

***THE BEVERLY FOUNDATION'S
STAR SEARCH & STAR AWARDS PROGRAM
THE 2010 REPORT***

***PREPARED BY
THE BEVERLY FOUNDATION
ALBUQUERQUE, NEW MEXICO***

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INTRODUCTION

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 Program was first undertaken in 2000 and has been carried out since annually. The STAR Search survey gathers information about STPs, and the STAR Awards program celebrates promising practices and excellence.

The Beverly Foundation organized the STAR Awards program in 2000 as an incentive for its STAR Search survey. After 2000 STAR Awards were conveyed to celebrate excellence (STAR Awards for Excellence) and to recognize special efforts (STAR Special Recognition Awards) in the field of transportation options for seniors. From 2000 through 2009, the Foundation conveyed 77 STAR Awards for Excellence and Special Recognition awards. In 2010 the Beverly Foundation conveyed nineteen STAR Awards.

In addition to recognition, the Foundation's STAR Award program has become a tool for influencing public policy about the importance of senior transportation, for influencing networks to consider expanding their transportation service delivery, and for encouraging communities, organizations, and professionals to develop and support transportation services for older adults.

ACKNOWLEDGMENTS

Special thanks go to the 333 respondents to the 2010 STAR Search survey. They represent a broad range of organizations that provide transportation to older adults. We also want to thank national networks and organizations such as the Community Transportation Association of America, the National Center on Senior Transportation, *Faith in Action*, the National Association of Adult Day Services, Easter Seals, and others, which forwarded information about the Beverly Foundation's STAR Search program to their network members or posted details on their websites. Additional thanks go to the three review coordinators and the twenty-two members of the STAR Awards review committee who donated their time and expertise in identifying and selecting "the best of the best" STAR Search applicants for the STAR Awards.

PART 1

EXECUTIVE SUMMARY

STAR SEARCH SURVEY PROGRAM The purpose of the Beverly Foundation's 2010 STAR Search program was to survey organizations across America that provide transportation to older adults, to analyze the results of the survey responses, to give awards to "the best of the best", and to prepare a report which would be made available to survey respondents and those interested in transportation options for seniors. At the end of 2010 the Beverly Foundation had built a database of almost 1,300 unduplicated services that provide transportation to older adults.

SURVEY METHODOLOGY The 2010 STAR Search survey included: (1) the use of surveymonkey.com as a web-based tool for collecting survey responses; (2) a survey instrument similar to those used in 2008 and 2009; (3) one critical question for use in judging "the best of the best" and for preparing technical materials; (4) information about the survey and related materials conveyed through national organizations in aging and transportation; and (5) guidelines and suggestions for survey completion posted on the Beverly Foundation's website.

SURVEY INSTRUMENT The survey included 20 questions related to transportation service and its delivery of transportation to older adults. 18 questions were close-ended or multiple-choice. Two questions were open-ended: one question asked respondents to briefly discuss the history of their transportation service and a second question asked respondents to discuss one of three special topics. The purpose of the questions was to bring attention to the history and background of each responding organization, and to explore special service delivery issues. The three possible response topics were: Topic #1 Providing Transportation to Older Adults with Dementia; Topic #2 Transportation Services for Older Adults in Rural America; and Topic #3 The Use of Business Principles in Managing Transportation Services.

SURVEY RESULTS 333 transportation programs from 47 states responded to the 2010 survey. The following are highlights of the survey results.

- 65% had not previously responded to a STAR Search survey.
- 100% identified themselves as serving senior passengers
- 78% identified themselves as non-profit organizations.
- 50% identified their primary service area as rural.
- 55% identified themselves involving volunteer drivers.
- 87% served both life sustaining and life enriching destinations.
- 77% provided door-to-door service.
- 44% reported annual budgets of less than \$100,000.
- 15% reported annual budgets of more than \$1,000,000.
- 78% identified grants as one of their top three sources of funding.

STAR AWARDS The review and selection process included: (1) the identification of review coordinators and reviewers with backgrounds in transportation for older

adults; (2) an initial review of STAR Award submissions by the coordinators; (3) a review and selection of “candidate” surveys by reviewers; (4) a group meeting in Albuquerque, New Mexico to make final recommendations of STAR Award winners; and (5) a final selection of award winners by Beverly Foundation’s Board of Trustees. Nineteen STAR Awards were conveyed to programs that exhibit excellence in senior transportation organization, planning, or service delivery.

Nine STAR Award for Excellence Winners

- *Catholic Charities of Santa Clara County of San Jose, California*
- *Ecumen dba Parmly LifePointes of Chisago City, Minnesota*
- *Faith in Action Northern Plains of Valley City, North Dakota*
- *Jewish Family Service of Metro Detroit of West Bloomfield, Michigan*
- *Knoxville-Knox County CAC of Knoxville, Tennessee*
- *Meadowlink of Wood-Ridge, New Jersey*
- *Palmer Senior Citizens Center, Inc. of Palmer, Alaska*
- *St. Anselm’s Cross-Cultural Community Center of Garden Grove, California*
- *Surrey Services for Seniors of Berwyn, Pennsylvania*

Six STAR Special Recognition Award Winners

- *Brevard Alzheimer’s Foundation of Melbourne, Florida*
- *Community Action of Orleans & Genesee of Albion, New York*
- *Faith in Action Caregivers, Inc. of Wheeling, West-Virginia*
- *Klickitat County Senior Services of Goldendale, Washington*
- *Ride Connection of Portland, Oregon*
- *Senior Services of Midland, Michigan*

Four STAR Trustee Commendation Award Winners

- *La Vida Felicidad, Inc. of Socorro, New Mexico*
- *Levindale Hebrew Geriatric Center and Hospital of Baltimore, Maryland*
- *Special Transit of Boulder, Colorado*
- *SilverRide of San Francisco, California (honor only)*

NARRATIVE HISTORY OF RESPONDENTS

For the first time in the history of STAR Search, survey respondents were asked to provide a short narrative history of their organization. This approach is in keeping with the well-worn cliché, “You can’t know where you’re going until you know where you’ve been.” The narrative history of respondents addressed why they were organized, who helped get them started, how they were financed, how they had expanded over the years, and what had been done to sustain them over time.

CONCLUSION Recommendations for Future STAR Search Applicants

ATTACHMENTS

- #1 Narrative Description of STAR Award Winners
- #2 Great Ideas for Overcoming Challenges
- #3 List of 2010 STAR Search Respondents

PART 2

2010 STAR SEARCH SURVEY

In addition to conveying STAR Awards to “the best of the best” organizations that provide transportation to older adults, the STAR Search survey has the purpose of building a database of STPs (Supplemental Transportation Programs for seniors) in America. At the end of 2009, the Beverly Foundation’s STP database included close to 1,100 services that provide transportation to older adults. The 2010 STAR Search survey added to this database, which now includes almost 1,300 unduplicated organizations and transportation services that provide transportation services to older adults across the United States.

2A. METHODOLOGY

Essential features of the 2010 STAR Search survey were: (1) the use of surveymonkey.com as a web-based tool for collecting survey responses; (2) a survey instrument similar to those used in 2008 and 2009; (3) a critical question for use in judging “the best of the best” and in preparing technical materials; (4) information about the survey and related materials conveyed through national organizations in aging and transportation; and (5) guidelines and suggestions for survey completion posted on the Beverly Foundation website.

Announcements about the 2010 STAR Search survey were posted on the Beverly Foundation website and that of the STP Exchange. Announcements about the survey and links to the survey were also sent to the Beverly Foundation’s email list of more than 1,500 STPs, organizations, professionals and scholars working in the fields of aging and transportation. Additionally, more than 20 national organizations distributed announcements about the STAR Search survey on their websites and by email blasts.

The survey was made available via the online survey tool, surveymonkey.com. The survey included twenty questions. Eighteen were closed-ended and two were open-ended. The open-ended questions asked respondents to discuss the history of their transportation service and to discuss one of the following topics: (1) providing transportation to seniors with dementia; (2) providing transportation to seniors in rural America; and (3) good business practices in transportation service delivery. The survey opened on February 8 and closed on February 26, 2010. While many respondents had participated in online surveys in the past, the large number of inquiries asking for guidance in accessing and completing the survey suggested that many respondents were first time respondents to an online survey.

The STAR Awards selection process was organized in five phases. Surveys were submitted in three categories which included: transportation for senior with dementia; transportation service delivery in rural America, and the use of good business practices in delivering transportation to older adults. The review process included: (1) the identification of three review coordinators and more than 20 reviewers with backgrounds in transportation for older adults; (2) an initial review of

STAR Award submissions by the review coordinators; (3) a review and selection of “candidate” surveys by reviewers in each of the three groups; (4) a review of all “candidate surveys” by all reviewers; and (5) a group meeting in Albuquerque, New Mexico to make final recommendations for STAR Award winners.

2B. PROFILE OF RESPONDENTS

Surveys were submitted by 333 unduplicated organizations. Their responses provided valuable information on transportation services offered to older adults in the United States. Below is their profile.

<p><u>Represented States:</u> 47</p> <p><u>Average # Years in Operation:</u> 21</p> <p><u>Organization Status</u> Non-Profit: 78% Government: 15% Profit: 5% Other: 2%</p> <p><u>Provider Status</u> Senior Program: 32% Human Service: 25% Public Transit: 13% Faith-Based Organization: 8% Community Transit: 6% Hospital/Health Center: 2%</p> <p><u>Service Area</u> Rural: 50% Urban: 28% Suburban: 23%</p> <p><u>Budget</u> Less than \$100,000: 44% \$100,000 - \$1 million: 41% \$1 million+: 15%</p> <p><u>Senior Passenger Facts:</u> Seniors & ADA Eligible Passengers: 64% & People w/ Dementia: 63% & General Public: 28%</p> <p><u>Types of Destination</u> Life-Sustaining & Life-Enriching: 87% Only Life-Sustaining Destinations: 11% Only Life-Enriching Destinations: 2%</p> <p><u>Driver Facts</u> Paid Drivers Only: 45% Paid & Volunteer Drivers: 29% Volunteer Drivers Only: 26%</p> <p><u>Vehicle Facts</u> Program Owned/Leased: 72% Volunteer Driver Owned: 40% Passenger Owned: 5% Other (staff owned, coop): 9%</p>	<p><u>Types of Services</u> Demand Response: 90% Special Outings: 54% Volunteer Driver Programs: 46% Fixed Route: 34% Travel Training: 10%</p> <p><u>Types of Assistance</u> Door-to-Door: 77% Door-through-Door: 57% Escort: 50% Stay at Destination: 49% Curb-to-Curb: 48%</p> <p><u>Top 4 Funding Sources</u> Government Grants: 78% Fund Raisers: 51% Passenger Donations: 50% Foundation Support: 46%</p> <p><u>Relationships w/ Human Services:</u> Area Agency on Aging: 78% Senior Center/Recreation: 71% Social Service Program: 67% Health Service Providers: 65% Assisted Living/Retirement: 49% Community Vol. Program: 49% Adult Day Service Program: 47% Faith-Based Organization: 44% No Relationships: 1%</p> <p><u>Relationships w/ Transit Services</u> Public Transportation Agency: 51% ADA Paratransit Agency: 36% Paratransit: 37% Community Taxi Service: 18% Private Transportation Service: 26% Local DMV: 9% No Relationships: 20%</p>
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2C. GENERAL SURVEY RESULTS

The following provides highlights of the types of organizations that responded to the survey.

1. 65% had not previously responded to a STAR Search survey.
2. 100% identified themselves as serving senior passengers
3. 78% identified themselves as non-profit organizations.
4. 50% identified their primary service area as rural.
5. 55% identified themselves involving volunteer drivers.
6. 87% served both life sustaining and life enriching destinations.
7. 77% provided door-to-door service.
8. 44% reported annual budgets of less than \$100,000.
9. 15% reported annual budgets of more than \$1,000,000.
10. 78% identified grants as one of their top three sources of funding.

#1 Location The 333 survey respondents represented 47 states. The most represented states included California (31), New Jersey (20), New York (20), Massachusetts (18), Ohio (17) Oregon (17). Idaho, Mississippi and Rhode Island were not represented in the survey. Programs from all states plus the District of Columbia and Puerto Rico (with the exception of Mississippi) are included in the Beverly Foundation's database of STPs in America, which suggests that transportation options for seniors is being addressed all across the country.

#2 Years of Operation While respondents on average started their transit services in 1989, they showed a great variety in length of experience. One organization began its transit activities as a sleigh and wagon operation as early as 1905, while others only began providing services in the last few years. This broad range of years in operation demonstrates: (1) that STPs can be sustainable over long periods of time; (2) that the needs for STPs are as acute today as they were in the past; and (3) that communities around the country are responding to those needs. For more information on the history of respondents, see Part 5.

#3 Providers More than three-quarters of the respondents represented non-profit organizations and 15% government agencies. While past STAR Search programs included a few for-profit participants, this year 17 (5%) identified themselves as for-profit organizations. They represented taxi cab companies, but also paratransit and senior programs. Overall human service agencies and senior programs represented more than 50% of the respondents, while less than 20% of the surveys came from public and community transit agencies.

#4 Service Areas The topic of one special question of the 2010 STAR Search survey addressed the issue of serving seniors in rural America might have influenced the ratio (50%) of respondents being located in a rural service areas. Nevertheless specific characteristics of rural America such as the long distances to travel, absence of public transit services, and delocalization of services make the needs for STPs crucial to seniors living there.

- #5 Ridership** In addition to serving older adults, respondents also provided rides to people with disabilities: to people ADA eligible (64%) and to people with dementia (63%). A smaller number provided rides to children, teens and the general public. Responses to the organizational history question revealed, however, that a number of organizations that now provide services to the general public began as senior programs and, because of a lack of other transit services, evolved to serve the general population in their locality.
- #6 Budgets** Respondents represented a wide range of budgets. While 44% reported annual budgets of less than \$100,000, 41% reported budgets ranging from \$100,000 to \$1,000,000, and 15% reported budgets of more than \$1 million. Interestingly, the majority of respondents mentioned budget cuts as one of the dire challenges that they are facing while providing services to older adults.
- #7 Driver and Vehicle Facts** The largest number (45%) of respondents employed only paid drivers while a minority (26%) only involved volunteer drivers. Not surprisingly the organizations which employed paid drivers reported generally larger budgets than the ones which provided services which involved volunteer drivers. The latter respondents not only saved on wages but also on vehicle costs, as 91% of them used volunteer driver owned vehicles and only 21% used program owned vehicles. In comparison 100% of programs involving only paid drivers used program owned vehicles. As a result, more and more organizations which employ paid drivers now appear to also involve volunteer drivers (29%) which can result in savings on both employee wages and vehicle costs.
- #8 Destinations** The majority of respondents (87%) indicated that they provided transportation services to both life-sustaining and life-enriching destinations. The top destination of their senior riders was medical services, followed by shopping and social services. However, many respondents also mentioned how the life-enriching destinations are as essential to the well-being of their passengers as the rides to life-sustaining destinations, and 54% of the respondents organized special outings for the enjoyment of their riders.
- #9 Assistance** The special needs of many of their riders may be the reason respondents tend to provide high levels of assistance including: door-to-door (77%), door-through-door (57%) and escort (50%). Attachment #2 of this report includes more details on the wide range of services that respondents provided inside/outside the vehicles, at home, and at the destination to accommodate the needs of their senior riders.
- #10 Relationships** While respondents maintained relationships with both human services and transit services, relationships with the former were more common than with the latter. For example, only 1% of respondents indicating that they had no relationships with human services while 20% had no links with transit services. These results may be due to the large representation of human service oriented transit services, and the limited number of transportation services in some localities. Coordination with other agencies was nevertheless identified as a way to meet a number of challenges, as described in Attachment #2.

PART 3

STAR AWARDS

A key element of the Beverly Foundation's STAR Search program is the STAR Awards program which selects and celebrates excellence and promising practices in senior transportation service. To date the Foundation has conveyed 77 STAR Awards. An additional 19 awards were announced in July, 2010. What follows is a discussion of the selection process, the awards review committee, and the award winners.

3A. STAR AWARDS REVIEW PROCESS

Staff and reviewers used a point-based rating sheet with criteria related to the length of service, type of assistance provided, sources of income, and aging and transportation relationships. Responses to the narrative related to the history of the service could receive up to 15% of the points, and the narrative response to one of the special questions (transportation for seniors with dementia, transportation service delivery for seniors in rural America, or the use of good business practices in transportation service delivery to seniors) could receive up to 50% of the points.

The review process included ten activities that were undertaken in March and April of 2010, following the closure survey on surveymonkey.com on February 26.

- Step #1 Initial Staff Review*
- Step #2 Coordinator Review & Selection*
- Step #3 Staff Preparation for Reviewers*
- Step #4 Individual Committee Member Reviews*
- Step #5 Coordinator Analysis*
- Step #6 Staff Organization and Distribution of Reviews*
- Step #7 Coordinator Process Decision*
- Step #8 Staff Organization of Meeting*
- Step #9 Reviewers Meeting*
- Step #10 Award Decision in July*

3B. STAR AWARDS REVIEW COMMITTEE

Members of the review committee included three review coordinators, two Beverly Foundation staff, and more than twenty reviewers representing both the fields of aging and transportation.

Review Coordinators

Helen Kerschner (Beverly Foundation (BF) - Senior Transportation Options, NM)
Nina Silverstein (U Mass Boston - Professor, Gerontology/Dementia, MA)
Rich Smith (TRIP - Transportation Service Delivery, CA)

Review Committee Members

Lynne Anker-Unnever (NM Aging & Long-Term Services Department, NM)
Jon Burkhardt (Westat - Research on Transportation Services, MD)
Fran Carlin Rogers (Consultant - Senior Driver Safety/Dementia, FL)
Kristy Clark (Lovelace, NM)
Barb Cline (Prairie Hills Transit - Rural Transit Service Delivery, SD)
Lori Cohen (AARP - Livable Communities, DC)
Stan Cooper (AARP New Mexico - Community Building, NM)
Ruth Covell, (BF Trustee - Univ. CA LaJolla, M.D. Geriatric Services, CA)
Dan Dirks (CTAA Consultant - Community Transportation Services, MI)
Bonnie Dobbs (University of Alberta - Older Driver Research, Canada)
Michael Gemme (JFS New Mexico - Community Innovations/Aging, NM)
Santo Grande (Delmarva Community Services, MD)
Jane Hardin (CTAA - Community Transportation, DC)
Jed Johnson (NCST - Transportation for Seniors and People with Disabilities, DC)
Peter Kissinger (AAAFTS - Driver Safety & Transportation Research, DC)
Dennis McCarthy (Florida Int'l University- OT Senior Transit Research, FL)
Traci McClellan (Consultant - Seniors and Transit in Indian Country, NM)
Don Pearson (BF Trustee - Argue Pearson, UT)
Marie-Hélène Rousseau (BF - Consultant, CA)
Elin Schold-Davis (Occupational Therapy Assn. - Senior Driver Safety, MN)
Cheryl Svensson (Consultant - Education and Gerontology Services, CA)
Elaine Wells (Ride Connection - Transportation Service Delivery, OR)

3c. STAR AWARD WINNERS

In 2010, the Beverly Foundation gave the following 19 STAR Awards. The list below includes winners of STAR Awards for Excellence, STAR Special Recognition Awards, and a newly created category of STAR Trustee Commendation Awards.

Three Award Categories

- #1 Transportation Services for Seniors with Dementia
- #2 Transportation Services for Seniors in Rural America
- #3 Business Practices in Transportation Services for Seniors

STAR Awards for Excellence

(\$10,000 Cash Award)

- #1 Catholic Charities of Santa Clara County of San Jose, California
- #1 Jewish Family Service of Metro Detroit of West Bloomfield, Michigan
- #1 Meadowlink of Wood-Ridge, New Jersey
- #2 Ecumen dba Parmly LifePointes of Chisago City, Minnesota
- #2 Faith in Action Northern Plains of Valley City, North Dakota
- #2 Palmer Senior Citizens Center, Inc. of Palmer, Alaska
- #3 Knoxville-Knox County CAC of Knoxville, Tennessee
- #3 St. Anselm's Cross-Cultural Community Center of Garden Grove, California
- #3 Surrey Services for Seniors of Berwyn, Pennsylvania

STAR Special Recognition Awards
(\$7,500 Cash Award)

- #1 Brevard Alzheimer's Foundation of Melbourne, Florida
- #1 Senior Services of Midland, Michigan
- #2 Community Action of Orleans & Genesee of Albion, New York
- #2 Klickitat County Senior Services of Goldendale, Washington
- #3 Faith in Action Caregivers, Inc. of Wheeling, West-Virginia
- #3 Ride Connection of Portland, Oregon

STAR Trustee Commendation Awards
(\$5,000 Cash Award)

- La Vida Felicidad, Inc. of Socorro, New Mexico
- Levindale Hebrew Geriatric Center and Hospital of Baltimore, Maryland
- Special Transit of Boulder, Colorado
- SilverRide of San Francisco, California (honor only)

3D. PROFILE OF AWARD WINNERS

<p><u>Represented States:</u> 16</p> <p><u>Average # Years in Operation:</u> 27</p> <p><u>Organization Status</u></p> <p>Non-Profit: 90% Profit: 5%</p> <p>Government: 5%</p> <p><u>Provider Status</u></p> <p>Human Service: 53%</p> <p>Senior Program: 26%</p> <p>Community Transit: 5%</p> <p>Faith-Based Organization: 5%</p> <p>Transit Management Ass: 5%</p> <p><u>Service Area</u></p> <p>Suburban: 47% Rural: 32% Urban: 21%</p> <p><u>Budget</u></p> <p>Less than \$100,000: 16%</p> <p>\$100,000 - \$1 million: 47%</p> <p>\$1 million + \$5 million: 37%</p> <p><u>Senior Passenger Facts:</u> Seniors & People w/ Dementia: 89%</p> <p>& ADA Eligible Passengers: 74%</p> <p>& General Public: 47%</p> <p><u>Types of Destination</u></p> <p>Life-Sustaining & Life-Enriching: 95%</p> <p>Only Life-Sustaining Destinations: 5%</p> <p><u>Driver Facts</u></p> <p>Paid & Volunteer Drivers: 47%</p> <p>Paid Drivers Only: 37%</p> <p>Volunteer Drivers Only: 16%</p> <p><u>Vehicle Facts</u></p> <p>Program Owned/Leased: 84%</p> <p>Volunteer Driver Owned: 37%</p>	<p><u>Types of Services</u></p> <p>Demand Response: 95%</p> <p>Special Outings: 63%</p> <p>Volunteer Driver Programs: 58%</p> <p>Fixed Route: 42%</p> <p>Travel Training: 21%</p> <p><u>Types of Assistance:</u></p> <p>Door-to-Door: 95%</p> <p>Door-through-Door: 89%</p> <p>Escort: 68%</p> <p>Stay at Destination: 68%</p> <p>Curb-to-Curb: 58%</p> <p><u>Top Four Funding Sources</u></p> <p>Government Grants: 74%</p> <p>Foundation Support: 53%</p> <p>In-Kind Contributions: 53%</p> <p>Passenger Fees: 53%</p> <p><u>Relationships w/ Human Services</u></p> <p>Senior Center/Recreation: 100%</p> <p>Area Agency on Aging: 89%</p> <p>Health or Social Services: 89%</p> <p>Social Service Program: 89%</p> <p>Adult Day or Assisted Living: 83%</p> <p>Community Vol. Program: 79%</p> <p>Faith-Based Organization: 53%</p> <p><u>Relationships w/ Transit Services</u></p> <p>Public Transportation Agency: 83%</p> <p>ADA Paratransit Agency: 61%</p> <p>Paratransit: 50%</p> <p>Community Taxi Service: 33%</p> <p>Private Transportation Service: 22%</p>
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PART 4

DISCUSSION OF RESPONSES TO SPECIAL TOPICS

In addition to the eighteen close-ended or multiple-choice questions, the survey included two open-ended questions. The section presents a discussion of each of the three topics of one of the narrative questions: #1 providing transportation to seniors with dementia; #2 providing transportation to seniors in rural America; and #3 using good business practices in providing transportation to older adults. Of the surveys that responded to this question, 52 responded to #1; 155 responded to #2; and 98 responded to #3.

4A. TOPIC #1

TRANSPORTATION SERVICES FOR SENIORS WITH DEMENTIA

This first open-ended topic offered an opportunity for respondents to discuss how they address the challenges of providing transportation to people (especially older adults) with dementia. Over 40% (23) of the respondents in this group had been providing transportation for twenty years or more, long before any awareness of the challenges that dementia poses to transportation service delivery. Those applicants who were fairly new to the topic, were encouraged to check the resources available on the Beverly Foundation website, specifically the Beverly Foundation Fact Sheet on Transportation & Dementia which included the Dementia-Friendly Calculator, and a chart on the 10 Warning Signs of Dementia and their Implications for Senior Transportation. 29% (15) of the narratives referenced those resources.

About a quarter (23%) of the applications in this category were from Adult Day Health Services, likely reflecting the targeted outreach to the National Association of Adult Day Services (NADSA) and Easter Seals to post the announcement of the awards on their websites. Adult Day Health Services (ADHS) are the major programs that keep persons with dementia in community settings, and we can learn a lot from the experience of these ADHS programs. As persons with dementia may live for a long time in the community, transportation services for persons with dementia should not be viewed as a “one size fits all.” In fact, for those of us concerned about medically-impaired drivers, having supportive transportation to assist with the transition from driver to passenger while the person is in the mild to early stages of dementia is quite different than the supportive transportation needed to provide respite to the family care provider and also enable that family members meet work obligations. Five of the programs specifically mentioned providing transportation to community destinations with one mentioning a specific program called “the culture bus” that transported persons with dementia to museums and cultural events.

About a quarter (23%) of the applications in this category noted that they provided service in rural areas. As half of all applications received for the 2010 STAR Awards were in the rural category, the number of rural applications in the dementia category

underscores the multiple challenges faced by these transportation providers. Five of the programs highlighted the need for driver training.

4B. TOPIC #2

TRANSPORTATION FOR SENIORS IN RURAL AMERICA

Just over half of the survey respondents (51%) addressed this narrative question. Respondents were located in 45 states with the greatest number coming from services located in the states of Oregon, New York, and Washington. More than 23% included public transportation in their service delivery system, and 51% managed their services on budgets of less than \$100,000. The vast majority (83%) identified government grants as a source of income, but the majority also identified passenger donations and fundraisers (61% and 55% respectively).

While responses in this category were varied and exceptionally interesting, three central themes emerged:

- #1 Transportation service delivery in rural America is difficult and expensive.
- #2 Older adults are placing additional demands on transportation services.
- #3 Financial resources for transportation service delivery are decreasing.

Respondents indicated that they: (1) provided services in areas with limited infrastructure and thus needed to provide transportation to distant destinations, often beyond their county or service area; (2) incurred enormous expenses related to rolling stock, drivers, and fuel; and (3) faced challenges related to reductions in funding and funding sources. A large number indicated that while they provided transportation to the general population and that demands for their services were increasing dramatically, funding for services was on the decline; and that they started out as senior transportation services and continue addressing the demands for transportation services by serving growing numbers of senior passengers.

In light of the vagaries of the transportation service environment in rural America, it would seem likely that respondents would suggest the desire to increase efficiency, effectiveness, and economy of their service delivery. Surprisingly, many offered no evidence that they were attempting to discover new or more economical ways to provide services. For example, a large number indicated a need for more of what they already had in the form of: more vehicles; more paid drivers; more paid staff; more software; and in general more of the same. This is illustrated by the fact that 72% of the respondents said they used program or service owned or leased vehicles and 41% said they only used paid drivers, and an exceptionally large number indicated the desire to add to their existing fleet of vehicles and to hire new employees to supplement their existing paid staff.

Some of the suggestions of experts about economical methods of providing of transportation to meet the needs of seniors in rural areas were reflected in survey responses. For example, 49% of the respondents indicated that they included a

volunteer driver program in their services to seniors. While only 27% indicated they only used volunteer drivers, a hefty 59% indicated they used either volunteer or a combination of paid and volunteer drivers, and 44% included volunteer owned vehicles in their transportation fleet. Thus, while expensive methods may be the norm, there appears to be an effort to incorporate less costly methods into existing services and to organize less costly services by using volunteer drivers.

4c. TOPIC #3

GOOD BUSINESS PRACTICES IN SENIOR TRANSPORTATION SERVICES

Almost one-third (32%) of the respondents to the survey discussed the use of good business practices in providing transportation to senior passengers.

The transportation budget of respondents varied from below \$50,000 to over \$10,000,000 per year, with more than 75% having annual budgets of less than \$500,000. 40% of respondents identified themselves as non-profit senior programs, with an additional 33% stating they were non-profit human services agencies. 4% were public transit agencies and 12% were community transit agencies. The community transit agencies were predominantly non-profit organizations. 7% identified themselves as for-profit organizations.

Many of the respondents focused on the accomplishments of their service without identifying the business practices that were used to achieve their success. Those respondents that most clearly identified business practices with positive outcomes tended to be government agencies, for-profit organizations and non-profits that had been in business for longer periods of time with larger budgets.

The tendency of larger and more established services to focus on the importance of using business practices may be the foundation of their longevity and success, but it is also possible that substantial resources and length of service may have provided the means for expanded business management practices.

The respondent organizations that most clearly associated business principles with successful business outcomes also indicated that they maintained linkages with all or most human services agencies and transit services in their area, possibly indicating the level of importance that is placed on coordination with other community resources and senior services.

According to the Small Business Administration, successful management of any business requires knowledge of good business practices and the application of specific management skills. While using business principles to manage and operate a transportation service for seniors will not guarantee success, not using tried and tested business practices may limit service success or worse.

PART 5

HIGHLIGHTS OF NARRATIVE HISTORY RESPONSES

For the first time in the history of the STAR Search survey, respondents were asked to provide a short narrative history of their organization. The purpose of the question was to bring attention to the importance of background and history of the organization as it is essential for senior transportation services to be aware of their history and experience. This approach is in keeping with Kierkegaard's philosophy that: "Life is lived forward but understood backward", as well as the well-worn cliché: "You can't know where you're going until you know where you've been".

Respondents were asked to: *provide a brief history (not more than 200 words) of their organization by answering the following five questions: (1) why it was organized; (2) who helped get it started; (3) how it was financed; (4) how the service has expanded over the years; and (5) what has been done to sustain it over time.*

5A. WHY THEY WERE ORGANIZED

Supplemental Transportation Programs for seniors (STPs) are often community-based services, mostly the results of grass-root efforts, and therefore are shaped to meet the particular needs and demands of specific communities. The reasons STPs were created, however, often are universal: unmet needs in the community that prevent older adults from leading meaningful lives and remaining in their homes and their communities.

Respondents emphasized the following recurring transit issues in their narratives:

- *Lack of transportation...* Respondents often indicated that they began their services to respond to a transportation vacuum in their communities, especially in rural America. When older adults stopped driving they became dependent on friends and family members because there were no available options.
- *Lack of senior friendly transportation...* In some communities, although there were public transit services that served the general public, older adults were unable to access these services because of their own physical and mental limitations. Specific senior friendly transportation services were therefore needed.
- *Lack of medical transportation...* The need to provide medical transportation services was often mentioned by respondents because specialized health services were often located miles away in other counties or even states.
- *Cessation of for-profit transit services...* Nonprofit or government transportation services sometimes were created to replace for-profit transit systems that discontinued their services due to financial difficulties.
- *Need of better coordinated transportation services...* Even when transportation services existed for seniors, the need for better coordinated

services often called for the creation of new transit programs or transit coalition.

Organizations that offer transportation services among a menu of services presented more general reasons as their original *reasons d'être*. They often mentioned the following needs:

- *De-isolation of older adults...* by giving them opportunities to socialize with others and take part in community events.
- *Prevention of premature institutionalization...* by enabling older adults to have access to health and human services.
- *Enabling older adults to remain in their homes and communities...* by offering them a large array of services such as nutrition, case management, money and medication management, handyman work, etc.

Some organizations began their existence by fulfilling other needs than transportation services such as:

- *To help refugees and immigrants settle in the United States.*
- *To offer services to Jewish communities.*
- *To offer bilingual or multilingual services to the population.*

These organizations often were created in the 1920s and 1930s and later began providing services to older adults and their families, including transportation services. For this reason, there often is a discrepancy between the year an organization was first established and the year it began offering transportation services to older adults. An example is the organization that provides a menu of services and adds transportation months or years after it begins service delivery.

5B. HOW THEY WERE STARTED

Even when organizations were established decades ago, their leaders often recall with great enthusiasm the roles of their initial champions. For example, many respondents highlighted the crucial contributions of specific individuals or groups of individuals who were instrumental in the creation of their organizations, and identified their willpower, vision, and endless efforts that were determining factors in putting together the necessary resources, obtaining local support, and getting the organizations started.

- *Individual Initiatives...* Some organizations owed their existence to the dreams of single individuals whose leaderships not only enabled the creation of the programs but often ensure their lasting success. They included both men and women who came from all walks of life: doctors, nurses, teachers, businessmen, pastors, nuns, etc.
- *Senior Initiatives...* Not surprisingly some older adults themselves played important roles in the creation of transportation services for seniors. They

intervened as members of senior commissions or as members of informal senior groups.

- *Governmental Initiatives...* Many organizations were the creation of governmental projects, and although in these cases individuals were not necessarily singled out, the efforts of some staff people were said to be instrumental to the success of these programs.
- *Collaborative Initiatives...* In some cases, transportation services owed their existence to the support of a number of entities: governmental, faith-based, non-profit, who met to better coordinate existing services, presumably by creating a BORPSAT (Bunch Of the Right People Sitting At the Table).

Witnessing situations that needed to be improved and refusing the *status-quo*, these champions took upon themselves, either acting on their own or with others, on their personal time or through professional involvement, to create new or better services for older adults.

5c. HOW THEY WERE FINANCED

These individuals were successful in their endeavors because they managed to secure funding to finance their activities. They took advantage of existing local, state, or even national opportunities.

- *Federal Funding...* Many organizations mentioned national programs as triggering factors for their establishments. The War on Poverty led by President Lyndon B. Johnson in the 1960s opened funds to establish the Community Action program, sponsor of many responding organizations. The passage of the Older Americans Act in 1965 led to the creation of a National Aging Network which included the federal Administration on Aging, the State Units on Aging, and the local Area Agencies on Aging. Some initiatives provided funding to establish comprehensive services aimed at older adults.
- *Transportation Funding...* Some organizations obtained transportation funding from specific transit programs such as SAFETEA-LU or the passage of Proposition A Sales Taxes which provide tax monies to fund transit programs.
- *Private Foundation Funding...* Rather than relying on public monies, many respondents obtained their start-up funds from private sources. For example, a successful pilot project of the Robert Wood Johnson Foundation in the 1980s launched its *Faith in Action* initiative which financed the creation of more than a thousand community volunteer programs. Once the initial funding was spent, these *Faith in Action* programs had to secure other sources of funding for ensuring their survival. (To learn more about the transportation roles of *Faith in Action* programs, see the Beverly Foundation 2007 STAR Search report: www.beverlyfoundation.org).
- *Local Funding...* In addition to the above sources of funding, many senior transportation services secured funding from local sources, such as local businesses and car dealerships, local funding foundations, municipal grants, individual donations, etc. These funds varied according to the means and

resources of each community, but they often proved to be essential to the success of these organizations.

- *Network Resources...* Many respondents belong to national networks, faith-based or volunteer-based in nature, such as the Catholic Charities, the Shepherd's Centers, RSVP... Although the integration to these networks did not always provide original funding, they secured other essential resources such as technical assistance, guidance and monitoring, to fledgling organizations.

5D. HOW THE SERVICES HAVE EXPANDED OVER TIME

There do not appear to be clear-cut patterns of growth or expansion for senior transportation programs represented in the survey, as each organization is unique and linked intrinsically to the particular economic, social and cultural conditions of the community which it serves. Nevertheless, recurring means or areas of growth emerged from the respondents' narratives.

- *Adding transportation services...* As mentioned above, many organizations did not originally offer transportation services to seniors. These services were added to their menu of services at one point in their expansion as ways to better meet the needs of older adults in their communities.
- *Expanding transportation services...* Respondents included real success stories of programs which started with a single, often used, vehicle, and which now operate large fleets of vehicles; of programs that began with one staff employee and which now employ large personnel; of programs that began by offering services to a dozen individuals which now serve hundreds of older adults in their communities; and of programs which started with modest budgets which now operate annually on budgets of millions of dollars.
- *Transitioning from senior transportation services to public transit...* Expanding senior transportation in areas poor in transit services often went hand in hand with the transformation of a senior transit service into a transit system that serves the population in general independently of ages, income or limitations. This kind of expansion often took place in rural America.
- *Enlarging service areas...* Many respondents recalled how their programs began serving a well-limited geographical area, a suburb, a city or a part of a county, and evolved by extending their service areas to include the whole county, state and even to go beyond state borders. Some programs also mentioned how they opened satellite offices to better serve these extended service areas.

5E. WHAT HAS SUSTAINED THEM OVER TIME

Respondents identified many challenges related to sustainability. At the same time they identified many strategies for expanding their services as well as sustaining their organizations. Below are several recurring themes that resulted from the survey responses.

- *Involving volunteer drivers...* involving volunteer drivers to expand their services without making holes in their budgets.
- *Reinforcing collaborative and coordinated efforts...* partnering of faith-based organizations with transit services, governmental agencies collaborating with non-profit organizations, or aging services contracting with volunteer programs are all different types of collaborative efforts put in place to reduce duplication of services, improve services and reduce operating costs.
- *Diversifying the sources of funding...* diversifying sources of revenue by eliminating their dependence towards specific sponsors, and combating budget cuts are crucial to long-term sustainability.
- *Improving management practices and scheduling methods...* by evaluating service delivery to regularly determine sectors that needed upgrading, looking out for better practices, and improving the general quality of their services.

See Attachment #2 for a detailed listing of Great Ideas for Overcoming Challenges contributed by respondents in their narrative responses to the survey.

CONCLUSION

RECOMMENDATIONS FOR FUTURE STAR SEARCH APPLICANTS

In general, respondents to the 2010 STAR Search survey and award application represented programs of considerable quality. Still, a number of responses were limited in both information and substance. The following recommendations may be useful for those who will respond to the 2011 STAR Search survey and STAR Awards application expected out in early spring.

General Instructions for completing the survey:

- 1) Follow instructions given in the introduction to the survey.
- 2) Answer all required (*) questions.
- 3) Do not submit more than one survey. If you do not complete the survey in a single on-line session, you will be able to go back to your survey if you use the same computer you used in your initial survey response. Your information is not lost.
- 4) Be sure to report that you provide transportation to older adults and to mention how or why senior passengers receive and/or benefit from the service. If the service does not provide transportation to older adults it is not eligible for a STAR Award.
- 5) Think about your relationships with transportation and human service providers in your community. Highlight examples of your methods of coordination. (Note if you have limited coordination at this time, this may be a good opportunity to forge new relationships. And be sure to tell us about your efforts.

Specific Instructions regarding the completion of the narrative questions:

- 1) Take your time to prepare your answers. Reviewers pay much attention to the narrative questions to judge the intrinsic value of the applications. It may be helpful to prepare your narrative in an MS Word document and paste it into the survey. Be sure to proofread your narrative.
- 2) Make sure that your narrative responds to all the sub-questions that are noted in the guidelines. These questions are intended to help you formulate your response and "hit" the evaluation criteria sought by reviewers.
- 3) Limit the amount of information about your organization's philosophy or demographics of your community.
- 4) Identify what makes your program or service different from other transportation services in your community and provide one or several reasons why it would be a good candidate to win a STAR Award.
- 5) You may include testimonials but do not overdo it.
- 6) Try to indicate great ideas or great practices as they are looked upon favorably by reviewers.
- 7) You may want to state why funds are needed and how an award would be spent.
- 8) Do not describe your non-transit services in too much detail. The STAR awards celebrate transportation services provided to seniors.
- 9) Do not expect reviewers to visit your website to get additional information about your organization.
- 10) Ask someone to proofread your narrative to avoid spelling and grammar mistakes. Ensure that the narrative is clear.

Good luck in 2011!

Helen Kerschner

www.beverlyfoundation.org

ATTACHMENTS

ATTACHMENT #1: NARRATIVE DESCRIPTION OF STAR WINNERS

ATTACHMENT #2: GREAT IDEAS FOR OVERCOMING CHALLENGES

ATTACHMENT #3: LIST OF 2010 STAR SEARCH RESPONDENTS

ATTACHMENT #1
NARRATIVE DESCRIPTION OF STAR AWARD WINNERS

NINE 2010 STAR AWARDS FOR EXCELLENCE

#1 Transportation Services for Seniors with Dementia

Catholic Charities of Santa Clara County of San Jose, California

The STAR Award for Excellence celebrates Catholic Charities of Santa Clara County's Day Break Respite & Caregiver Support Services Program for its escorted transportation program.

Catholic Charities' Older Adult Services division has served vulnerable older adults and their families in Santa Clara County for over 40 years. Its services include multi-service senior centers, ombudsman, senior nutrition, mental health, substance abuse, adult day care, and transportation. The Day Break Respite and Caregiver Support Services program emerged in 2000 by blending a new, state-licensed adult day care center with Catholic Charities' in-home respite and escorted transportation services, to provide an expanded and more comprehensive level of care to family caregivers and their dependent elders who are suffering from dementia and other chronic conditions. It has a team of about 20 dedicated and responsible volunteers who provide more than 1200 hours of escorted transportation to about 50 frail, homebound, and/or dependent seniors (the vast majority of them suffering from mild to moderate dementia) each year. While they occasionally drive seniors to adult day care centers, volunteers primarily drive and escort seniors to their medical appointments and grocery shopping. The volunteers remain with the seniors the entire time – from the moment that they pick them up at the door to the final point where they take them back home and make sure that they are safely reunited with their families or friends. In training the drivers, Day Break closely follows the Beverly Foundation's "5 A's of Dementia Friendly Services." Availability – the volunteers provide an escorted transportation service along with much-needed socialization for seniors, providing any assistance as needed. Accessibility – the volunteers are educated about dementia and understand the unique needs of the seniors that they are driving. Acceptability – volunteers are trained to be sensitive to the challenges of people with dementia and to communicate with them as effectively as possible. Affordability – Day Break aims to make the escorted transportation service "free." While there is a suggested donation of \$10 per round trip, no one is ever turned away due to inability to pay. Adaptability – volunteers are trained to accommodate the challenging behaviors that often arise in seniors with dementia. Day Break has truly maximized its resources in order to provide this escorted transportation service to Santa Clara County's most vulnerable senior residents so that they can maintain optimal self-sufficiency and healthy functioning.

Jewish Family Service of Metro Detroit of West Bloomfield, Michigan

The STAR Award for Excellence celebrates JFS of Metro Detroit's flexibility and adaptability in responding to the needs of its passengers.

Jewish Family Service of Metro Detroit, incorporated in 1928, is a non-sectarian nonprofit organization that provides a safety net for individuals and families facing difficult life situations. To achieve its mission, JFS provides a myriad of personalized, culturally sensitive social and mental health services, which include geriatric care management, mental health and substance abuse counseling, meals on wheels, home care, transportation and others. Transportation Services were created to respond to the community need for access to health care and lack of specialized mobility options. The program started with two volunteer drivers using their vehicles, and developed to what is now a staff of eleven drivers, volunteer receptionists, two dispatchers, a service director, and a fleet of thirteen agency-owned vehicles. The program now provides 26,000 to 30,000 rides per year, serving from 987 to 1200 riders annually. The curb-to-curb service was expanded to door-to-door assistance in 1995, and then to door-through-door and wheel-chair assistance in 2005 in response to the needs of fragile older adult riders with dementia and other mental health and cognitive impairment issues. JFS transportation is individualized and has the capacity to respond to people who may have difficulty scheduling rides, remembering appointments, handling money, and/or staying alone in the vehicle. Drivers undergo a defensive driving and a special passenger training provided in partnership with the local transit provider, and dispatchers and volunteers are trained to provide extra reminders to clients regarding their appointments and handle multiple calls from clients with patience and respect. Its sophisticated scheduling and dispatching software allows JFS to keep track of clients' destinations and special needs. Its transportation services are available not only to people with dementia, who are mainstreamed with other passengers, but also to their caregivers and family members, who travelled free of charge, and the number of rides is unlimited. In addition to demand-response scheduling, passengers have an option of subscription rides, allowing them to book on-going trips with one call. JFS is CARF accredited, and its transit program undergoes an annual quality assurance process, including customer survey and utilization review. Its partnership with Adult Day Care Centers and Area Agency on Aging helps JFS secure special funding to provide services to this population.

Meadowlink of Wood-Ridge, New Jersey

The STAR Award for Excellence celebrates Meadowlink's EZ Ride Community Cars for its responsive approach in answering the needs of people with dementia living in its community.

Meadowlink was started in 1983 providing mobility management services, and in 2008 it launched its Community Cars program in response to needs assessments that were administered in six counties. EZ Ride Community Cars is dementia-friendly because it is safe and reliable plus supportive to both the older adult clients and their families. Staff often works closely with adult children or spouses to ensure that the special needs of the riders with dementia are being met. Supportive services include: free rides for escorts/family; ride reminders; assistance with personal belonging and groceries; accompaniment through the door at destination; prompt and reliable return pick-ups; a payment system that involves no money exchange in the vehicle; trained drivers that are patient and friendly; accommodation of the needs and changing schedules of older riders with dementia. This very personalized transportation benefits all of the riders and allows those with dementia to remain active, independent and socially active for longer than otherwise possible. A wonderful example is one client who is able to live alone and run her errands while

her daughter is at work. She also relies on Community Cars for her weekly dance class, which has been a lifelong passion and now contributes to her brain health. Because of this highly responsive approach and use of caring volunteer drivers, Meadowlink helps keep many older adults in the community with Community Cars. Drivers go the extra mile offering “life mobility”. Seeing the same car and usually the same driver each time reduces anxiety produced by change. Reminders and friendly conversation reinforce competencies that are often dwindling. Finally, assistance at both ends of a trip avoids confusion and relieves caregiver worries. Community Cars has fewer restrictions, a larger service area, longer hours, recognizable cars, a simple scheduling system, and drivers trained to be sensitive to an individual’s needs. Every ride is personalized and takes significantly more time. In order to offer this kind of service, it affects cost efficiencies. With a STAR award, Meadowlink will provide more rides for people with dementia and strengthen its relationship with a newly-opened adult medical daycare center located within our service area.

#2 Transportation Services for Seniors in Rural America

Ecumen dba Parmly LifePointes of Chisago City, Minnesota

*The STAR Award for Excellence celebrates
Ecumen’s Transit Plus Program for serving rural Minnesota for over 100 years.*

Founded in 1862 by Swedish immigrants who saw a need to care for the elderly, Ecumen has a rich tradition of providing senior housing and services in Minnesota. For 105 years Ecumen has provided supplemental transportation services to seniors in rural Central Minnesota. What began as a sleigh and wagon operation in 1905 has now transformed into a comprehensive transportation program that operates seven days a week from our Parmly LifePointes campus in Chisago City, MN. Its Transit Plus began informally in 1905 when volunteers used wagons and sleighs to take older adults to the train depot and church. In 1926, the first automobile was purchased to take residents to voting polls. In 1996, the Transit Plus program was formally launched through the purchase of an ADA-accessible van and buses. Transit Plus plays a critical role in fulfilling Ecumen’s mission, “to create home for older adults wherever they choose to live,” by providing essential transportation services that allow homebound older adults in rural areas to remain living independently. Transit Plus serves seniors and adults with disabilities who live in an 800-square-mile area of central Minnesota. This area is 100% rural, spans four counties, and has no formal public transportation services available aside from two, short-corridor fixed routes offered by county public transit systems. However, these two public transit routes will not cross county lines and provide only curb-to-curb service, leaving behind many seniors who need door-through-door assistance, especially during the harsh Minnesota winters. Transit Plus provides a variety of transportation options to seniors and adults with disabilities. It owns a fleet of 10 vehicles; and its 21 drivers are paid staff who are highly trained and are special transportation services (STS) certified, which means they undergo extensive annual training. The vehicles are also STS certified and undergo annual inspections and audits by a designee of the Minnesota Department of Transportation. In 2009 alone, Ecumen’s drivers drove over 300,000 miles to provide over 11,400 trips, approximately 98% of which were provided to seniors. Ecumen’s Transit Plus program is crucial to fulfilling its mission in rural central Minnesota.

Faith in Action Northern Plains of Valley City, North Dakota

The STAR Award for Excellence celebrates Faith in Action Northern Plains' Collaborative for its strong core of more than 300 volunteers who give the gift of mobility to seniors living in North Dakota.

The Faith in Action Northern Plains Collaborative is a network of faith-based community-based programs with volunteers trained to help frail neighbors live independently in their North Dakota communities. The collaborative was formed in 2006 as a means to strengthen the five existing Faith in Action programs and help expand their mission throughout the state. Faith in Action founding program members were Cavalier/Pembina County, rural Cass County, Harvey/Wells County, rural Grand Forks County, and Valley City/Barnes County and initial monies came from a grant from the Robert Wood Johnson Foundation. The collaborative is now comprised of six different volunteer faith-based programs serving the needs of rural residents primarily throughout the eastern half of the state. Its trained volunteers, aged 16 to 90+, help their neighbors – the elderly, those with disabilities and chronic illnesses – by providing transportation, chore services, respite, visiting, and more - all at no charge and regardless of age, income, ethnicity, or religion. The collaborative supports and promotes volunteer care giving programs that work to reduce the number of individuals who lack assistance with daily living needs. The connections and relationships that form help create a more caring and sensitive community, providing intergenerational connections and offering opportunities for individuals to serve others. In 2009, volunteer FIA drivers drove 750 rural North Dakota seniors over 94,875 miles. Member programs coordinated transportation for a network of 327 volunteers and provided rides within eastern North Dakota and to medical hubs in Grand Forks, Fargo, Minot, and Bismarck. Volunteers use their own vehicles, and are provided with added insurance. Some are reimbursed for mileage through stipend programs but many receive no monetary compensation for their transportation across the state. Rides are provided to medical and other appointments, shopping and congregational and social events helping decrease isolation and improving access to services. Valued at \$12.00 per hour and being reimbursed \$0.45 per mile, our volunteers saved the state of North Dakota \$177,693. Contribution from passengers, their families, individuals, area businesses, and congregations are an important part in helping cover the costs of the transportation program.

Palmer Senior Citizens Center, Inc. of Palmer, Alaska

The STAR Award for Excellence celebrates Palmer Senior Citizens Center for enabling seniors of Matanuska-Susitna Borough to remain in their home and community by driving over 221,000 miles annually.

The Palmer Senior Citizens Center, Inc. was incorporated in 1980 by a group of seniors that noticed that there were no services for seniors in the area and since has increased its services to include: congregate and home delivered meals, transportation, care coordination, adult day services, family caregivers support, senior employment, senior housing, chore services, information/referral services, and more. Originally providing services to less than 20 individuals daily, it now offers services to over 300 individuals daily. The mission of PSCC is to provide quality services to keep seniors living as independently as possible in their own homes or community for as long as possible, thus avoiding expensive nursing homes. It fulfills

its mission by providing transportation services to older adults in the Matanuska-Susitna Borough, an area the size of West Virginia (about 25,000 square miles) with a total population of 84,328 and a population of older adults (60 years of age or older) of 10,564. During fiscal year 2009 (July 1, 2008 through June 30, 2009), the Palmer Senior Citizens Center, Inc. provided over 22,000 rides and drove over 221,000 miles to medical appointments, adult day services, senior center, community resources, grocery shopping, social programs, etc. PSCC provides door-through-door transportation services. By ensuring that the senior riders have all their necessary equipment such as walkers or wheelchairs, as well as clothing, and that they actually have appointments by walking them into the medical offices, PSCC is confident that they receive the necessary service to keep them living in their homes for as long as possible. Due to funding issues, in September 2009, the coordinated (public) transportation provider in the region cut its routes by one third, forcing many of the independent seniors that did not previously utilize PSCC services to use its services. Unfortunately, the funding has not kept pace with the increase in demand for service. A STAR award will help PSCC to continue to provide the necessary transportation services in the Matanuska-Susitna Borough.

#3 Business Practices in Transportation Services for Seniors

Knoxville-Knox County CAC of Knoxville, Tennessee

The STAR Award for Excellence celebrates Knoxville-Knox County CAC's Transit Program for its Volunteer Assisted Transportation and its collaboration with local taxicab companies.

Knoxville-Knox County CAC Transit program was started in 1977, using four 15-passenger vans that had been used to transport Senior Nutrition Program (SNP) participants to congregate meals sites, and expanding it to provide trips to the doctor and grocery store. CAC Transit now provides almost 1,000 trips per day, with more than 45 mini-buses. CAC Transit has always been committed to coordinating its service with other service providers, as well as with nonprofit agencies that need transportation for their consumers. It serves the larger suburban and non-urban area of Knox County, as well as those residing within Knoxville's limits whose needs are outside the Knoxville Area Transit (KAT) geographic service area. Almost all its funding comes in the form of a contracted purchase of service arrangement. Contracts and agreements have been developed with more than 70 nonprofit agencies to provide transportation for their consumers, with the agency covering the full cost of the service. Even when the funds come in the form of a grant, they are drawn down as service is provided at an established fee, usually a cost per trip. This allows consumers served under different contracts to ride on the vehicle together. CAC Transit now operates with an annual budget of \$2,680,000. A demonstration grant from the National Center on Senior Transportation was used to develop the Volunteer Assisted Transportation (VAT) that would coordinate with CAC Transit. VAT benefits from CAC Transit's experience and expertise, sharing CAC Transit's computerized record-keeping and dispatching software. CAC Transit in turn refers passengers who require the additional assistance that VAT provides. VAT also uses part of its New Freedom funding to contract with CAC Transit to expand social and recreational transportation services for seniors and people with disabilities. VAT has also worked with the local taxicab companies to provide screening and training for cab drivers who volunteer to participate. Drivers then become Certified Senior

Friendly drivers. One of the goals is to help taxicab companies meet required standards so that CAC Transit and VAT can contract with them for services.

St. Anselm's Cross-Cultural Community Center of Garden Grove, California

The STAR Award for Excellence celebrates St. Anselm's Cross-Cultural Community Center's developing three specific senior-specific transportation programs and ensuring their success with sound business principles.

St. Anselm's Cross-Cultural Community Center (the Center) was founded in 1976 to provide assistance to Orange County's diverse refugee and immigrant populations. In 1999, transportation services were added and in 2002 senior-specific transportation. The Center's senior transportation programs have grown extensively, originally providing 18,000 trips and growing steadily to 95,500 trips in 2009. Today, the Center offers three senior-specific programs: Senior Non-Emergency Medical Transportation for seniors ineligible for paratransit services and unable to use fixed-route; Acacia Senior Mobility Program, transporting clients to and from adult day care; and, the City of Garden Grove Senior Mobility Program, providing free trips to social, recreational, and medical locations within the city. Business principles are used to ensure their success. Planning: by working directly with the senior community, other human service organizations, the Office on Aging, and the Orange County Transportation Authority, the Center has consistently been in a unique position for crafting methods to target older adults. Organizing: the Director of Transportation oversees the three programs and each program has a Program Manager who runs the day-to-day operations. Staffing: high priority is placed on employing drivers who provide exceptional levels of safety, expertise, sensitivity, and customer satisfaction. Employee turnover is very low, thus promoting consistency for clients. Directing: while the Director of Transportation and Program Managers manage day-to-day operations, leadership and communication comes from the Executive Director. Under her leadership, the details of each program have been developed and follow a specific flow-chart: eligibility, registration, ride scheduling, service delivery, trip reimbursement. Coordinating: the Executive Director coordinates directly with outside agencies to develop programs, secure funding, and ensure older adult transportation needs are being met. Reporting: monthly trip summaries, cost per trip analysis, and budget summaries are communicated to the Board of Directors and funding agencies on a regular basis. Budgeting: the Center utilizes cost center accounting practices for all of its programs, thus allowing a total accountability of all costs associated with each individual program. The combined effect of the above business principles has led to the efficient management and delivery of transportation to older adults.

Surrey Services for Seniors of Berwyn, Pennsylvania

The STAR Award for Excellence celebrates Surrey Services for Seniors for maintaining strict adherence to standards in accountability, governance, management and operations, and implementing reimbursement formula, so that all seniors can access transportation, regardless of ability to pay.

Surrey Services for Seniors started in the Philadelphia suburbs in 1981 to provide transportation services and others services to older adults. Last year, Surrey provided 15,200 rides for 620 older adults for a cost of \$260,000. Surrey maintains strict adherence to standards in accountability, governance, management and

operations that earned it the Standard for Excellence certification from the Pennsylvania Association of Nonprofit Organizations (PANO) in 2005 and a recent renewal in 2009. The Board's long-term strategic planning and executive staff's annual work plans enable Surrey to meet existing and emerging transportation needs. Adequate staffing, organization and direction ensure services run smoothly, while routine reporting and budget management ensure the programs achieve expected outcomes and cost efficiencies. Volunteers provide administrative and logistical support to management staff. Last year, ten paid drivers provided 13,646 rides to 446 seniors in the shared ride program. Surrey ensures quality care by requiring drivers to pass initial background checks and annual driving assessments. Managers supervise drivers; coordinate ride scheduling and activities; provide reports and monitor budgets for Surrey's contracts with state and county transportation assistance programs for the elderly. Surrey has also implemented a reimbursement formula that offsets the rider fares required by government contracts so that all seniors are able to access transportation, regardless of ability to pay. Last year, Surrey's driver escort program coordinated nearly 4,000 hours of customized rides for 178 seniors who were too frail for the shared ride program or needed extra assistance at destination. Surrey's member services director and five volunteer administrators recruit, screen, train and biannually review insurance status for over 90 volunteer drivers. Surrey requests voluntary donations from riders, though grant support and general operating funds ensure no one is ever turned away for an inability to pay. A STAR Award will support Surrey's most recent collaborative effort to offer services at a local assisted living residence. Results will guide future collaborations with other regional assisted living facilities and contribute to ongoing achievement of Surrey's mission to help older adults to live in their homes with independence and dignity and to continue as active members of the community.

SIX 2010 SPECIAL RECOGNITION AWARDS

#1 Transportation Services for Seniors With Dementia

Brevard Alzheimer's Foundation of Melbourne, Florida

The STAR Special Recognition Award to Brevard Alzheimer's Foundation recognizes its Joe's Club Transportation for expanding its services to all senior citizens in Brevard County who were "transportation disadvantaged."

Brevard Alzheimer's Foundation, Inc. (BAFI) was founded with the vision that all frail elders and caregivers in Brevard County, Florida, should be in a safe, healthy environment while aging with dignity at home. For the past decade, BAFI has been providing door-to-door transportation to and from its existing Alzheimer's adult day care. This dedicated program provides relief to caregivers by offering transportation to persons with dementia. In October 2009, BAFI expanded its capability to include all senior citizens in Brevard County who are "transportation disadvantaged" by creating Joe's Club Transportation (JCT). JCT provides transportation to doctor's offices, dentists and other health related medical appointments for those persons in need. With a fleet of five handicap-accessible vans, JCT has delivered over 300 clients for more than 2,200 trips for a total of 10,000 miles in less than 100 days. With these impressive numbers comes many challenges. Using the Beverley Foundation's Dementia Friendliness Calculator as a model, JCT created a 30-page outline of education, services and policies. For its clients, it starts with an

assessment registration. When a new client calls in, JCT sends out a social worker to explain the program and other social services in the county that they may need (i.e. fall prevention classes, meals-on-wheels). The next step is scheduling. JCT asks that clients call a central location to schedule trips. Using an in-house proprietary software, the dispatcher easily schedules the trips, letting the clients know pick up, arrival and completion times. The software tracks everything from past trips, miles driven and donations. A routing team assembles at 3 PM daily to discuss the day's events and to optimize van utilization. JCT's greatest challenge is determining the length of the doctor visit. BAFI's policy is that no client waits more than 20 minutes. Dementia clients need to be pampered with consistency so as to not have them wait; excessive wait time could potentially cause additional confusion and anxiety. We have always lived on the premise that "good things happen when good things are done." Funding will help JCT serve the more rural areas of the county.

Senior Services of Midland, Michigan

The STAR Special Recognition Award to Senior Services recognizes its extensive dementia training provided to its 75 volunteer drivers.

Senior Services began in 1963 and over the years, it developed many services such as transportation, home care, adult day care, early memory loss program, home delivered meals, senior centers, caregiver education, support groups, counseling, volunteer and handyman work. Its transportation program serves adults age 60 and older for critical needs such as medical appointments, dementia specific adult day health services, dialysis, grocery shopping and more. In the past three years, transportation for adults with dementia has increased by 152% and an additional increase in 2010 is expected. Senior Services is unique in providing extensive dementia training to its 75 volunteer drivers. In classes taught by two registered nurses with years of experience in dementia care, the drivers learn about types and stages of dementia and the physical and behavioral changes typical of the disease. They are able to consult with the professionals at the adult day center which continues to improve their skills. The drivers openly discuss transportation challenges and effective techniques with each other. They understand and know what to do if someone becomes agitated, gets disoriented or wants out of the car. Most importantly they get to know and really care about the clients they provide service to. A fleet of 10 company cars and handicapped vans has been expanded recently by the addition of a 12 passenger bus which is more efficient due to the larger capacity. The expansion of the transportation department now consists of the adult day program aides who have obtained their chauffeur's licenses and drive the bus. Their familiarity with the clients and special expertise equip them to use the travel time to facilitate therapeutic conversations with the passengers. The bus is then used during the day for community events and outings, greatly enriching the lives of the passengers. Senior Services recently received a prestigious Brookdale Foundation grant for the development of an early memory loss program which will be enhanced by providing transportation to those who are struggling with giving up their driving ability. Transportation is key for continued independence of the aging population in general and essential when providing community-based care for those with dementia.

#2 Transportation Services for Seniors in Rural America

Community Action of Orleans & Genesee of Albion, New York

The STAR Special Recognition Award to Community Action of Orleans & Genesee recognized its Community Action Transportation System for "providing more than just a ride" to its riders.

The Community Action Transportation System (CATS) provides transportation for elderly and disabled individuals to medical and social events in Orleans and Genesee Counties. In 2009, CATS buses provided 34,680 trips to 408 passengers, including trips to out of county Medicaid appointments in Monroe, Erie, and Niagara counties. CATS buses cover 396 square miles in Orleans County, and 495 square miles in Genesee County. Destinations include Oak Orchard Community Health Center, Mental Health, Medina Memorial Hospital, ARC, Community Partners, medical appointments, treatment centers, dialysis, clinics, and errands such as shopping, meal programs, libraries, banks, and hairdressers. CATS remains committed to provide reliable access to services which promote health and independent living. Operations include demand services on a year round, five day/week basis. Buses are wheelchair accessible and drivers provide door-to-door personalized assistance in Orleans County and door-through-door assistance in Genesee County. Door-through-door specialized transportation service for elderly residents has been operating since 1999, and provides safe, reliable, courteous transportation to elderly residents of Genesee County. The driver provides door-to-door service, going through the doors to assist riders with their belongings and preparation for boarding the bus. Throughout its history, CATS has provided more than just a ride. The driver is in regular contact with the riders, providing support and help. The driver will often go into the physician's office or adult day care facilities to help the riders get checked in and settled, provide a steady arm or extra hand as they walk from their door to the bus or from the bus to the door or provide some cognitive support and assistance (i.e. help with their memory, orient to day and time, schedule of activity, appointments, etc.). CATS has a value to the community and has evolved to serve three functions: keeping a watchful eye on elderly customers' well being, directing riders to community resources, and helping to preserve their quality of life. CATS offers low cost effective, dependable, courteous services in all types of weather conditions to those who might otherwise remain isolated. A STAR award would enable CATS to provide additional trips (weekends) not covered by its current contracts. These additional trips would keep seniors in both Orleans and Genesee Counties independent.

Klickitat County Senior Services of Goldendale, Washington

The STAR Special Recognition Award to Klickitat County Senior Services recognizes its efforts to extend its transit services to seniors across county and state borders.

Klickitat County Senior Services began providing senior transportation using Older Americans Act funding in 1978. Limited service to the general public and Medicaid Transportation were initiated in 1984. Since receiving a Rural Mobility Grant in 1994, service is provided to the general public under the name of Klickitat County Senior Service (KCSS)/Mt. Adams Transportation Services (MATS). Over the years KCSS has managed Federal Transit Administration, Jobs Access Reverse Commute (JARC), Paratransit/Special Needs, Rural Mobility, Medicaid, and Older Americans

Act transportation grants. KCSS is a senior service organization and transportation is a part of many programs provided to meet the needs of seniors in Klickitat County. KCSS is located in South Central Washington State. The county is 84 miles wide and averages 23 miles north to south, and has over 19,000 residents. Services are provided using paid and volunteer drivers utilizing wheelchair accessible minivans, wheelchair accessible minibuses, and volunteer private vehicles. Service is provided out of two office locations in Goldendale and White Salmon. Trips occur within Klickitat County and extend out through the region in Washington and Oregon with frequent trips to Yakima, Vancouver, Portland, The Dalles, and Hood River. KCSS currently employs ten paid and approximately fifteen volunteer drivers. KCSS's mission is to provide services to enhance the autonomy and independence of the elderly and other adults, whatever their present level of functioning may be. For frail seniors and disabled adults KCSS provides services that help prevent premature institutionalization and allow for maximum independence. For healthy seniors KCSS offers activities and services designed to prolong independence by involvement in community life. Transportation is vital to seniors as it maximizes their independence and provides access to the community. Between 2007 and 2008 KCSS provided approximately 10,000 senior transportation trips, but between those years the number of miles for those trips increased by over 19,000 miles and in 2009 the miles increased by 35,000. In order to sustain existing senior transportation services and meet the criteria of the "5 As of Senior Friendliness" a STAR award will serve Klickitat's seniors by continuing to provide unlimited rides to the senior population and expanding the days it provides service.

#3 Business Practices in Transportation Services for Seniors

Faith in Action Caregivers, Inc. of Wheeling, West-Virginia

The STAR Special Recognition Award to Faith in Action Caregivers recognized its successful five-year strategic plan that enables program growth.

Faith in Action Caregivers began in 1994 when the bishops of various churches of West Virginia appointed a steering committee to address the growing needs of older adults in the state. This group formed a nonprofit corporation and applied for start-up funding from the Robert Wood Johnson Foundation in 1995. Initial services were provided to Ohio and Marshall Counties in West Virginia. In 1997 services were offered to neighboring Belmont County, Ohio. Escorted transportation to local medical appointments and other places as well as medical appointments in Pittsburgh, PA, Morgantown, WV and Columbus, OH remain the most frequently requested service. Although providing transportation services to 1,278 older adult and disabled neighbors presents many challenges, the key to this vital service lies in its exceptional management. A five-year strategic plan developed in 2005 touches four areas of growth: engaging faith communities at a higher level of commitment, continuing development of diversified funding and growth of the organization's endowment, increasing awareness of the program throughout the community, and developing a succession plan. Implementing the plan has allowed FIAC to more than double the number of hours of service provided each year and increase the number of care receivers by 52.6% in the past five years. Active volunteers who provide transportation increased by 9.3%. Volunteer retention remained at 82% for those who served more than two years. Staff was also able to devote more time to direction, support and supervision of volunteers. Utilizing a database designed for

Faith in Action programs, FIAC successfully manages approximately 25 to 30 transportation requests daily. By utilizing the CareWorks database accurate reports can be generated for hours of service provided as well as a variety of other reports necessary for engaging faith communities, donors and the community at-large at an increasingly deeper level of commitment. In addition FIAC utilizes testimonials of those who have received help and of those who provide services to document the impact the organization is making on independence. FIAC devotes 95% of its budget to activities that impact the direct provision of services. Funding is generated from individual and business donors, faith communities, special event fundraising projects and local foundation grants.

Ride Connection of Portland, Oregon

The STAR Special Recognition Award to Ride Connection recognized its Joint Service Planning and its new "Ride Together" Program.

Ride Connection began as a project of the local transit district, TriMet. At the time, various social service and community agencies were providing transportation to their clients. Ride Connection was created to be the coordinating organization in the region and was funded through TriMet, the Oregon Department of Transportation, Federal Transit Administration, Department of Human Services, rider contributions, grants and donations. Ride Connection created "Joint Service Planning" (JSP) to provide technical assistance, guidance and recommendations to its network of over 30 current service partners. JSP facilitates access to resources, assistance with grant writing, volunteer recruitment, driver training, contract compliance, reporting and coordination with Ride Connection's "One Stop" Service Center. Service specialists evaluate existing programs and work with Ride Connection's partners to create efficiencies that allow the network to provide transportation services to more individuals, despite funding reductions. JSP helps implementing regional planning and service delivery goals defined in the Tri-County Coordinated Human Services Transportation Plan (CHSTP). When the responsibility to develop a customer focused driver/mileage reimbursement program became a part of the CHSTP, Ride Connection began researching similar programs in other states and talking with partners in its network. The desired outcome was to create a program that included the most successful aspects of existing programs, but that also complemented and augmented existing demand-response programs in the area. The result is the new "Ride Together" program. This program will empower customers to recruit their own volunteer drivers. Drivers are able to submit their mileage to Ride Connection and receive reimbursement. Ride Connection provides the program administration, driver screening and training and general outreach, and service partners provide referrals and help with customer outreach and education. This new program will help fill the need of providing evening and weekend trips. In addition, the "Ride Together" branding will promote the program to a new volunteer pool and encourage the community to think about opening up their daily lives to include a senior in their travel routine. The program is funded by a limited amount of New Freedom funds. A STAR award would allow Ride Connection to offer the program to additional customers and help sustain the program over the next biennium.

FOUR 2010 TRUSTEE COMMENDATION AWARDS

La Vida Felicidad, Inc. of Socorro, New Mexico

La Vida Felicidad was selected for a STAR Trustee Commendation Award for offering special care to its passengers with dementia.

La Vida Felicidad began providing early intervention services to infants and children to age five with developmental disabilities and their families in 1983. It has since expanded to provide services to older adults and adults with disabilities. In the last fiscal year it provided services to 912 individuals and their families throughout Valencia and Socorro Counties as well as part of Bernalillo County. Its day service program transports members (older adults and persons with dementia) from their homes into the community for education, recreation, communal meals, health and rehabilitative services. Drivers greet members at their door and assist members review current time and destination, gather personal belongings, shut off lights, and lock doors. For persons with dementia, rituals are an important component of transition. When dementia affects body mechanics, there is a focus on process. La Vida Felicidad teaches riders to use the same pattern of body movements when entering and exiting the bus. Riders initially struggle and show sign of confusion, but after 5-10 trials they develop a pattern, which relates to a body memory. Members are supported in sitting next to familiar faces and engaging in conversation. After walking members to their bus seat and teaching them the pattern for fastening their seat belt, the driver announces the destination and continues on route. When dropping off members at appointments and community centers, he accompanied them into the building. The driver ensures that all riders understand where they are, why they are there and are carrying the same personal belongings. Transportation is provided within the city of Socorro and surrounding communities at no cost to the members. When members are accessing public paratransit from the day program to their home, staff accompanies them out to the bus, assist them in tolls, schedule and destination. With a STAR award, La Vida Felicidad would transition into providing one-to-one transportation as a supplement to its current route services, increasing case management services that assist families in coordinating alternative transportation and provide dementia-related education for the City of Socorro Department of Public Transportation and the county senior center.

Levindale Hebrew Geriatric Center and Hospital of Baltimore, Maryland

Levindale Hebrew Geriatric Center and Hospital was selected for a STAR Trustee Commendation Award for offering trips to a myriad of destinations to its riders enabling them to live meaningful lives in their community.

Levindale Hebrew Geriatric Center and Hospital was founded in Baltimore in 1890 as the Hebrew Friendly Inn and Aged Home to give temporary shelter to the waves of incoming Jewish immigrants fleeing pogroms in Europe. Today, Levindale has evolved into a multi-denominational geriatric hospital and long-term care facility. Levindale's transportation program was organized in 1975 to specifically serve individuals enrolled in adult day care. With ongoing financial support from the hospital and philanthropic community, and several in-kind vehicle donations from the U.S. Department of Transportation, its fleet has grown from its first three buses to now 20 fully-equipped ADA-standard wheelchair accessible passenger vehicles. Trained paid drivers provide 500 individual one-way trips per day to over 300 elderly

and disabled individuals, shuttling them to and from their home (or other residential setting) and the hospital's day programs, medical appointments, and other programs or recreational events, such as dinners at restaurants, movies, and grocery shopping. Service is provided throughout the Baltimore metropolitan area. Levindale's drivers develop friendly relationships with their passengers, growing to understand the most effective ways to support each unique individual. This is a vitally important aspect of assisting passengers with dementia, especially older adults who are still mobile and living independently. Levindale drivers are trained to be alert for and sensitive to the challenges of people with dementia, and know what methods are most effective and appropriate to use. People with dementia are mainstreamed with other passengers in the transportation program. Passengers are provided service on a demand-response basis, and are given door-through-door service, help in identifying destinations, and assistance at the destination as needed. Given the volume of patients requiring this service, Levindale transportation continually strives to meet the State's regulatory requirement that "a participant not be in transit for more than one hour without an opportunity for a rest stop." The STAR Award would be used to provide more extensive training specifically focused on dementia to both new and current drivers, instructing them on the various types and levels of dementia, and effective behavior management and interaction techniques.

Special Transit of Boulder, Colorado

Special Transit was selected for a STAR Trustee Commendation Award for successfully meeting the transit needs of a growing population of older adults.

Special Transit was founded in 1979 with initial funding and impetus from the Boulder County Commissioners and the Older Americans Act to provide a coordinated, cost-effective transportation program for the growing populations of older adults and individuals with disabilities residing in the county. It began with six borrowed vehicles and a few part-time employees. Thirty-one years later, it has grown from a budget of \$80,000 to a multi-county, multi-program, multi-million-dollar organization. It has provided nearly 2,500,000 trips since then, countless hours of travel training and mobility management services. Its riders include older adults, mentally and physically challenged individuals, persons with chronic illnesses, temporarily disabled individuals, children in crisis, and individuals who are homeless. Every day these riders are linked to medical appointments, treatment centers, meal sites, shelters, adult day care, educational facilities, and jobs. Special Transit is the only private, nonprofit paratransit provider in Boulder County and one of only two in the metro Denver region. In 2009, it provided 116,500 trips and served 2,013 unduplicated individuals; 40% were over 80; 72% were over 60; 39% lived on an annual income at or below \$10,850. In 2005-06, Special Transit completed a strategic planning process with the assistance of RRC and Associates of Boulder to address the impact of the growing older adult demographic on the organization. As a result, its board adopted a growth scenario that represents a 50 percent increase in service levels, and planned for a correlative demand for more vehicle storage and a new facility. In 2008 Special Transit developed a financial sustainability plan and a five-year financial forecast to develop a financial model for debt servicing if needed, cash flow during building project, and operating funding projections once established in the new facility. Overall, significant planning, coordination of funding sources and case for support have enabled Special Transit's successful building planning and fundraising efforts. Construction for the new building has begun and is planned to be accomplished by December 2010.

SilverRide, LLC of San Francisco, California

SilverRide was selected for a STAR Trustee Commendation Award for meeting its mission of enabling “seniors to have a more connected, fulfilling, dignified and independent lifestyle after their driving retirement.”

Launched in January 2007, SilverRide’s mission is to “enable seniors to have a more connected, fulfilling, dignified and independent lifestyle after their driving retirement.” SilverRide is self-financed, and has grown from a few clients to serving over 650 clients in the San Francisco Bay Area in a couple of years. In addition, SilverRide has successfully partnered with local public and private organizations serving seniors, and has created awareness of the need for lifestyle transportation. Rather than focusing on transportation, its marketing communications focus is on lifestyle and independence. Its mission drives key business decisions. For example, SilverRide only hires staff who can engage seniors in a way that leads them to feel dignified, socially connected, and independent. It tailors the metrics it uses to track its business to make sure they give insight as to whether SilverRide is meeting its mission versus solely achieving financial/operational goals. SilverRide makes an effort to ensure that its programs fit into the ecosystem of service that already exists, and that these programs are tailored to meet the needs of each person they touch. For example, it matches each element of its service to the “5A’s of Senior Friendly Transportation” summary put together by the Beverly Foundation. Staff also put together written summaries of each of their outings with clients. The summaries provide a written record that can be used to review service provided to help improve the user experience and fix any potential areas for improvement. The process of summarizing the outings requires that staff reflect on their performance, which helps to improve their service delivery on each subsequent day. In 2009, SilverRide won ASA’s national Business of the Year award for its “originality, innovation, and effectiveness in meeting the needs of seniors.”

ATTACHMENT #2

GREAT IDEAS FOR OVERCOMING CHALLENGES

In the final narrative question respondents were asked to discuss the challenges they face while: (1) providing services to seniors with dementia, (2) transporting seniors in rural America, or (3) using good management practices; and to discuss how they overcome these challenges. This attachment, which summarizes their responses, illustrates the many creative and innovative methods they use for meeting these challenges.

A. EXAMPLES OF SERVICE QUALITY

Older Adults often have physical and mental limitations. Many respondents say they meet these challenges by offering higher levels of service to their riders.

Driver Training

- Dementia Training: (1) drivers are required to attend classes regarding types and stages of dementia and the physical and behavioral changes typical of the disease; (2) able to consult with the professionals at the adult day center which continues to improve their skills; (3) attend sessions on communication with confused seniors presented by professionals such as social workers and Alzheimer's Association staff members; (4) have monthly staff meetings conducted by social workers to provide additional information.
- Ears and Eyes: (1) drivers are trained to identify and report patterns and changes in behavior which can be early signs of dementia, Alzheimer's, or other health concerns; (2) trained in elder abuse prevention and detection.
- Safety: (1) drivers are CPR and First Aide Certified and have extensive background training in driver safety; (2) undergo a defensive driving and a special passenger training provided in partnership with the local transit provider; (3) drivers are special transportation services (STS) certified, which means they undergo extensive annual training; (4) seasonal driver awareness training is provided with attention to handling a vehicle in inclement weather situations should the need arise.
- Background Check: (1) each volunteer goes through complete background checks and 16-hour training with all costs covered by the agency; (2) quality service is ensured by requiring drivers to pass initial background checks and annual driving assessments.

Driver/Rider Matching

- Assign Same Drivers to Same Riders: (1) reduces anxiety produced by change; (2) drivers become accustomed to the personalities of each passenger and the particular challenges that might be presented by them; (3) riders and caregivers develop a sense of trust and security; (4) some riders have developed relationships with drivers to the point that they ask them to attend the consultation with the doctor and listen to the doctor's instructions to make sure they are hearing and understanding the instructions clearly.
- Pairing Drivers and Riders: (1) assign 1 volunteer team to assist 1 or 2 families so that a trusting and deep relationship can form; (2) build relationships and a level of comfort.

- Messengers and Informants: (1) drivers often carry information between the families and staff, information that is critical to the support of program participants; (2) drivers are part of an interdisciplinary care team – they report any changes they observe in participant behavior to the medical providers and social workers and they in turn are informed of any medical/cognitive issues that might affect interactions during transportation.
- Driver Assignment: (1) volunteer drivers have shown great willingness to assist seniors with a variety of disabilities, from speech and hearing problems, dementia to mobility problems. The coordinator determines what assistance the passenger will need and matches the appropriate driver to the need; (2) to the greatest extent possible drivers are matched to clients with consideration given for proximity, scheduling and vehicle suitability as well as to the driver's ability to care for the specific needs of the client. This is particularly critical in cases of dementia or physical disability; (3) assign volunteers who are familiar with road conditions and best able to locate their isolated neighbors.

Services inside the Vehicle

- Training for Riders w/ Dementia: (1) teach each individual to use the same pattern of body movements when entering and exiting the bus. Confusion in body mechanics transitions into an ease of understanding in how to enter and exit the bus safely and comfortably; (2) teach the riders how to fasten their seat belt.
- Seating: (1) allowing the client to use the same seat; (2) sitting next to familiar faces encourage them in engaging in conversation.
- Conversation/Information: (1) telling the client where he/she is going, how long it will take, and keeping tabs on him/her throughout the ride; (2) drivers ensure that each person understands where they are and why they are there; (3) drivers' special expertise equips them to use the travel time to facilitate therapeutic conversations with the passengers; (4) drivers establish warm relationships with their clients and have long-running jokes and conversations during trips.
- Personal Belongings/Equipments: (1) drivers are aware of the personal belongings of the seniors with dementia (i.e. coats, purses, walkers, canes, glasses, dentures, hearing aids, etc) and ensure that all belongings go home with the participant at the end of the day; (2) assistance with shopping bags, outer clothing, and wheel-chair; (3) helpers on the shopping trips bring the groceries into the house and set them on the table or even help put them away, if necessary.

Services outside the Vehicle

- Help at Home: (1) drivers go inside the participant's home and assist him/her out of the house and onto the vehicle; (2) drivers always make sure the customer gets into his or her home before driving away; (3) aid clients at home with appliances left on, fire hazards present, windows and doors left open, fixtures turned on, and more; (4) assist with locking or unlocking doors.
- Entering/Exiting the Vehicle: (1) riders are assisted on and off of the bus as needed; (2) the driver will provide a steady arm or extra hand as they walk from their door to the bus or from the bus to the door or provide some cognitive support and assistance (i.e. help with their memory, orient to day and time, schedule of appointments, etc.).
- Help at Destinations: (1) when dropping of riders off at appointments and community centers, they are accompanied into the building; (2) volunteers remain with the seniors the entire time – from the moment that they pick them up at the door, throughout the entire medical appointment or shopping excursion, and to the final point where they take them back home and make sure that they are safely reunited

- with their families or friends; (3) no risk of wandering or falling in between the vehicle and center/home.
- Help at Doctor Offices: (1) drivers routinely accompany riders into a doctor's office; (2) help customers fill out necessary paperwork if needed.

Escorts

- Assistance in the Vehicle: (1) so that our drivers do not have to leave the van to accommodate wanderers; (2) increase security and safety, and reduce risk of injuries or accidents; (3) for extra assistance during morning pickup and afternoon drop off; (4) to prevent seniors with dementia from getting up while the bus is in motion.
- Assistance at Destination: (1) an escort goes with participants to outside appointments to ensure safety and clear communication; (2) coordinator is in the bus to assist riders during outings such as shopping, movies, medical appointments, lunch out, visits to other senior centers.
- Interpreters: for riders who do not speak English.
- Personal Escorts: (1) passengers may ride with or without an escort; (2) encourage people to have a friend or family member accompany them on the trip when possible.

Additional Services

- Reminder Calls: (1) reminder calls are made to those who may forget; (2) staff makes print outs of pick-up and drop-off time; (3) at times we find it necessary to call early to get riders up and moving. With some individuals, we call the day before to prepare them for the next day; (4) automatic reminder call system call our residents with pickup times the day before their trip is to take place. The pre-trip call program not only gives the residents pickup times, but sometimes reminds them of a doctor's appointment they had forgotten about.
- Follow Up: (1) if a client does not appear at the scheduled time, the driver will call the office and the client or an emergency contact will be notified; (2) confirmation of appointments with doctors' offices.
- Communication with Caregivers: 1) daily communication with caregivers (at pick up and drop off time) in order to discuss (although briefly) some aspects of the client specific needs, medication and behavioral management; (2) staff often works closely with adult children or a spouse to ensure the riders' special needs are being met.
- Accommodation of Special Demands: for example, one of our passengers with dementia is confused by the transportation service and is convinced he needs a ticket to get on the bus. So, we write him up a "ticket" every day, which the passenger then gives to the driver (who understands the situation) and then the passenger feels comfortable riding the bus.
- Special Outings: (1) The Culture Bus program provides hands-on involvement in creative arts, mental stimulation, cultural enrichment and socialization. Outings to cultural venues throughout metropolitan Chicago alternate with indoor expressive arts activities; (2) conducts monitored community outings to parks, zoos, and other social events so seniors with dementia can remain integrated with their neighborhoods; (3) include the introduction of an Accompanied Shopping Program, which will vary from the Medical Transportation Program by having regularly scheduled trips from specific locations, as well as individual homes, to predetermined shopping centers.
- Socialization: several of our volunteers have been creative in accomplishing several goals at once. Two volunteers in one small town teamed up to help three elderly women. The women are widowed; live alone in their own homes and no longer drive.

Each week, the volunteers collect the ladies and meet at a local café for lunch. After lunch they play cards or other games until the café closes at 2 p.m. The volunteers then escort the ladies grocery shopping or on errands, before delivering them safely at home, taking their groceries or other items into the house for them. A simple idea - but for someone who can no longer drive to a store to buy food, or who sees others only once a week at church, this is a vital part of their week.

Service Availability

- Number of Rides: number of rides is not limited.
- Extended Hours: (1) accommodations are made for families who need extended hours; (2) provide weekend transportation for elderly and disabled clients, including those with dementia, to and from recreational and social activities, such as dinners at restaurants, movies, and grocery shopping.
- Multiple Stops: (1) multiple stops are permitted as situations dictate; (2) when volunteers provide medical transportation, they are able to accompany the person to their appointment desk or treatment area and make stops at the pharmacy or other places afterwards.
- Destinations: (1) transportation to medical appointments, dialysis, nutrition sites, and for shopping, errands and special events. All of these are critical to the health and well-being of senior citizens who not only have their basic needs met, but who receive socialization, education, recreation, health promotion and physical activities at their nutrition sites; (2) destinations such as our senior center, medical appointments (both general and specialized), grocery stores, hair salons, kidney dialysis, nursing home visits, visits with friends, general errand destinations, and financial institutions; (3) transport people to their out of town medical appointments. We offer transportation for activities such as our evening meals, senior's night out to different restaurants, dances and educational events.

B. EFFICIENCY IN SERVICE DELIVERY

Providing services to riders who need high level of care or need to travel long distances can be taxing on providers. Many respondents use innovative methods for ensuring that their services are efficient and cost-effective.

Volunteer Drivers

- Additional Services: (1) use senior volunteer drivers to help seniors with their travel needs, including transportation to doctor appointments and personal care services; (2) volunteers pick recipients up at their door and deliver them to their destination, almost always waiting with them until time for them to come home; (3) drivers also volunteer on Thanksgiving, Christmas, and for other special needs.
- Long Distance: (1) for these medical appointments, either a 200 or 400 mile round trip, volunteers do the long distance traveling; (2) in addition to pay drivers, the program has some volunteers who provide long-distance medical transportation; (3) our main challenge is funding: for longer trips, we rely on trained volunteer drivers who get reimbursed for mileage.
- Ad-On to Pay Drivers: (1) our agency has been maintaining a fixed route transportation program for over 30 years, we also operate a volunteer non-emergency transportation program; (2) occasionally our driver cannot make the 30 mile round trip in time for the next pick up, so a volunteer driver is used to accommodate the next passenger; (3) we increase volunteer service to help

- compensate for any reductions in paid service we are forced to make. By working together we could assign appropriate non-critical trips to volunteers, while maintaining our services for critical medical and wheelchair trips.
- Vehicles: (1) volunteers use personal vehicles to transport clients; (2) RSVP volunteers volunteer their time to drive the local community buses that are managed by local non-profits.
 - Reimbursement: (1) volunteers are eligible for mileage reimbursement of 40 cents per mile; (2) drivers use their own vehicles, keeping track of time, fuel and mileage for their own tax purposes; (3) we reimburse volunteer drivers for mileage upon request. Many are very generous and pay it themselves as part of their contribution. In years past we have presented a \$25 gas card to a few of our drivers in appreciation for service; (4) some are reimbursed for mileage through stipend programs but many receive no monetary compensation for their transportation across the state; (5) mileage reimbursement is a tremendous support to the volunteers to offset expenses and is made possible through in-kind financial support from our parent organization, donations and some grants.
 - Recruitment: (1) a great challenge is recruiting and maintaining a large enough base of volunteer drivers who are available to drive during the day on weekdays. We find that if we do not use the volunteers enough, they perceive that they are not important. If we use them too much, they can burn out; (2) the Senior Companion volunteers as well as the RSVP volunteer provide the transportation for these folks; (3) recruit “Mommy & Me” volunteers to drive despite having a child in their care.
 - Incentives: (1) give financial benefit to volunteers through tax-free stipends, transportation reimbursement, meals, and supplemental insurance while they are assisting clients; (2) provide them with basic first aid/CPR training and furnish their vehicles with First Aid kits and emergency cell phones; (3) providing incentives to volunteer drivers after reaching certain milestones of volunteer miles driven (i.e. 500, 1000) is another way to increase retention of volunteers, such as free vehicle or safety equipment (flashlights, ice scrapers, etc.), or discount coupons towards new tires, GPS systems, or auto services such as oil changes. We work with local retailers and service stations to make them available; (4) take advantage of the offer by a local movie theater owner to give free passes to volunteers taking care receivers to the movies at his theater.
 - Insurance: (1) we also carry a liability insurance on all of our volunteers; (2) the Center does contract with an insurance company to provide an umbrella policy to enhance the driver’s typical coverage.
 - Training: (1) volunteers complete a 40-hour pre-service orientation and receive four hours of monthly in-service on topics, including safe driving techniques, transporting persons with disabilities, and other senior issues; (2) offer the AARP Safe Driver course to help our drivers maintain their road skills; (3) making a defensive driving course available to all volunteers who could use their training to reduce insurance costs or reduce points.
 - Additional Volunteer Help: (1) programs benefit from volunteers who provide administrative and logistical support to management staff; (2) a volunteer donated this new database customized to easily track every step of the trip-fulfillment process.
 - Rider Empowerment: (1) Riders secure their own volunteer drivers and submit a monthly mileage form for reimbursement, 44 cents per mile up to 200 miles. This enables a person to travel to additional locations at whatever time they choose; (2) the result is the new “Ride Together” program. This program will empower customers to recruit their own volunteer driver from their natural support network. Drivers are

able to submit their mileage and receive reimbursement; (3) client arranges their own volunteer for transportation and they are able to use more than one person for these trips. The client establishes with the coordinator an individual transportation plan and receives training on utilizing the traveler's checks system the program provides.

Scheduling

- Dispatching Software: (1) our sophisticated scheduling and dispatching software allows us to keep track of clients' destinations, regular service providers they use, and clients' special needs; (2) using in-house proprietary software, the dispatcher easily schedules trips, letting the clients know pick up, arrival and completion times. Our software tracks everything from past trips, miles driven and donations; (3) the software houses a geographic information system which allows the dispatcher to organize rides for maximum efficiency by matching drivers and riders who are located near one another.
- Online/Website Information: (1) by promoting and encouraging volunteers to check our list of transportation needs posted on our website regularly, volunteers could call the office to schedule specific trips that fit with their schedules saving staff matching time; (2) developed a website that allows volunteers to see who needs a ride and when they need help. Volunteers typically check the website at least weekly and sign up, online, for the rides they can take; (3) drivers can log on to a website and self-assign rides, and have the ability to view directions and maps, as well as the ability to report their hours and mileage for reimbursement.
- Email Blast: sends emails blasts to volunteers with the open assignments for the upcoming weeks.
- Reservation System: (1) transportation services have one easy access number and six lines answered by volunteers and dispatchers; (2) riders have an option of subscription rides, allowing them to book on-going trips with one call; (3) services are easy to access and use due to demand-response scheduling and information provided to clients and their families at the start of the service and on a regular basis; (4) clients and/or families and/or caregiver may schedule appointments in advance and also have the option for "same day rides"; (5) the creation of the RideSource Call Center to improve coordination and simplify access.
- Confirmation of Appointments: scheduling coordinator will arrange, schedule and confirm appointments with physician offices for customers suffering from dementia.
- Driver/Rider Agreement: (1) Adopt-A-Senior program: rather than being scheduled for each trip by the coordinator, the volunteer and care recipient would plan their trips according to their own schedules; (2) volunteers schedule transportation requests with the client directly allowing for maximum flexibility of transportation days and times.

Technology

- Localization: (1) utilize Mobile Data Terminals (MDT) and Automatic Vehicle Location (AVL) devices in every vehicle along with Computer Assisted Dispatching (CAD) software to track each vehicle's position relative to the others. This allows dispatchers to always send the closest vehicle, cutting down on wait times for passengers and saving fuel; (2) computerized programs allows the schedule to provide trips to more than one person per car at a time by reviewing where people live, when and to where they are going. This was almost impossible in the past when all the scheduling and routing was done by the administrative assistant without the help of a computerized program.

- Notification Module: a Notification Module for our computer software by which we could efficiently and consistently remind our clients of their upcoming appointments as well as notifying them of any weather related road conditions, provider closings or schedule changes. This would allow our clients to cancel and reschedule their appointments in a timely manner.
- Statistics/Reporting: (1) many of our service statistics are generated by our HomeTrak software system specifically designed for agencies such as ours. Our Program Coordinators track units of service done by volunteers as well as their donated hours and mileage logged; and demographics on the population groups we serve and the types of services being provided & utilized; (2) we track, manage and maximize contributions through Giftworks, our donor software program; (3) through our software program, OrgAction, we coordinate and track volunteer participation; (4) the program provides maps and routing for all trips which are printed out for each driver at the beginning of the day; (5) by utilizing the CareWorks database accurate reports can be generated for hours of service provided as well as a variety of other reports necessary for engaging faith communities, donors and the community at-large at an increasingly deeper level of commitment. Reporting revenue, expenses, and passenger rides to funding sources assists us in securing funding and meeting reporting requirements.
- Online Tools: (1) as part of the 2010 New Freedom grant, the program will have on-line access to the Trapeze software used by the local transit authority, with the goal of improving coordination efforts between providers and optimizing resources; (2) *Assisted Rides* lets organizations easily set up and manage volunteer driver programs. *Assisted Rides* allows for "partnering agencies" to share software, for cooperation, elimination of duplicate efforts and keeping the cost down. It can display maps showing where clients live and their destinations. It allows clients, family members, drivers and even staff at destinations (i.e. hospitals) to schedule rides. It tracks miles driven; hours volunteered; number of trips provided by client, driver, destination; provides for split trips; tracks Medicaid clients; clients needing To-The-Door and Through-The-Door assistance; escorts and more.
- Database System: Faith in Action Caregivers (FIAC) is a collaboration of 10 organizations providing support services to seniors aged 60 and over in the Austin, TX metropolitan area. To be efficient, cost effective and to facilitate combined reporting required for collaborative grants, the collaboration chose to develop one database management system (DBMS), with each organization having access to their unique client and volunteer records. To accomplish the development of a collaborative database, a project team was staffed with one representative from each of the ten organizations. An FIAC volunteer skilled in database development is serving as DBMS Project Manager.

Vehicles

- Use of Extra Vehicles: (1) buses are used during the day for community events and outings, greatly enriching the lives of the passengers; (2) through a contractual arrangement, NYSARC provides bus service between the hours of 10AM and 2PM, which is not a demand time for their primary service population; (3) over 30 years ago an agreement was made with the local board of education which enabled to utilize the school buses and drivers to provide transportation for senior citizens; (4) use of a donated 2002 minibus.
- Use of Appropriate Vehicles: (1) we use the mini bus only for group trips, or when wheelchair transport is necessary, because of the higher cost of operating that vehicle; (2) ability to contract with a local car rental service to have a quality vehicle

- available to make the out of town trips; (3) in order for transportation to be available for rural clients, we are required to use an all wheel drive vehicles.
- Security and Comfort: (1) our vehicles are also STS certified and undergo annual inspections and audits by a designee of the Minnesota Department of Transportation; (2) when consumers request transportation, dispatch, after asking a few questions, determines which type of vehicle will best suit the needs of the consumer and that vehicle is dispatched (safety and comfort are our main goals); (3) when providing transportation we use passenger cars and vans. The vehicle depends on the needs of the passenger; (4) one challenge is the extreme heat we experience during the summer months in southern Nevada. An annual campaign consists of thorough cooling system checks and a strong emphasis on preventative maintenance. In addition to the above preventative measures, we ensure that every transit bus has an adequate supply of bottled waters and ice.
 - Vehicle Funding: (1) buses are funded under DOT 5310 program; (2) Senior Keys is a new program which will cost even less to provide: volunteers will drive vehicles given to the program by seniors; (3) we receive two vehicles from the Arkansas Dept. of Transportation and Highways through a grant to improve the mobility of the elderly; (4) through an agreement with the McCracken County Senior Citizens, PATS operates vehicles owned by the Center.

Flexibility

- Service Accommodation: (1) when only a few riders needed to travel, appointments would be shifted, or volunteer drivers would be used; (2) if need be, scheduler will coordinate with the medical facility to set up a mutually agreeable appointment; (3) coordinate with the medical community and have them schedule seniors a certain day or time of the week.
- Service Modification: (1) routes have evolved based on rider requests; (2) began planning the most effective routes to get our rural passengers grouped and to town. Trip batching led to a transportation plan to include three available trips per day to our rural areas.
- Variety of Services: (1) provide door-to-door transportation services within 6 of the incorporated areas of the county, a shuttle service with designated stops between the two most populated towns, a commuter route and a reverse commute route connecting the northern-most and the southern-most portion of the county; (2) offer a variety of services because mobility is “not one size fits all”: Honored Rider - free fare for all fixed route bus riders age 65 and older; Transit Training & Transit Hosts - personalized training and support for fixed route riders; RideSource – curb-to-curb service provided under the Americans with Disabilities Act; RideSource Shopper – low cost door-to-door grouped shopping trips with extra assistance; RideSource Escort – door-through-door transportation for essential trips provided by volunteers throughout a large county-wide area; Rural Community and Intercity Connections – services to rural communities within Lane County; In-Person Transportation Assessments – person focused assessments to match transportation needs and capabilities with resources.
- Regrouping of Rides: (1) as often as possible, several clients are transported at the same time to their appointments; (2) when these trips are arranged we try to schedule at least a couple of participants to go at the same time to make it more cost effective; (3) it is a coordinated transportation system, which lengthens the trip since other riders going in the same direction are picked up or dropped off. However, this also provides an opportunity to socialize since many of these riders know one another.

- Safety: (1) drivers are updated with current road conditions, and weather alerts; (2) RCAM cancels all rides when poor weather conditions are anticipated for the safety of both clients and drivers.
- Procedures: (1) we establish procedures and job descriptions to ensure of our work is well coordinated; (2) all staff are all cross trained so as to provide redundancy, enabling coverage at all times.

Additional Services

- Handicap Parking: (1) every volunteer driver can keep a permit with them rather than coming by the office to check one out; (2) handicap parking placards are provided to assist in a safe transportation experience for both client and driver.
- Satellite Centers: (1) the Barbour County Senior Center has developed eight satellite centers throughout the county. Through these centers the older adults in outlying areas are kept up to date on the transportation service and how they can access it. A satellite coordinator (a staff person) visits each center on a monthly basis to provide information and assistance; (2) three of our outlying communities have satellite vehicles operated by volunteers.

C. SERVICE ACCESSIBILITY

While transportation services may be available, in many instances they are not accessible. Many respondents ensure that their services are accessible to older adults, that they bring them where they need to go, at a price that they can afford.

Finding/Identifying Riders

- Gatekeeper: to ensure that the most frail, vulnerable and low income elders are served, Elder Services' nationally recognized case finding model "Gatekeeper" is used to help locate and identify them.
- Travel training: (1) we have provided travel training to our passengers who would be better served by riding the fixed route bus; (2) inexperienced riders "buddy up" with experienced travelers who show the new rider how to feel at ease while using the transit system. They get to meet new friends, enjoy a meal out and see new places while learning how to ride on transit and promote green travel throughout the area. This program provides travel instruction to seniors in a friendly peer-centered group setting. Training addresses the topics of safety and awareness while traveling on public transit, along with tips for riding the bus. The rider learns new strategies in preparing for independent travel.
- Referrals: (1) as a result of the assessment we are able to identify other services or programs which may be appropriate for the client; (2) networking with organizations helps us find other forms of transportation that we can refer individuals to if those that inquire do not fit within our guidelines or require more than the one time a week transportation.

Long Distances

- Crossing Jurisdictions: (1) transport to non-emergency medical appointments within and beyond county borders; (2) volunteer drivers are free to drive longer distances across county lines-- like neighbors helping neighbors-- or drive to areas of low population density, transporting individuals from rural areas to distant medical facilities, etc.; (3) passengers can be picked up all across the county and taken to

any location in Nebraska; (4) we serve veterans facilities that are at least 40 miles away.

- Necessary Breaks: (1) during long trips, we accommodate by stopping for restroom breaks and meals; (2) design rules to be flexible and responsive to needs of the passengers, such as allowing for rest stops and door-to-door service.
- Volunteer Accommodation: (1) volunteers specify their willingness to drive locally and/or distances and their request is honored; (2) when trips involve long travel time/distances, we provide either stipends or meals.
- Other Accommodations: (1) use vehicles that have wheelchair lifts and allow for passenger to travel with mobility assist devices, caregiver or spouse to travel with passenger; (2) much of the success goes to the residents who understand that when we travel to areas so far away the trip may be long. They come prepared with magazines, books or sewing to help ease the length of the trip.

Fees/Payment

- Payment System: (1) a payment system so that there is no exchange of money in the vehicle; (2) monthly billing option to the responsible party, whether it is a family member, a guardian, or a payee.
- Fees or No-Fees: (1) transportation services are at no cost to the riders, escorts/aids/family; (2) there are fees but we never deny anyone services because they are unable to pay; (3) fees for riders with dementia are also subsidized on a sliding scale based on income.
- Donations: (1) passengers are given a suggested contribution schedule according to distance involved; (2) passengers are given donation-envelopes to contribute what they can; (3) the donation system is fair to passengers who may live on limited incomes and yet provides some funding for the program; (4) each participant receives a report showing the tickets they have used and the cost to our agency. The report contains a contribution request and the suggest amount (which is ½ the one way trip rate).
- Vouchers: (1) Transportation Voucher program gives residents the opportunity to arrange transportation with the knowledge that they can pay for services using vouchers they purchase at a rate below the fair market value; (2) targeted older adults used vouchers for both formal and informal transportation options. Results showed vouchers encouraged development of informal provider networks.

7D. SERVICE FUNDING AND COORDINATION

Coordination can be the key to success in resource acquisition and sustainability. Many respondents indicated that they faced budget challenges due to increases in costs and decreases in resources and identified coordination solutions for enlarging the pool of funding and related resources.

Coordination/Collaboration

- Partnering Agencies: (1) partnering with home health care agencies and aging care organizations to ensure that community needs are met; (2) the Senior Bus Program is a collaborative effort of St. Lawrence County Public Transportation, the St. Lawrence County Housing Council (who manages a number of senior, low income and disabled housing complexes) and St. Lawrence NYSARC (who provides various support services for people with disabilities); (3) sponsored by the Robert Wood Johnson Foundation for nearly six years, the Blueprint for Aging, a collaborative body

- of local public and non profit service agencies, rural and municipal governments, and private citizens has been developing and testing new ways of delivering services to older adults using best practice methods, new efficiencies, and innovative system wide changes; (4) partnering with Alger Parks and Recreation for various recreational activities for the elderly; (5) partnering with the University of Wyoming, the County, City and WYDOT and are now well on our way to forming a city transit authority; (6) partnering with local hospital and nursing home to provide transportation to their older patients and residents.
- Regular Meetings: (1) on a monthly basis HASL meets with members of Josephine County Transit and Rogue Valley Transportation District to discuss funding options and collaborations; (2) we work very closely with all the human service agencies in our area, sitting at the table for monthly interagency meetings.
 - Reducing Duplication of Services: (1) we are actively involved with our Local Transportation Committee, reducing duplication of transportation services and coordinating with other agencies in our service area; (2) KCCDD is currently involved in a county wide planning group to implement a transportation program to serve the rural communities. Twenty social and human service organizations began working together to address the needs of the county; (3) there was agreement that the existing universe of transportation service providers, public, nonprofit, volunteer and private could generate increased efficiency and capacity by better coordinating what already exists. It was noted that improving the knowledge of transportation services to human service and health care workers who refer seniors to transportation service providers, arrange transportation services for seniors, etc. would yield many of the same benefits as improved coordination at the transportation service provider level.
 - Funding: (1) mobility management is a collaborative effort of regional planning districts, human service providers and transportation providers to improve transportation options for people with disabilities. With funds provided by an FTA 5317 New Freedom grant, Bay Transit coordinates the processing and purchase of transportation services outside the normal operating hours and service area of Bay Transit and for services that can not be met during peak hours; (2) the local area Agency on Aging discontinued trying to offer a similar program and now provides funding to Community Concepts to provide transportation to seniors; (3) partnering with the Commission on Aging, enabling reduced rates for the elderly.
 - Vehicle Maintenance and Use: (1) coordinate our services with our local parish ARC and our parish school board in delivering transportation to some of their clients and they in turn help us when our vans are out of service; (2) the vehicles owned by the McCracken County Senior Citizen's Center are operated by PATS; Partnerships between Human and Transportation agencies; (3) as the CTSA for Sacramento County Paratransit has developed and maintained partnerships with Community Service agencies providing services to seniors by using Paratransit vehicles, loaned to the agency, fueled and maintained by Paratransit Inc.
 - Volunteer Drivers: (1) OCCOA administers the program for clients and RSVP recruits and schedules volunteer drivers to drive the agency's clients to medical appointments (via volunteer vehicles); (2) San Diego Volunteer Driver Coalition includes representatives from eight other agencies throughout the county. Policies and procedures are being standardized; materials are being developed as a group, and costs are being shared. The coalition recently combined forces and sponsored a successful volunteer training and recognition event with the coalition. In the upcoming year, the coalition is creating marketing materials and partnering with the *Department of Motor Vehicles* to alert seniors of the services available when they

- lose their license; (3) to organize services for those we serve and to recruit volunteers, we partner with 110 faith based congregations in our areas of service.
- Link with other Providers: (1) make important connections to other transportation providers in our area for longer distance trips outside our normal service area; (2) to help transport our clients to the larger cities south of our community, we offer assistance with planning their trip on the UTA bus and assist them in reaching their starting point; (3) ACCESS will serve passengers in Kitsap County, or will make connecting arrangements with neighboring transit systems for any transportation needs outside our service area.
 - Links with Taxi Companies: (1) worked with the local taxicab companies to provide screening and training for cab drivers who volunteer to participate. Drivers then become Certified Senior Friendly drivers. One of the goals is to help taxicab companies meet required standards so that CAC Transit and VAT can contract with them for services; (2) establish a taxi pilot program. Seniors call the drivers directly instead of using dispatch. This relationship-building increases drivers' sensitivity, provides higher-quality service, and acts as a "safety net" for many seniors. The on-demand taxi service is less expensive than an advance-reservation paratransit service; (3) our Co-Ordination efforts have led to a current collaboration with our local Senior Companion Program. The partnership project is entitled Taxi Up & Go (TU&GO), which provides senior volunteer escorts that accompany mono-lingual, frail elderly seniors on medical, social and recreational taxi trips in order to provide support and personal contact in efforts to avoid isolation.
 - Involvement of Seniors: Pima Council on Aging (PCOA) relies on the direct involvement of older adults and non traditional partners. The older adults themselves directly engage faith-based organizations, local government (ward and supervisor district offices), local realtors and small neighborhood businesses to fund their efforts and to recruited local volunteer drivers. They are citizen-advocates to local regional transportation authority that provides an innovative funding stream for mileage reimbursements and secondary liability insurance for volunteer drivers.

Program Funding

- Government Assistance: (1) service is funded primarily through government assistance and fees; (2) the Center administers the Title III Grant from the US Dept. of Health and Human Service Administration on Aging Pursuant to the Older Americans Act of 1965; (3) HAT is partially funded through the West Virginia Division of Public Transit and has been able to obtain wheelchair lift equipped vehicles and minivans to provide transportation to all areas of the county on a demand response basis. The West Virginia Bureau of Senior Services provides state funds through the Legislative Initiative for the Elderly that are utilized to match the Section 5311 funds from the Division of Public Transit; (4) our program continues to expand every year by applying to a federally funded grant (Section 5310) which helps us to purchase vehicles at 20% of the vehicle cost. We were also granted "The New Freedom" grant which will keep our buses on the road; (5) funding include support from United Way, local corporate and foundation grants, Older Americans Act funds.
- Medicaid: the Barbour County Senior Center applied and was approved to accept Medicaid to provide Non-Emergency Medcaid (NEMT) to eligible county older adults and general public. A sliding fee scale was developed to offer NEMT to non-Medicaid riders.
- Multiple Sources: (1) program is funded through gifts, donations and grants. Other funds have been provided by area civic groups, businesses and Easter Seals; (2)

GCSCC also raises funds from towns and the county, United Ways and hospitals in the area.

- Fundraising Activities: (1) many private donations come from area senior groups, who raise funds through craft and bake sales. For groups like these, a donation of even \$100 is a hard-earned, and significant, contribution; (2) we sponsor annual fund raisers with all proceeds going to the transportation department; (3) we develop Leave a Legacy program, researching fund-raising events, and developing sustainable funding; (4) as a non-profit we also operate a bingo fund raising activity.
- Insurance Reimbursement: services are funded primarily by reimbursements from seniors' insurance providers.
- Contracts: (1) work out a series of small contracts with medical centers, Dr. offices, a local Independent Physicians Association and apply annually for Special Transportation Fund grants; (2) regional services are provided three times daily to the regional hospital 45 miles away. People who need medical treatment such as chemotherapy, dialysis, and radiation are able to use the bus at no cost. The hospital picks up the cost of these rides.
- Contributions: contribution from passengers, their families, individuals, area businesses, and congregations are an important part in helping cover the costs of the transportation program.
- Private Foundations: (1) we are continually looking for foundations and organizations that will help pay for senior transportation; (2) aggressively seeking alternative grant funding support and philanthropic contributions.
- Local Businesses: (1) we are working on implementing an "Assist and Elder" program where local citizens or businesses can sponsor a ride once or on an ongoing basis; (2) SSS has a contract with the village of Monee to purchase fuel at a reduced cost; maintenance is provided by a local garage, also at reduced rates. SSS is fortunate to have the help and support of local businesses but continues to secure grants and increase fundraising efforts to keep up with costs; (3) About Care has created a 5 year Strategic/Business plan and become a member of the Chamber of Commerce and Small Business Alliance. These relationships have helped foster an atmosphere of cooperation among the business community which has helped increase funding and volunteerism.
- Paying Ridership: to attract a paying ridership, whose contributions will subsidize the work we do with over 3,000 low-income constituents, we accomplished a splashy rebranding, turning our vehicles into something exciting to see and be on and adopting a new service name (Door2Door) and logo. We were able to get the rebranding done on a pro-bono basis.
- Selling Tax Credits: to the local bank for a discount and using the funds to expand services.

7E. SERVICE REVIEW AND EVALUATION

Periodic review and evaluation is critical to understanding the successes and failures of service delivery. Many respondents said they undertake periodic reviews and evaluations to ensure that they are meeting the needs of their passengers.

Service Evaluation

- Rider Satisfaction: (1) surveys are given annually regarding, not only our transportation services, but services in general; (2) distribute surveys to caregivers when appropriate; (3) in addition to the data on services provided, Faith in Action

Caregivers utilizes testimonials of those who have received help and of those who provide services to document the impact the organization is making on independence; (4) riders are surveyed on a semi-annual basis and their satisfaction results become part of the recorded data needed to respond to funders.

- Driver Satisfaction: (1) managing our challenges also means having a thoughtful management style in which we provide our drivers with the benefits, wages and training needed to inspire long term loyalty on the job; (2) drivers are given quarterly customer service surveys just like clients, we have learned that by being included, they feel an ownership and pride for the program; (3) high priority is placed on employing drivers who are competent, caring, and provide exceptional levels of safety, expertise, sensitivity, and customer satisfaction. By offering competitive wages and benefits, and opportunities for fun social interaction, management has created a positive working environment for all employees. Employee turnover is very low, thus promoting consistency for clients.
- Service Assessment: (1) finding appropriate and reliable vendors remains a priority whether in providing taxi/voucher services, special trips, or regularly scheduled routes. Prospective providers are interviewed and evaluated, and based on ongoing reviews are known to have skilled drivers who are sensitive to the needs of the elderly; (2) for regular routes there are ongoing assessments and route modifications due to attrition or increasing requests that can be accommodated by a new or different route; (3) meet with the ecosystem of people with whom we will work prior to launching a new program or business. By meeting future clients, their friends and family, caregivers, partner organizations, potential competitors, city agencies, and lawyers ahead of time, we are able to make sure that our programs fit into the ecosystem of service that already exists, and that they are tailored to meet the needs of each person they touch.
- Regular Staff Meeting: (1) team meetings are held each week to monitor the number of rides, review the schedule, assess client satisfaction, address problems and project staffing needs; (2) regularly scheduled meetings and ongoing staff communication has improved efficiencies (use driver escorts to out-of-county destinations so more local rides can be provided by the vans), modified programming (expanded sites and social outings) and increased rider outcomes.

Reporting

- Service Impact: (1) by tracking the types and amounts of services we offer and their impact on individuals and the community; (2) the computer program also keeps track of the reason for each trip. This is reviewed monthly by both the Director and the Senior Service Outreach Specialist and gives them insight into the needs of senior clients; (3) A Transportation Program Manager submits a daily manifest to cab companies, keep client records and submits monthly reports on the number of clients and rides provided. The monthly reports help to determine the outcome of the services and creates an opportunity to evaluate and modify the programs as needed.
- Securing Funding: (1) all agencies maintain detailed service records which are reported to funders on a quarterly basis, along with a financial accounting. Biannual evaluations are completed on each program and provided to funders, Boards of Directors and the Finance Department; (2) the Executive Director reports to both the Center's Board of Directors and to funding agencies on a regular basis. Monthly trip summaries, cost per trip analysis, client statistics, and budget summaries are all communicated on a regular basis, along with any required contractual performance reports.

- Accounting Practices: (1) the budget must be approved by the Chief Financial Officer and the Financial Committee and Board of Directors; (2) the center utilizes cost center accounting practices for all of its programs, thus allowing a total accountability of all costs associated with each individual program. The Center has an outside independent financial audit annually.

Need For Assessment and Research Process

- Review Existing Program: review existing services for non-emergency medical transportation, including providers, fixed-route versus demand services, scheduling, and costs. Conduct surveys, interviews, and analysis of existing data, as appropriate, to determine need for additional services. Identify and review alternative models for non-emergency medical transportation, including both volunteer and non-volunteer programs. Work with the Council's Director of Finance to determine cost/benefit analysis and costs of implementing various models, as appropriate. Meet, at least monthly, with the Executive Director of the Council, to provide updates on the progress of the planning report. (Includes meetings with the Senior Transportation Planning Committee).
- Market research: we always examine what non-profits, academic institutions, public bodies, and competitors have already done before starting a project.

ATTACHMENT #3
LIST OF 2010 STAR SEARCH RESPONDENTS

Alabama

Montgomery Area Transit System	Montgomery	AL
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Alaska

Palmer Senior Citizens Center, Inc.	Palmer	AK
Frontier Community Services	Soldotna	AK
Upper Tanana Development Corp.	Tok	AK
Valdez Senior Citizens Center, Inc.	Valdez	AK

Arizona

About Care	Chandler	AZ
Verde Valley Caregivers Coalition	Cornville	AZ
Arbor Rose Senior Care	Mesa	AZ
East Valley Adult Resources	Mesa	AZ
Duet-Partners in Health and Aging	Phoenix	AZ
Center Adult Day Services	Prescott	AZ
Sun City Area Transit	Sun City	AZ
Pima Council on Aging	Tucson	AZ

Arkansas

Bella Vista Courtesy Van, Inc.	Bella Vista	AR
Spirit of Excellence Faith in Action Project	Blytheville	AR
El Dorado Connections	El Dorado	AR
Kindness, Inc.	Mountain Home	AR
Area Agency on Aging of Southeast Arkansas	Pine Bluff	AR

California

Sultan Adult Day Healthcare Center	Anaheim	CA
Alzheimer's Services of the East Bay	Berkeley	CA
City of Brea	Brea	CA
East Bay Services to the Developmentally Disabled	Concord	CA
Faith in Action	Fairfield	CA
LIFE ElderCare, Inc.	Fremont	CA
St. Anselm's Cross-Cultural Community Center	Garden Grove	CA
Lamorinda Spirit Van Program	Lafayette	CA
Livermore Amador Valley Transit Authority	Livermore	CA
Catholic Charities, Diocese of Stockton	Modesto	CA
Alameda County Transportation Improvement Authority	Oakland	CA
Center for Elders' Independence	Oakland	CA
City of Oakland Paratransit	Oakland	CA
People on the Move	Oakland	CA
HELP of Ojai	Ojai	CA
The AlterNetWays Company	Pleasant Hill	CA
Independent Living Partnership	Riverside	CA
Asian Community Center	Sacramento	CA
Paratransit Inc.	Sacramento	CA
ElderHelp of San Diego	San Diego	CA

Peninsula Shepherd Senior Center	San Diego	CA
SilverRide, LLC	San Francisco	CA
Catholic Charities of Santa Clara County	San Jose	CA
City of San Leandro	San Leandro	CA
Senior Access	San Rafael	CA
City of Santa Ana Senior Center	Santa Ana	CA
Community Partners in Caring	Santa Maria	CA
Stockton Interfaith Caregivers	Stockton	CA
City of Vista Senior Center	Vista	CA
San Diego County Volunteer Driver Coalition	Vista	CA
City of Whittier	Whittier	CA

Colorado

Boulder County RSVP Board, Inc. (DBA: CareConnect)	Boulder	CO
Special Transit	Boulder	CO
Castle Rock Senior Center	Castle Rock	CO
Silver Key Senior Services, Inc.	Colorado Springs	CO
CARE-ful Wheels Transportation	Eastlake	CO
Neighbor to Neighbor Volunteers/The Chaffee Shuttle	Salida	CO
South Central Council of Governments	Trinidad	CO

Connecticut

Volunteer Care Teams of Rocky Hill	Rocky Hill	CT
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Delaware

Delaware Transit Corporation	Dover	DE
Delaware Faith in Action Coalition	Wilmington	DE

Florida

Federation Transportation Services, Inc.	Boca Raton	FL
Meals on Wheels PLUS of Manate, Inc.	Bradenton	FL
Hope HealthCare Services, Inc.	Fort Myers	FL
Clay County Council on Aging, Inc.	Green Cove Springs	FL
Brevard Alzheimers Foundation	Melbourne	FL
Axis Behavioral Health Adult Day Care Center	Miami	FL
Miami Behavioral Health Center	Miami	FL
Alpert Jewish Family & Children's Service	West Palm Beach	FL

Georgia

Athens Community Council on Agency	Athens	GA
Jewish Federation of Greater Atlanta	Atlanta	GA
Senior Citizen Services of Metropolitan Atlanta	Atlanta	GA
The Olivia Haydel Senior Center	Conyers	GA
Dawson County Senior Services	Dawsonville	GA

Hawaii

Hawaii Island Adult Care, Inc.	Hilo	HI
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Illinois

CJE SeniorLife	Chicago	IL
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Faith in Action of McHenry County	Crystal Lake	IL
Faith in Action	Decatur	IL
Effingham City/County Committee on Aging	Effingham	IL
Stephenson County Senior Center	Freeport	IL
KCCDD	Galesburg	IL
Grafton Township	Huntley	IL
Interfaith Community Partners	LaGrange Park	IL
Community Action Partnership of Central Illinois	Lincoln	IL
Southland Senior Services	Monee	IL
Human Service Center	Red Bud	IL
Putnam County Achievement Services	Standard	IL
Provena Senior Support Services	Urbana	IL
McHenry County Division of Transportation	Woodstock	IL

Indiana

Community Transportation Network	Fort Wayne	IN
John H. Boner Community Center	Indianapolis	IN
Boone County Senior Services, Inc.	Lebanon	IN

Iowa

Aging Services, Inc.	Cedar Rapids	IA
Senior Companion Program	Rock Valley	IA
Faith in Action Volunteers	Sidney	IA
Siouxland Aging Services, Inc.	Sioux City	IA

Kansas

Friends in Action	Hutchinson	KS
Doniphan County Public Transportation	Troy	KS
Sedgwick County Department on Aging	Wichita	KS

Kentucky

Tri-County Community Action Agency, Inc.	LaGrange	KY
ITNBluegrass	Lexington	KY
Jewish Family and Career Services	Louisville	KY
Paducah Area Transit System	Paducah	KY

Louisiana

The Catahoula Council on Aging, Inc.	Jonesville	LA
Avoyelles Public Transit	Marksville	LA
Assumption Parish Council on Aging, Inc.	Napoleonville	LA

Maine

Rural Community Action Ministry	Leeds	ME
Community Concepts, Inc.	South Paris	ME

Maryland

Action In Maturity	Baltimore	MD
Levindale Hebrew Geriatric Center and Hospital	Baltimore	MD
St. Ann Adult Day Services	Baltimore	MD
The Chesapeake Center, Inc.	Easton	MD
Daughter For The Day, Inc.	Fort Washington	MD

Friendly Health Services ADC	Huntingtown	MD
Partners In Care	Pasadena	MD
SHORE UP! Inc.	Salisbury	MD
The Senior Connection of Montgomery County, Inc.	Silver Spring	MD

Massachusetts

Beverly Council on Aging	Beverly	MA
Suburban Home Care Medride, Corp	Boston	MA
Kit Clark Senior Services, Inc.	Dorchester	MA
Beaumont Ambulance Service, Inc.	Gloucester	MA
Franklin Regional Transit Authority	Greenfield	MA
Greenfield Council on Aging	Greenfield	MA
Friends of the Banstable Council on Aging	Cape Cod	MA
LifeStyles of Maryland	La Plata	MA
Marlboro-Hudson Ambulance & Wheelchair Service	Marlborough	MA
Nevins Family of Services	Methuen	MA
Friends of the Millbury Seniors, Inc.	Millbury	MA
Needham Council on Aging	Needham	MA
Elder Services of Berkshire County, Inc.	Pittsfield	MA
Fallon Ambulance Service	Quincy	MA
BRANDONWOODS	So Dartmouth	MA
Cataldo Ambulance Service, Inc.	Somerville	MA
SCM Community Transportation	Somerville	MA
Greater Springfield Senior Services, Inc.	Springfield	MA

Michigan

Blueprint for Aging - Catholic Social Services of Washtenaw	Ann Arbor	MI
Macomb County Interfaith Volunteer Caregivers	Center Line	MI
Adult Well-Being Services	Detroit	MI
Matrix Human Services	Detroit	MI
Otsego County Commission on Aging	Gaylord	MI
Adult Day Services of Aitkin County	McGregor	MI
Mecosta County Commission on Aging	Mecosta	MI
Senior Services	Midland	MI
Milan Seniors for Healthy Living	Milan	MI
ALTRAN-Alger County Public Transportation	Munising	MI
Transportation Solutions Division of SATA	Owosso	MI
Portage Senior Center	Portage	MI
Richmond Lenox EMS	Richmond	MI
Troy Medi-Go Plus	Troy	MI
Jewish Family Service of Metro Detroit	West Bloomfield	MI

Minnesota

Buffalo Adult Day Center	Buffalo	MN
Ebenezer Ridges Adult Day Center	Burnsville	MN
Shepherd's Center of the Cannon Valley	Cannon Falls	MN
Ecumen dba Parmly LifePointes	Chisago City	MN
Tri-Valley Opportunity Council, Inc.	Crookston	MN
Ecumen dba Pathstone Living	Mankato	MN
Lakes Area Interfaith Caregivers	Pequot Lakes	MN
Horizon Health, Inc.	Pierz	MN

Interfaith Caregivers, Inc.	Princeton	MN
Missouri		
SEMO Alliance for Disability Independence	Cape Girardeau	MO
The Shepherd's Center of the Northland	Kansas City	MO
Dunklin County Transit Service, Inc.	Malden	MO
Cardinal Ritter Senior Services	St. Louis	MO
Montana		
Liberty County Council on Aging	Chester	MT
Missoula Ravalli TMA	Missoula	MT
Fort Peck Assiniboine & Sioux Indian Reservation	Poplar	MT
Lake County Council on Aging	Ronan	MT
Nebraska		
Fullerton Area Senior Center/NANCE-TRANS	Fullerton	NE
Lincoln Seniors Transportation Program	Lincoln	NE
Care-A-Van, Inc.	Valley	NE
City of Wayne Public Transit	Wayne	NE
Winnebago Senior Center	Winnebago	NE
Nevada		
Northern Nevada Transit Coalition	Elko	NV
ITNLasVegasValley	Las Vegas	NV
Southern Nevada Transit Coalition	Laughlin	NV
Pershing County Senior Center	Lovelock	NV
Retired & Senior Volunteer Program of Washoe County	Reno	NV
New Hampshire		
The CareGivers, Inc.	Bedford	NH
Neighbors-In-Deed	Keene	NH
Grafton County Senior Citizens Council, Inc.	Lebanon	NH
Kearsarge Area Council on Aging (COA Chapin Senior Center)	New London	NH
New Jersey		
Hoy Sun Ning Young Benevolent Ass. of Atlantic City of NJ	Atlantic City	NJ
South Jersey Healthcare Cancer Services	Bridgeton	NJ
Jewish Federation of Southern New Jersey	Cherry Hill	NJ
Morris County Organization for Hispanic Affairs	Dover	NJ
Friends of Grace Seniors, Inc.	Englewood	NJ
Arc Mercer	Ewing	NJ
Catholic Family & Community Services	Franklin	NJ
Freehold Township Senior Center	Freehold	NJ
Interfaith Caregivers Trenton	Lawrenceville	NJ
Jewish Family Service of Atlantic County	Margate	NJ
The Tender, Inc.	Moorestown	NJ
Catholic Charities of the Archdiocese of Newark	Newark	NJ
Sussex County Skylands Ride	Newton	NJ
Puerto Rican Association for Human Development, Inc.	Perth Amboy	NJ
Catholic Family & Community Services	Pompton Lakes	NJ
Salem County Office on Aging	Salem	NJ

Caregiver Volunteers of Central Jersey (CVCJ)	Toms River	NJ
Jewish Federation of Cumberland County	Vineland	NJ
Daughters of Israel, Inc. d/b/a Metro Transport Program	West Orange	NJ
Meadowlink	Wood-Ridge	NJ

New Mexico

La Vida Felicidad	Los Lunas	NM
Santa Clara Senior Center	Santa Clara	NM
La Vida Felicidad, Inc.	Socorro	NM
Sierra Joint Office on Aging	T or C	NM

New York

Jewish Family Services of NENY/PROJECT FIVE	Albany	NY
Schenectady County Long Term Care Consortium Trans. Workgroup	Albany	NY
Community Action of Orleans & Genesee	Albion	NY
Amherst Senior Transportation Services	Amherst	NY
HANAC, Inc.	Astoria	NY
Steuben Senior Services Fund, Inc.	Bath	NY
Northeast Bronx Senior Citizen Center	Bronx	NY
R.A.I.N. Nereid Senior Center	Bronx	NY
Heights and Hills	Brooklyn	NY
Madison County Office for the Aging, Inc.	Canastota	NY
St. Lawrence County Planning Office	Canton	NY
Shenendehowa Senior Citizens, Inc.	Clifton Park	NY
Delaware County Office for the Aging	Delhi	NY
The Dale Association	Lockport	NY
The Retired and Senior Volunteer Program	Malone	NY
Catholic Charities of Livingston County	Mount Morris	NY
Yates Office for the Aging	Penn Yan	NY
Onondaga County Department of Aging and Youth	Syracuse	NY
Volunteer Transportation Center, Inc.	Watertown	NY
People, Inc.	Williamsville	NY

North Carolina

Cabarrus County Transportation Service	Concord	NC
Council for Senior Citizens	Durham	NC
Adult Life Programs, Inc.	Hickory	NC
Here '2 There Van Service, Inc.	Winston-Salem	NC
Shepherd's Center of Greater Winston-Salem	Winston-Salem	NC

North Dakota

Faith in Action Health Coalition	Cavalier	ND
Faith in Action Northern Plains	Valley City	ND

Ohio

Summa Foundation	Akron	OH
Williams County Department of Aging	Bryan	OH
Guernsey County Senior Citizens Center, Inc.	Cambridge	OH
All Care Transportation	Cleveland Hts	OH
Senior Transportation Connection	Cleveland	OH
Heritage Day Health Centers	Columbus	OH

Leo Yassenoff Jewish Community Center	Columbus	OH
Jewish Federation of Greater Dayton	Dayton	OH
Wesley Community Center, Inc.	Dayton	OH
Defiance County Senior Services	Defiance	OH
Hands of Grace Faith in Action	Delta	OH
WSOS Community Action Commission dba TRIPS	Fremont	OH
James 'Wes' Hancock Oregon Senior Citizens Center, Inc.	Oregon	OH
Meigs County Council on Aging	Pomeroy	OH
Gordon's Medical Transportation	Strongsville	OH
JFS Senior Adult Center	Toledo	OH
Trotwood Area Handivan Ministry	Trotwood	OH

Oklahoma

INCA Community Services, Inc./J.A.M.M. Transit	Atoka	OK
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Oregon

Cascades West Council of Governments	Albany	OR
Volunteer Caregivers	Albany	OR
Dial-A-Bus	Corvallis	OR
Lane Transit District	Eugene	OR
Handicap Awareness & Support League (HASL)	Grants Pass	OR
Good Shepherd Health Care, CareVan Transportation Service	Hermiston	OR
City of Hermiston	Hermiston	OR
KBSCC	Klamath Falls	OR
Community Connection of Northeast Oregon	La Grande	OR
Faith in Action	Newberg	OR
CTSI	Portland	OR
Metropolitan Family Service	Portland	OR
Northwest Portland Ministries	Portland	OR
Ride Connection	Portland	OR
D.C. Volunteer Services	Roseburg	OR
Upper Rogue Community Center, Inc.	Shady Cove	OR
Confederated Tribes of Siletz	Siletz	OR

Pennsylvania

Surrey Services for Seniors	Berwyn	PA
Riders' Club Cooperative	Erdenheim	PA
Jewish Family and Children Services of Greater Philadelphia	Philadelphia	PA
Diakon Volunteer Home Care	Pottsville	PA

South Carolina

Capital Senior Center, 5 Points Wheels	Columbia	SC
GAP	Greenville	SC
Sweet Seniors-Clarendon Cty Disabilities & Spec. Needs Board	Manning	SC
ITNCharlestonTrident	North Charleston	SC

South Dakota

Prairie Hills Transit	Spearfish	SD
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Tennessee

Tipton County Commission on Aging	Covington	TN
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American Cancer Society, Mid-South Division	Kingsport	TN
Knoxville-Knox County CAC	Knoxville	TN
Metropolitan Inter-Faith Assoc.	Memphis	TN
Texas		
Direct Destination	Arlington	TX
Faith in Action Caregivers	Austin	TX
HutchCares LAH	Borger	TX
Catholic Charities of Dallas, Inc.	Dallas	TX
Gonzales County Senior Citizens Association, Inc.	Gonzales	TX
Community Transport Service	Pflugerville	TX
Jefferson Outreach for Older People	San Antonio	TX
Utah		
Brigham City Senior Center	Brigham City	UT
Bear River Senior Companion Program	Logan	UT
Vermont		
Bennington Project Independence	Bennington	VT
Castleton Community Seniors	Castleton	VT
Virginia		
Senior Services of Alexandria	Alexandria	VA
Four County Transit	Cedar Bluff	VA
JAUNT, Inc.	Charlottesville	VA
Aging Together	Culpeper	VA
Foothills Area Mobility System	Culpeper	VA
Danville Senior Transportation	Danville	VA
The Shepherd's Center of Fairfax-Burke	Fairfax	VA
Loudoun Volunteer Caregivers	Leesburg	VA
Senior Services of Southeastern Virginia	Norfolk	VA
New River Valley Senior Services, Inc.	Pulaski	VA
Lake Country Area Agency on Aging	South Hill	VA
Bay Aging/Bay Transit	Urbanna	VA
Shepherd's Center of Oakton-Vienna	Vienna	VA
Williamsburg Area Faith in Action	Williamsburg	VA
Faith in Action	Winchester	VA
Washington		
Kitsap Transit	Bremerton	WA
COAST	Colfax	WA
HopeSource	Ellensburg	WA
Klickitat County Senior Services	Goldendale	WA
Lower Columbia Community Action Program	Longview	WA
SNOTRAC/Senior Services of Snohomish County	Mukilteo	WA
Mt. Si Senior Center	North Bend	WA
Okanogan County Transportation & Nutrition	Omak	WA
T.C. Transportation Services	Pasco	WA
Garfield County Transportation	Pomeroy	WA
ECHHO	Port Townsend	WA
Faith in Action - Supporting Senior Independence	Sammamish	WA

Senior Services Transportation Program	Seattle	WA
Volunteers of America Western Washington	Seattle	WA
Spokane Mental Health	Spokane	WA
People For People	Yakima	WA
West Virginia		
Marion County Senior Citizens, Inc.	Fairmont	WV
Volunteer Action Center - FaithLink	Parkersburg	WV
Here and There Transit	Philippi	WV
Faith in Action Caregivers, Inc.	Wheeling	WV
Wisconsin		
Making The Ride Happen - Lutheran Social Services	Appleton	WI
Barron County Office on Aging	Barron	WI
United Volunteer Caregivers	Independence	WI
RSVP of Dane County, Inc.	Madison	WI
United Community Center, Inc.	Milwaukee	WI
Oneida Tribe of Wisconsin Elder Services	Oneida	WI
Elderly Services	Rhineland	WI
Senior Connections	Superior	WI
Wyoming		
Eppson Center for Seniors	Laramie	WY