver & rider forms for driver coalition which resulted in ability to make a stronger case for funding

Management Information System (1) volunteer drivers developed a user friendly Information management system for trip scheduling, reporting, & volunteer management; (2); administration modified to allow volunteer drivers to submit their hours electronically

Risk Management (1) organized ergonomic evaluations for volunteer drivers; (2) program organizes meetings, sensitivity training, safe driving, documents incidents/accidents, and does post trip vehicle inspections; (3) established requirement that passengers and volunteers sign a hold-harmless agreement that states he/she will not hold program liable if injury is incurred while serving being served

Providers (1) awarded new contract to a new company with stronger emphasis on training and more time devoted to sensitivity training and customer care; (2) used funds to create a “supplemental” taxi voucher program; (3) brought on new contractor to improve reliability, reservations, statistics gathering and passenger communication



Vehicles (1) created multiple vehicle fleet to reach elders in a frontier region to reach elders and transport them to services, thus enabling them to be independent and self reliant; (2) modified vehicles for easier use by seniors

#### Drivers

Driver Recruitment (1) enabled riders to choose their own drivers by providing “opportunities” such as advocacy workshops, training, transportation coalition meetings, and social events; (2) streamlined volunteer recruitment by matching volunteers with geography; (3) created one-way ride program to enable people in the workforce to provide rides to seniors over their lunch hour; (4) invited volunteers to become “substitute drivers”

Driver Training (1) enhanced volunteer qualifications by initiating educational program provided by medical & aging expert; (2) modified medical advocacy training to include driver safety training

Driver Management (1) developed a single database of paid and volunteer driver information to improve driver management; (2) purchased customized software (for information about volunteers, clients, ride schedules, hours per volunteer service, client emergency contacts, general health information, preferences for volunteers) to improve the ability to collect and organize data and improve overall volunteer driver management

Scheduling and Dispatch (1) modified operating procedures through automated dispatch to provide more rides and increase the number of volunteers; (2) made efforts to enforce (not modify) two full business days in advance “rule” for transportation requests and “rule” that service could not provide transportation to multiple medical appointments in one day; (3) two-day advance notice cut back to one day for any ambulatory individual or person who could transfer from wheelchair, and to make exceptions to one-day notice policy; (4) initiated a web based scheduling method in which passengers e-mail requests for service, volunteer drivers are sent a ride request schedule each week and can pick rides best suited to their schedule, and volunteers are e-mailed passenger contact information; (5) created a web-based scheduling program for multiple users in the same community to allow for scheduling, information sharing, volunteer sharing, statistics tracking, and providing uniform services; and (6) established a contract with municipal government and non-profits to provide transportation to older adults with a centralized scheduling and dispatch system

#### **4c. SERVICE DELIVERY**

*“Look at the needs in your community and approach how you can provide transit with a ‘can do’ attitude instead of a ‘take it or leave it’ approach.”*

Modifications included changes in routes and destinations, fares and services,

the organization of services, and travel assistance and customer service.

Route Modification (1) extended public transportation's route deviation service from 3/4 to 1 mile; (2) made access to fixed-route transportation: more affordable by providing free bus passes, more accessible to isolated people with an outreach coordinator, more visible with new advertising methods, and more economical with volunteer drivers and community partnerships; (3) created a deviated fixed route service to improve fixed-route transportation for seniors by allowing seniors and persons with disabilities the opportunity to travel anywhere along the route; and reviewed transit travel programs and tested unique travel training program for seniors which emphasized individual trips with trainers, three and six month follow up surveys, new training tools such as Bus Bingo

Destination Modification extended transportation services to take seniors grocery shopping on Thursdays and allow them to stay for recreation where in the past it had only taken them to the nutrition program

Fare Modifications created senior fares

Service Expansion (1) expanded service to five days from three and expanded area served; (2) linked with another organization to expand transportation for medical appointments to include grocery shopping, and allow drivers to assist passengers with filling prescriptions and some banking services; (3) added a day of rides to medical appointments each week by collaborating with another agency; (4) made an effort to enable residents to age in place by adding evening transportation services, and modifying Saturday transportation service from fixed route to Dial-A-Ride; and (4) secured funding to purchase vehicles, to support volunteer drivers, and to add rides to the airport

Ride Grouping (1) began booking two or more rides together to maximize use of vans & volunteer drivers; (2) piggy-backed rides by coordinating transportation for seniors who have funding for their trips with seniors who do not have such funding thus enabling seniors who do not have funding sources for transportation to travel to needed services by riding with seniors who do have funding for transportation travel

Customer Service put cameras in buses in an effort to respond to complaints about drivers, noise or other concerns

Travel Assistance (1) initiated a travel aid program for seniors; (2) initiated travel training and travel assistance that involves ambassadors

#### **4d. NEW PROGRAMS**

*“Over 50% of the requests for assistance include a need for transportation.”*

In some instances, modifications submitted by survey respondents described the establishment of entirely new transportation services or programs that responded to administrative or transportation service delivery challenges.

Errand Service added errand transportation when another program closed

Taxi Vouchers created a new taxi voucher program with a local taxi service for use when volunteer drivers are not available

Seasonal Drivers volunteer drivers were secured to tap into volunteers who could drive in special seasons of the year

Volunteer Driver Pilot a select group of volunteer drivers was organized to pilot a senior friendly volunteer driver program for taking seniors visiting and shopping

Mobility Program organized residents of a NORC (naturally occurring retirement community) to provide transportation to isolated seniors with mobility challenges and take them to an exercise program, and thus get them out of their homes and engaged in their community

New Transportation Organization adapted an existing materials and modified forms from a volunteer driver transportation program in another state for use in creating new volunteer driver program

#### **4E. SPECIAL METHODS AND MODELS**

*"We are always looking for models that we can adapt to improve our services."*

A number of the modifications submitted by survey respondents suggested a variety of customer service methods, many of them related to volunteer drivers. The volunteer driver training program described on the last page of this section describes (in summary form) a premier model for training volunteer drivers.

Customer/Client Information Extensive details on clients is collected during the initial request (client's phone number, address of destination, address/phone of destination) to help determine vehicle and assistance needs, expected number of stops etc, and thus reduce potential errors, improve ability to involve the appropriate vehicle and driver, and ensure safer, more secure and more convenient transportation service delivery.

Eligibility Expansion Eligibility requirement that passengers live in community and not own a car were modified to provide eligibility for residents who are 60 and older. The modification resulted in doubling the number of unduplicated riders. Rider qualifications to bus use by seniors and people with disabilities were modified for group shopping. The modifications resulted increased geographic and destination and produced more quality at reduced cost

Vehicle Decommission City detective cars are decommissioned for providing transportation and the paid driver pool was supplemented with volunteer drivers

Auto Donation Staff talks with families of elders in the community who no longer drive about talking with their elder family members about donating their vehicles to the transportation program.

Instant Access People who want a ride call a special number that rings into the local dispatch which sends the first available bus to pick the passenger up and take them to their destination. When they are ready, passengers call from their location and the bus takes them home. The service

operates like a taxi and meets the needs of seniors who do not like having to arrange an appointment twenty-four hours in advance.

Road to Recovery The existing transportation service was expanded to include “the road to recovery” which takes people to radiation treatments. Grants and gifts were secured to support the program which provides up to forty-five trips per patient. The program works with churches to coordinate drivers. It was organized in response to a request from a person whose health would not allow her to continue taking people for radiation treatments.

Floor-of Service The scheduler looks at availability and, in an attempt to optimize shared rides, schedules as many shared rides as possible. Left over ride requests are evaluated and many are booked using a local taxi company, thus optimizing the use of the existing program and decreasing the number of rides turned down.

Drivers As Social Workers In order to reduce operating costs for fuel consumption, parking, driver time, and dead head rides; drivers are hired to also provide case management services. Drivers’ case loads are limited to their neighborhood and “provide service to the whole person” as opposed to providing transportation from A to B.

Adopt-a-Client Volunteer drivers are given an opportunity to adopt a client rather than being scheduled to provide transportation to a different senior each trip in order to promote consistency in transportation service delivery. Once they have adopted a client, drivers are given the choice to self-schedule and pass the schedule on to staff or to continue using the traditional scheduling method. Both methods appear to work.

Cross Training Paid staff train volunteer drivers to do administrative work and to act as transportation dispatchers.

Time Banking Volunteer drivers who provide “gentle” arm-in-arm and door-to-door transportation service for seniors are given the opportunity to bank their time for later use or to gift it to someone else.

Self-Match A volunteer ride coordinator sends drivers a list of rides requested during the next three days that still need drivers. Drivers respond to the coordinator if they are available. The approach allows for flexibility for drivers who do not want to commit to a specific schedule.

Corporate Volunteer Partners A non-profit organization that provides transportation to older adults links with businesses as a way of enabling individual employees to take a local senior to a doctor’s appointment and return the person to his/her home by volunteering to drive.

#### **4F. THE FLEXIBLE DRIVER TRAINING MODEL**

##### **York County Community Action Agency** **Transportation Program**

The YCCAC community transportation service requires all pre-screened volunteers to go through introductory driver training. Additionally, each driver also must participate in on-going training which requires them to earn four driver training CEUs (continuing education units) each year.

Rather than attend a single six to eight hour training session, volunteer drivers have an opportunity take a combination of both required and elective courses during the year. Volunteer driver feedback and research on adult learning methods provided the foundation for this flexible volunteer driver training program.

The training courses include an extensive selection of topics beyond basic driving and safety techniques. By offering topics of concern to volunteers and seniors such as stroke awareness, nutrition education, and Lyme disease prevention, the CEU approach enriches the lives of volunteer drivers and educates older adults about health and lifestyle related issues. Courses offered have included Healthy Choices, Tick-Talk, Sign Language Basics, Breast and Cervical Health, and Everything You Wanted to Know about the Visually Impaired. Additional courses have included Smoking Cessation workshops, additional trainings in CPR, First Aid, Blood borne Pathogens, Working with Adults with Developmental Disabilities, Confidentiality and Mandated Reporting, and Basic Vehicle Maintenance.

In order to deliver a diverse selection of courses and to access “content experts in the community”, the YCCAC Volunteer Driver Program has created capacity-building partnerships with area organizations. This asset-based approach has created partnering opportunities with agencies such as the Sanford Occupational Health (local hospital), the Cousins School (special education), Southern Maine Regional Planning Commission, the Bureau of Child and Family Services, the Division of the Blind and Visually Impaired, The Department of Health and Human Services, and the Office of Deaf Services and Multicultural Diversity. Maximizing local resources help build strong relationships serve to increase public awareness of the growing needs seniors have for transportation and other services.

In 2007, YCCAC’s volunteer drivers completed 454 hours of training, an accomplishment due in large part to the flexibility and variety of offerings of this unique volunteer drive training program.

## **PART 5**

### **CONCLUSION**

The following key findings result from the review of the survey participants' responses to the survey.

**STPs are Valuable.** The value of STPs is illustrated by the fact that those 103 services that responded to the STAR Search survey provided 4,247,695 unduplicated rides to 1,503,360 passengers\*, using 8,667 drivers.

**They are Sustainable.** The fact that the respondents to the survey averaged 16 years in operation, and many have been in operation for more than twenty years suggests sustainability.

**They Represent Many Types of Services.** When the STAR Search initiative was begun in 2000, the Beverly Foundation staff and others believed that STPs were small programs, with small budgets, located for the most part in the human service sector. The fact that 20% of the submissions in 2008 were from public and community transportation services, many with budgets of more than \$1,000,000 suggests that many transportation services identify themselves as STPs.

**They Serve Populations in Need.** 74% of the survey respondents identified suburban and rural locations as their primary service area. Although the sample is small, it tends to validate the assumption by many that the greatest need for senior transportation is in rural and suburban areas.

**They Serve Seniors and Others.** While some of the survey respondents were especially created to meet the needs of seniors of their communities, many of them also provide essential services to people with disabilities and people with dementia.

**They Provide Assistance.** Many public and paratransit services are designed to provide transportation from point A to B and require passengers to be mobile enough to get to the transportation service. The fact that two-thirds of the survey respondents offered door-through-door passenger assistance and more than 60% provided assistance at the destination suggests that in providing special assistance needed by seniors, STPs fill the transportation gaps in many communities.

**They Promote Promising Practices.** The respondents submitted modifications to their programs that suggest a broad range of promising practices related to policies and procedures, service operations, service delivery, new programs, and special methods and models.

\* This number of riders may include some duplicated riders.

The 2008 STAR Search survey was a success for several reasons.

- It piloted the use of a web based survey
- It organized the survey through the STP Exchange, a web-based senior transportation membership organization co-sponsored by the Beverly Foundation
- It piloted a three-tiered review process (staff review, committee review, trustee review) and involved a STAR Awards selection committee made up of staff, professionals in aging and transportation, and Beverly Foundation trustees.
- It conveyed seven awards totaling \$50,000, an amount five times greater than any year in the past
- It resulted in considerable insight into the type of modifications STPs make in responding to transportation needs, service challenges, and customer requests and recommendations.

It is evident from the survey that respondents provide an enormous amount of transportation to older adults and make a tremendous contribution to their communities. Many of them operate within a large infrastructure that includes vast resources and staff, and provide thousands of rides to many population groups. Other respondents operate with limited infrastructure with limited resources and staff, and provide a limited number of rides to the single population group of seniors. However, what is important is that, as STPs, they all work hard to meet the transportation needs of older adults.

The positive results of this 2008 STAR Search pilot encouraged the Trustees of the Beverly Foundation to move forward with plans to expand STAR Search in the coming years. At the end of 2008, the Trustees will announce the expansion of the Beverly Foundation's STAR Awards to convey...

### ***\$1 Million in STAR Awards Over the Coming Five Years (2009 – 2013)***

It is expected that eligibility for a future STAR Award will include established STPs, new STPs that are in the process of development, and even organizations or programs that are being planned or ready to be launched as STPs. The bottom line is that they provide transportation to older adults.

The expectation of the Beverly Foundation and its Trustees is that the larger STAR Search/STAR Award initiative not only will celebrate success but nurture innovative endeavors and new ideas... all of which will contribute to the growth and expansion of transportation services for older adults.

# **ATTACHMENT**

## **2008 SURVEY RESPONDENTS**

### **Alabama**

Athens-Limestone County RSVP

### **Arizona**

Navajo Area Agency on Aging  
Neighbor to Neighbor  
Neighbors Who Care

### **California**

Asian Community Center of Sacramento Valley  
Caring Hands Volunteer Caregivers Program  
City of Oakland, Department of Human Services  
City of Rio Vista  
City of Whittier  
Community Partners in Caring  
Community Senior Services  
Golden Rain Foundation of Walnut Creek  
ILP/TRIP  
Jewish Family Service of San Diego  
Partners in Caring  
Peninsula Shepherd Senior Center  
Reach Out Morongo Basin  
San Marcos Senior Center  
St. Anselm's Cross Cultural Community Center  
Transit Ambassador Program of South Placer County

### **Colorado**

Seniors' Resource Center  
Upper Arkansas Area Agency on Aging

### **Connecticut**

Jewish family service/caring connections

### **Delaware**

Delaware Ecumenical Council

### **Florida**

Neighborhood Service Center, Inc  
St. Johns County Council on Aging, Inc.



**Georgia**

I CARE, Inc.

LIFESPAN Resources, Inc.

**Hawaii**

Assisted Transportation Program

**Illinois**

American Red Cross Volunteer Interfaith Caregivers

Escorted Transportation Services North West

Faith in Action of McHenry County

Interfaith Community Partners

RSVP of Peoria and Tazewell Counties

SWIC/PSOP/ATS

**Iowa**

Aging Services, Inc.

Southern Iowa Trolley

**Kansas**

County Service Organization

Foundation on Aging

Sedgwick County Department on Aging

Shepherd's Center of Kansas City

**Louisiana**

Calcasieu Council on Aging

**Maine**

Rural community Action Ministry

YCCAC

**Maryland**

Delmarva Community Services Inc.

Neighbor Ride, Inc.

Partners In Care

**Massachusetts**

Elder Services

**Michigan**

Macomb County Interfaith Volunteer Caregivers

The Arc Shiawassee - Supporting Inclusive Transportation

**Minnesota**

Faith in Action Central Goodhue County

Faith in Action In Red Wing

FAR North Public Transit

Rum River Interfaith Caregivers  
Wellspring Faith In Action

**Missouri**

St. Louis NORC  
Shepherd's Center of Raytown

**Nebraska**

Care-A-Van, Inc.

**Nevada**

Coordinated Transit System Management Company

**New York**

Deposit Foundation & Rural Housing Services, Inc.  
St. Lawrence County Public Transportation  
Unified Family Services - Department for Aging

**North Carolina**

Guilford County Transportation & Mobility Services  
Mountain Mobility  
Shepherd's Center of Winston-Salem  
The Center for Volunteer Caregiving

**North Dakota**

Faith in Action Health Coalition

**Ohio**

Access Scioto County  
City of Kettering Senior Transportation Program  
City of Vandalia Senior Center  
Council for Older Adults  
Dayton Area Jewish Senior Services  
Faith in Action - Interfaith Caregivers  
Senior Transportation Connection of Cuyahoga County

**Oklahoma**

RSVP of Central OK

**Oregon**

Ride Connection

**Pennsylvania**

ElderNet of Lower Merion and Narberth  
Faith in Action  
North Hills Community Outreach  
ShareCare Faith in Action

## **South Carolina**

GrAce Ministries

## **South Dakota**

Prairie Hills Transit

## **Tennessee**

Council on Aging of Greater Nashville  
Graceworks Ministries

## **Texas**

Faith in Action Caregivers - Georgetown  
Faith in Action Caregivers - North Central Austin  
Faith in Action Caregivers - Northwest Austin  
Faith in Action Caregivers - Pflugerville  
Faith in Action Caregivers - Round Rock  
Faith in Action Caregivers - South Austin  
Faith in Action Caregivers - West Austin  
Hill Country Community Needs Council

## **Utah**

Salt Lake County Aging Services, Senior Transportation

## **Virginia**

Bedford Ride  
Catholic Charities of Eastern Virginia, Inc.  
Faith in Action - Winchester, Frederick, Clarke  
Northern Virginia Transportation Commission

## **Washington**

Catholic Community Services  
Council on Aging & Human Services

## **Wisconsin**

Aging & Disability Resource Center of Portage County  
Manitowoc County Aging & Disability Resource Center

## **West Virginia**

Faith in Action Caregivers, Inc.