

***BEVERLY FOUNDATION
2012 STAR REPORT***

***STAR AWARDS
STAR SEARCH***

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

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EXECUTIVE SUMMARY

THE STAR AWARDS PROGRAM

The STAR Awards program is a major initiative of the Beverly Foundation. STAR Awards, which are given annually, are the only awards in the United States that celebrate excellence, innovations, and promising practices in providing transportation services to senior passengers.

In addition to recognition of STPs (Supplemental Transportation for seniors), the Foundation's STAR Awards 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 to include assistance to senior passengers, and for encouraging communities, organizations, and professionals to develop and support transportation services for older adults.

From 2000 through 2012, the Beverly Foundation conveyed 133 STAR Awards to 115 organizations in 40 states (and Puerto Rico) that provide transportation to older adults. In 2012 the Beverly Foundation conveyed 18 STAR Awards in the amount of \$180,000.

STAR SEARCH APPLICATION

The STAR Awards program is facilitated by the Beverly Foundation's STAR Search initiative. STAR Search was initiated in 2000 to gather information about Supplemental Transportation Programs for seniors (STPs). The Foundation encouraged responses to STAR Search by including small awards called STAR Awards for Excellence. The STAR Search survey/application has been continued annually for thirteen years; and has collected information on almost 1,600 unduplicated transportation services that provide rides to older adults. The database includes self-reported data on passengers, drivers, vehicles, and general operations as well as information about the transportation needs of senior passengers and the assistance provided to them by transit providers. The database contains a large number of STPs that include volunteer drivers.

In 2012, 378 unduplicated transportation programs that serve older adults responded to the STAR Awards application. A brief summary of data shows that in 2011 applicants a whole:

- were located in 48 states
- included 3,378 paid drivers
- were in operation for an average of 22 years
- mobilized 16,442 volunteer drivers
- served 426,653 senior passengers (65+)
- counted 1,972,218 volunteer hours
- provided 7,500,000 rides to seniors.
- Used 19,820 vehicles
- took senior passengers a total of 55,000,000 miles
- provided rides at a median cost per ride of \$12.50

CONTENTS OF THE REPORT

The report is organized in five sections. **Part 1** includes a list of the winners of the 2012 STAR Awards, a description of the review process, a list of the reviewers, and a profile of the STAR winners. **Part 2** introduces each of the STAR Award winners with a summary description of their senior transportation program and a photograph which represents transportation activities. In **Part 3** you will find a brief summary of the STAR Search methodology, a profile of the applicants, and general data which resulted from the applications. **Part 4** offers comments regarding the applications and recommendations which should be helpful to 2013 STAR Award applicants. **Part 5:** Presents the Attachments which include a list of 2012 STAR Award finalists, the 2012 application guidelines, a news release, and a description of the Map of STPs in America.

ACKNOWLEDGMENTS

Special thanks go to national organizations such as the AAA Foundation for Traffic Safety, the Community Transportation Association of America, the National Center on Senior Transportation, Catholic Charities, Jewish Federation of America, *Faith in Action* network, AARP Foundation, and others, for forwarding information about the Beverly Foundation's STAR Awards program to and through their network members via e-mails and web postings. Special thanks also go to the 378 respondents to the 2012 STAR Awards application. They represent a broad range of organizations that provide transportation to older adults.

And finally, additional thanks go to the nineteen members of the STAR Awards Review Committee who donated their time and expertise in identifying and selecting "the best of the best" applicants for the 2012 STAR Awards. Also, the members of the Beverly Foundation Board of Trustees should be congratulated for their vision in creating the STAR Search and STAR Awards program in 2000 and in continuing and expanding the initiative through 2012.

PART 1

2012 STAR AWARDS

Part I includes the presentation of the 2012 STAR Award winners, the STAR Award review process, a list of the reviewers who participated in the national review committee, and a profile of the STAR winners.

1A. STAR AWARD WINNERS

The eighteen winners of the Beverly Foundation's 2012 STAR Awards are listed below. The list includes the five winners of STAR Awards for Excellence, the eight winners of STAR Special Recognition Awards and the five winners of STAR Special Merit Awards. A narrative description of each of the STAR Award winners is included in Part 2.

STAR AWARD FOR EXCELLENCE WINNERS (\$15,000)

Elderly Opportunity Agency, Inc. (EOA) – Emmett, Idaho
Partners in Care – Pasadena, Maryland
Transportation Assistance for Seacoast Citizens – Hampton, New Hampshire
TRIP – Riverside, California
Via (Formerly known as Special Transit) – Boulder, Colorado

STAR SPECIAL RECOGNITION AWARD WINNERS (\$10,000)

Barron County Office on Aging – Barron, Wisconsin
Catholic Community Service of Western Washington - Seattle, Washington
Jewish Family Service of San Diego – San Diego, California
Neighbors Helping Neighbors Volunteer Network – Cavalier, North Dakota
Pueblo of Acoma, Senior Center – Acoma, New Mexico
Rural Transportation Inc. – St. Johnsbury, Vermont
St. John's County Council on Aging – St. Augustine, Florida
The Mustard Seed Project of Key Peninsula – Vaughn, Washington

STAR SPECIAL MERIT AWARD WINNERS (\$5,000)

DOROT, Inc. - New York, New York
Escorted Transportation Service Northwest – Arlington Heights, Illinois
Senior Resource Services – Greeley, Colorado
Seniors' Resource Center – Denver, Colorado
The Shepherd's Center of Kernersville – Kernersville, North Carolina

1B. STAR AWARD SELECTION PROCESS

The STAR Awards application opened on January 15 and closed January 31. The online application included thirty questions. While most were closed-ended, ten questions were open-ended and required considerable time and attention.

A point-based rating sheet was used for selecting the 2012 STAR Award finalists. Selection criteria included: accuracy of program data and cost per ride, service to senior passengers, type of assistance provided, sources of income, and five narrative questions. These questions required: a description of the program, funding for sustainable growth, cost cutting measures, and methods and data related to the measurement of passenger satisfaction. The review process included activities undertaken in February through mid-April, 2012.

The five-step review process to select the STAR Award winners included: Step #1 The identification of and communication with experts who could serve as outside reviewers; Step #2 An initial review of STAR Award submissions by the Beverly Foundation's staff; Step #3 A review and selection of "candidate" applications by reviewers; Step #4 A compilation of reviewers' ratings by Beverly Foundation's staff; and Step #5 A group meeting in Albuquerque, New Mexico to select the 2012 STAR Award winners.

1C. STAR AWARDS REVIEW COMMITTEE

Members of the review committee included transportation managers, transportation researchers, professionals in the fields of aging and transportation, and Beverly Foundation trustees and staff. The members of the review committee, their professional affiliation and technical expertise, and their state of residence are listed below.

Jon Burkhardt (Westat - Research on Transportation Services, MD)
Fran Carlin Rogers (Consultant - Senior Driver Safety/Dementia, FL)
Barb Cline (Prairie Hill Transit - Rural transportation, SD)
Stan Cooper (AARP New Mexico - Community Building, NM)
Ruth Covell (BF Trustee - Univ. CA LaJolla, M.D. Geriatric Services, CA)
Anne Dickerson (East Carolina University - Research on Transportation, SC)
Michael Gemme (JFS New Mexico - Community Innovations/Aging, NM)
Santo Grande (Delmarva Community Services - Transportation Services, MD)
Jane Hardin (CTAA - Community Transportation, DC)
Helen Kerschner (BF - Senior Transportation Options, NM)
Dennis McCarthy (Florida Int'l University- Senior Transit Research, FL)
Don Pearson (BF Trustee - Argue Pearson, UT)
Marie-Hélène Rousseau (BF Consultant, Canberra, Australia)
Elin Schold-Davis (Occupational Therapy Assn. - Senior Driver Safety, MN)
Nina Silverstein (U Mass Boston - Professor Gerontology/Dementia, MA)
Cheryl Svensson (BF Consultant - Education and Gerontology Services, CA)
Elaine Wells (Ride Connection - Transportation Service Delivery, OR)
Julie Wilcke (Ride Connection - Transportation Service Delivery, OR)
Walter Woods (AARP Foundation - Isolation of Older Adults, DC)

PROFILE OF STAR AWARD WINNERS

This profile provides a summary of data from eighteen STAR Award winners and includes data such as the average number of years they have operated; the types of organizations they represent; their service areas; their program funding and sources of funds; their passengers, drivers, vehicles, and rides; the types of assistance they provide; the destinations they serve; and the nature of their independence.

Profile of 2012 STAR Award Winners

<p><u>Represented States:</u> 14</p> <p><u>Average # Years in Operation:</u> 22</p> <p><u>Organization Status</u></p> <p>Not for Profit Organizations: 89%</p> <p>Government Agency: 5.5%</p> <p>Other (Indian Pueblo): 5.5%</p> <p><u>Provider Status</u></p> <p>Senior Service Organization: 44.5%</p> <p>Public or Community Transit: 22%</p> <p>Volunteer Organization: 22%</p> <p>Human Service Agency: 17%</p> <p>Faith-Based Organization: 5.5%</p> <p><u>Service Area</u></p> <p>Rural: 56%</p> <p>Urban: 33%</p> <p>Suburban: 11%</p> <p><u>Funds Received for Senior Transit Program</u></p> <p>Less than \$100,000: 44%</p> <p>\$100,000 - \$1 million: 33%</p> <p>\$1 million + \$5 million: 22%</p> <p><u># of Unduplicated Senior Riders:</u></p> <p>Less than 100: 11%</p> <p>100 - 500 : 50%</p> <p>500 - 1,000: 11%</p> <p>1,000 - 5,000 : 28%</p> <p><u># Annual Rides to Senior Passengers</u></p> <p>1,000 - 4,999: 39%</p> <p>5,000 - 9,999: 17%</p> <p>10,000 - 100,000: 28%</p> <p>100,000 + : 17%</p> <p><u>Ridership</u></p> <p>Only Serve Seniors: 22%</p> <p>Also Serve...</p> <p style="padding-left: 20px;">Persons w/ Disabilities: 78%</p> <p style="padding-left: 20px;">Low-Income Persons: 44%</p> <p style="padding-left: 20px;">General Public Riders: 33%</p>	<p><u>Driver Facts</u></p> <p>Volunteer Drivers Only: 50%</p> <p>Paid & Volunteer Drivers: 44.5%</p> <p>Paid Drivers Only: 5.5%</p> <p><u>Background Check on Drivers</u></p> <p>Yes on Paid & Vol. Drivers: 44.5%</p> <p>Yes on Volunteer Drivers: 44.5%</p> <p>Yes on Paid Drivers: 5.5%</p> <p>No Background Checks: 5.5%</p> <p><u>Vehicle Facts</u></p> <p>Volunteer Driver Owned: 83%</p> <p>Program Owned/Leased: 56%</p> <p><u>Types of Assistance:</u></p> <p>Curb-to-Curb: 67%</p> <p>Door-to-Door: 94%</p> <p>Door-through-Door: 89%</p> <p>Stay at Destination: 89%</p> <p>Transportation Escort: 78%</p> <p><u>Hours & Days of Service:</u></p> <p>Daytime & Weekdays Only: 11%</p> <p>Evening: 89%; Night: 28%</p> <p>Saturday: 89%; Sunday: 56%; 24/7: 11%</p> <p><u>Top Three Destinations</u></p> <p>Medical services (non-emergency): 100%</p> <p>Shopping: 56%</p> <p>Nutrition Services: 50%</p> <p><u>Top Four Funding Sources</u></p> <p>Government Grants: 72%</p> <p>Foundation Support: 50%</p> <p>Contributions from Individuals: 39%</p> <p>Passenger Donations: 33%</p> <p><u>Part of a Menu of Services</u></p> <p>Yes, in a Senior or Human Serv. Org: 61%</p> <p>Yes, in a Transit Org: 5.5%</p> <p>Yes, in a Transit Org: 5.5%</p> <p>A Stand-Alone Org: 28%</p>
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PART 2
NARRATIVE DESCRIPTIONS OF STAR AWARD WINNERS

2A. FIVE 2012 STAR AWARDS FOR EXCELLENCE

Elderly Opportunity Agency, Inc. (EOA) – Emmett, Idaho

We coordinate senior services at 19 senior centers providing transportation and other supportive services throughout nine mostly rural counties. We provided over 10,000 rides in 2011. EOA forged an idea to create a coordinated system of Community Transportation. A public transportation provider, TVT, now “purchases” rides from our EOA-partnered senior centers to provide rides to seniors and persons with disabilities. This program is being called My Ride. The My Ride program concept is to create a coordinated Community Transportation system within each of the areas we serve. Our buses and vans provide rides within the communities, connect riders to public transportation services allowing them to get anywhere in the state of Idaho, and will eventually be coordinated with and connected to the other Community Transportation systems. In addition to our buses and vans, EOA will create a robust volunteer program. Currently, EOA partners with RSVP to provide some volunteer rides. We plan to create a formal volunteer program to include recruitment, retention and recognition components and ensure that volunteer driver programs are enhanced where existing and created where there are none. We will use the Beverly Foundation Award to further the My Ride Program and create our Volunteer Driver program.



Partners in Care – Pasadena, Maryland



Partners In Care Maryland (PIC) provides niche, neighborly transportation services in keeping with our mission of helping older adults stay independent in their own homes. In our time-exchange, members help each other with tasks to help with daily living and combat social isolation. Since 1993 PIC volunteer drivers using their own cars have provided arm-in-arm, door-through-door transportation, filling gaps in services and complementing the efforts of local agencies on aging and public transport systems. Yearly volunteers provide 10,000+ rides, 11,000+ hours of time and 100,000+ miles of transportation in four counties and beyond—1550+ square miles (budget: \$300,000). Until recently, we were concerned that PIC had no solution for riders who needed more than volunteers’ cars. We were grateful to receive a state grant for two small wheelchair-accessible buses to complement our volunteer driver program. The timing of the STAR award is perfect to help PIC in the initial phase of this program.

Transportation Assistance for Seacoast Citizens – Hampton, New Hampshire

TASC (Transportation Assistance for Seacoast Citizens) mobilizes volunteer drivers who provide rides to seniors and adults with disabilities in nine communities in the New Hampshire



Seacoast region. All rides are provided in the volunteer drivers' legally inspected, registered and insured vehicles. Public transportation in these communities is extremely limited, making it very difficult for transit dependent seniors to get to medical appointments, the grocery store, or even to get a haircut. TASC provided its first ride in November 2006 with six volunteer drivers who, during 2007, provided just over 1,900 trips to seniors and adults with disabilities. Five years later, at the close of 2011, the organization has grown to forty-eight volunteer drivers who provided more than 5,000 trips. The Beverly Foundation STAR Award will be used to help support administrative tasks, allowing more time for the Director to expand volunteer recruitment and private funding development.

TRIP – Riverside, California

TRIP is a RIDER focused program that empowers seniors to be self-reliant. Riders are required to recruit their own volunteer drivers.

Travel is arranged as mutually convenient and mileage reimbursements for drivers cement long-term volunteer relationships. During the 2011 program year, 817 unique riders received 99,421 one-way trips at per trip cost of \$5.66. Purposes of travel and monthly mileage allowances are determined for each rider based on their individual capabilities and needs. In this year's survey of riders, 67.8% of the clients said the main reason they applied for TRIP assistance was to enable them to receive medical services. 73% of riders are 70 years of age and older, 80% are female, and 84% have very low income. Our STAR Award will be used to expand our capacity to provide services for this fragile population and to assist other communities to start and operate similar services.



Via (formerly known as Special Transit) – Boulder, Colorado

Via is a full-spectrum mobility manager offering transportation, travel training, mobility options



information and referral. Our services support resilience, hope and healthy joyful aging. In 2011, Via provided 126,142 trips in 19 communities to 2,247 individuals, 75% were age 65+. This award will be used to provide paratransit trips. Via will share the award with Boulder County CareConnect (BCCC), our nonprofit partner in the Medical Mobility program. BCCC recruits volunteers who use their cars to drive clients to/from medical appointments, staying with them during the visit. Through federal funds, Via provides mileage reimbursement and training to volunteers. Via and BCCC plan to meet the growing

demand for affordable, flexible escorted transportation by increasing volunteer numbers to ensure our clients have access to health care as needed. In 2011, over 80 volunteers provided 3,780 rides for escorted medical visits. BCCC will use the award to enhance their volunteer driver program.

2B. EIGHT 2012 STAR SPECIAL RECOGNITION AWARDS

Barron County Office on Aging – Barron, Wisconsin

The Barron County Office on Aging AddLIFE Project (Laughter, Independence, Friendship, and Energy) addresses the challenge of motivating seniors to take advantage of transportation services to improve their quality of life. The project coordinator goes to senior housing units, senior centers, and makes home visits to promote local transportation options. AddLIFE involves a collaborative effort among providers within Barron County's 864 square miles in northern Wisconsin, which includes small city and rural public transit, specialized transportation, and non-profit volunteer organizations. The AddLIFE coordinator assists individuals in making ride reservations, and often accompanies hesitant first-time riders. The Office on Aging also offers door-thru-door specialized transportation. In 2011 the van drivers and 26 volunteer drivers provided 6,218 trips for 339 seniors with a budget of \$170,991. The STAR Award will enable us to further develop and evaluate the AddLIFE project with the goal of sustaining it for the future.



Catholic Community Service of Western Washington – Seattle, Washington



Catholic Community Services of Western Washington (CCSWW) provides volunteer transportation services through Volunteer Chore Services (VCS) in 13 Western Washington counties. The program serves as a safety net in the regional transportation network, ensuring that seniors with limited financial resources who don't qualify for other services can access medical services and meet other basic needs. In 2011, 1,062 seniors received transportation assistance to medical appointments grocery shopping, and other errands from 462 volunteer drivers. Volunteers use their own vehicles to provide door-through-door

services, frequently wait with clients during appointments, and help carry purchases. The 2011 program budget for providing 20,272 one-way rides was \$235,760. STAR Award funding will provide mileage reimbursement to volunteer drivers, as well as recognition items such as gift cards for gas, oil changes, vehicle maintenance and carwashes.

Jewish Family Service of San Diego – San Diego, California

On the Go: Transportation Solutions for Older Adults is a comprehensive transportation service which includes Shuttles, Excursions, Taxi Scrip, and a Rides & Smiles service

component. In FY 2011-2012, the service anticipates providing over 40,000 rides. Rides & Smiles is a volunteer-based service which provides transportation for older adults to medical and personal appointments and other client-determined destinations. Taxi Scrip is available at a discount for requests that cannot be handled by JFS's dedicated volunteers or the program's paid drivers. Shuttles and Excursions provide group transportation to JFS's Social & Wellness Centers, shopping centers, and other cultural events throughout San Diego County. JFS intends to use the funds received from the STAR Award to recruit 100 new volunteer drivers. The recruitment campaign will include ads, flyers, and modest incentives. The balance of the award will be used to fund vehicle expenses for the program's back-up drivers.



Neighbors Helping Neighbors Volunteer Network – Cavalier, North Dakota



The Neighbors Helping Neighbors Volunteer Network is a system of community-based programs with volunteers trained to help elderly neighbors live independently in their North Dakota communities. Trained volunteers provide supportive transportation by helping their neighbors – the elderly, those with disabilities, and those with chronic illnesses. Volunteers provide transportation services tailored to the needs of the individual which include chore services, respite, visiting, and more. All are provided at no charge regardless of age, income, ethnicity, or religion. In 2011, Neighbors Helping Neighbor 330+ volunteers drove 120,000+ miles for 800+ ND seniors. The Neighbors Helping Neighbors plans to use the STAR award funds to educate and increase public awareness of the importance of volunteer community initiatives in meeting the transportation needs of their local citizens. Established member programs are willing to mentor

and work collaboratively with community leaders around ND in their efforts to start and sustain viable volunteer programs within other communities.

Pueblo of Acoma, Senior Center – Acoma, New Mexico

The Pueblo of Acoma is the oldest federally recognized Native American tribe in the country. Situated in the heart of Acoma's 702 acres of land, the Acoma Elderly Assistance Program and Senior Center provides transportation services for those 50 and older. Our program's goal is to help elders live safely and independently in an environment of quality, dignity and pride. Our transportation and nutrition services allow elders to remain in their own homes rather than moving into a nursing



home. In compliance with Federal and Title VI State funding, we offer at least one hot meal a day to all seniors on Acoma tribal lands. Our transportation service operates with only two full time drivers and one full-time volunteer sponsored by the National Society for American Indian Elderly (NSAIE). We serve about 150 homebound and 40 seniors in our facility. Our drivers make approximately 1,500 home visits per month just delivering meals, with an annual transportation program budget of only \$24,000. We look forward to using the Beverly Foundation's STAR Transportation Award for much needed repairs to our program vehicles, and to hire a part time driver whose sole responsibility will be transporting dialysis patients to their frequent appointments.

Rural Transportation Inc. – St. Johnsbury, Vermont

Rural Community Transportation, Inc. is a non-profit public transportation network comprised of 85 volunteer drivers and a fleet of 21 van/bus vehicles providing transportation to the elderly population in the Northeast Kingdom. RCT provides over 110,000 volunteer trips to the elderly population for medical, shopping, prescriptions, socialization and basic need services (Meal sites, nutrition). RCT has a budget of \$3 million dollars with 60% pass thru to the volunteer network in the form of driver reimbursement. RCT serves 24.3% of land area covered within the State of Vermont, with a population under 50 per square mile, with average rides per member per month of 4 with an average cost of less then \$19.00 per trip. RCT proposes to work with human service partners to educate seniors on available transportation and identify additional needs with the 56 towns served. RCT hopes to identify ways in which transportation services may be provided in the future with the limited funding happening in all state and federal programs working on Time Shares, Time Banks and Community Partnerships.



St. John's County Council on Aging – St. Augustine, Florida

Since 1983, the Council on Aging (COA) has served as the designated Community Transportation Coordinator for St. John's County. COA provides demand response ambulatory, wheelchair and non-emergency stretcher service and operates the Sunshine Bus deviated fixed route system. Total vehicle miles traveled July 1, 2010 through June 30, 2011 was 1,250,297 with 283,323 trips provided. One challenge that residents of St. Johns County faced was access to reliable transportation for everyday situations that were non-emergency nor considered life-sustaining. In response to this need, COA instituted the Sunshine Bus Company, a deviated fixed-route system that riders could use for any purpose. Since its inception in 2000, the Sunshine Bus Company has expanded to a seven-route system that now serves approximately 21,000



monthly riders. In 2008, COA created a volunteer driver program. There are currently 15 volunteer drivers who use agency-owned vehicles to provide a total of 2,700 hours of life-enhancing trips for our elder community. As a recipient of the STAR Award, we can now expand our volunteer driver program to include volunteers who utilize their own vehicles.

The Mustard Seed Project of Key Peninsula – Vaughn, Washington

In 2006, The Mustard Seed Project of Key Peninsula, a grassroots senior service organization, began to address aging in place on our rural peninsula in southern Puget Sound, nearly 25 miles long (70 square miles), and home to 2,000+ residents age 65+. Senior transportation is essential to independent living and to minimizing isolation. Distances are great along winding, narrow-shouldered roads. Without transportation, elders have frequently been forced to leave the peninsula they cherish. Our community is diminished each time a senior moves away for lack of services. Our *Key Peninsula Senior Transportation Program* depends on community volunteers and creative collaborations, utilizing personal cars, a leased van, and recently, school buses. There is no other public transportation. In 2011 we provided 1,216 free rides to 87 riders age 65+, thanks to 20 local volunteer drivers. Cost was approximately \$45,140. We also transport adults with disabilities. Our STAR Award will support this program.



2c. FIVE 2012 STAR SPECIAL MERIT AWARDS

DOROT, Inc. – New York, New York

DOROT's Shop & Escort program, available from 9AM –5PM, Monday through Friday, served 213 seniors with 2,920 trips, including 1,608 health related trips over the last year. Our escorts shop for seniors when frailty or adverse weather conditions make it difficult for clients to venture out, even if accompanied, and provides elders with the social interaction necessary to counter isolation. In a recent survey of participants, 87% stated that Shop & Escort helps them "age in place" and remain more independent. Twice each summer, DOROT's Cemetery Visits program provides volunteer escorts and transportation (car service) to frail seniors so they may visit the graves of loved ones. The compassionate volunteers who assist the seniors also find the experience meaningful, gaining insight into the lives of seniors and a deeper understanding of their own spiritual traditions. Last year, 33 volunteers escorted 75 seniors to local cemeteries.



Escorted Transportation Service Northwest – Arlington Heights, Illinois

ETS/NW has been providing transportation and caring friendship to hundreds of local seniors since 2006. Covering a 160 sq. mile area of NW suburban Chicago, ETS/NW's volunteer drivers have made sure more than 700 of the more frail members of our community have



gotten to their life-sustaining medical and dental appointments over the years. Unique to the community is that ETS/NW volunteer drivers wait *with* the senior at the appointment site. Our 70 stellar volunteers use their own vehicles to provide door-through-door service. With a \$65,000 budget last year, ETS/NW provided 4,906 rides and volunteer drivers donated 8,000+ hours, logging more than 50,000 miles. Since our founding, ETS/NW has provided more than 25,000 rides and covered more than a quarter of a million miles.

STAR Award funds will be used to continue carrying out our mission, as well as for recruiting and recognizing volunteers, as ETS/NW wouldn't exist without them.

Senior Resource Services – Greeley, Colorado

It was the answering of the community's needs that prompted DeeAnn Groves to open Senior Resource Services in 2007. Senior Resource Services has formed a volunteer driving program for all seniors. This service relies on 161 volunteers to transport 323 clients. The volunteers receive no compensation for donating their time. They drive their own vehicle and provide their own gasoline. Senior Resource Services provides free transportation for Weld County which covers 3,992 square miles. Recruiting and retaining an adequate volunteer base is the largest challenge. With the funding received from the STAR Special Merit Award, Senior Resource Services plans to hire a Volunteer Recruiter and fund a volunteer recognition program. Last year SRS has filled 4,800 trips with a budget of \$57,000. In the past year with the down turn of the economy SRS has experienced a 45% increase in the number of trips provided.



Seniors' Resource Center – Denver, Colorado



Since 1978 Seniors' Resource Center has provided seven programs that enhance quality of life during the aging process. Our service with the greatest demand continues to be transportation, for good reason. When older adults no longer can drive, all bets are off as to how they can continue to live independently in their own homes. Rural seniors living in the mountains west of Denver face additional challenges with regard to their transportation needs. SRC delivers over 69,000 rides annually to approximately 2,250 individuals. The organization covers over 1,550 square miles from our rural base in Evergreen and also has 12 volunteer

drivers who enhance our ability to deliver rides. In 2011 the SRC/Evergreen (rural) transportation budget was \$448,910. This STAR Special Merit Award will go a long way to assisting SRC in providing vital rides to some of the most vulnerable members of the community.

The Shepherd's Center of Kernersville – Kernersville, North Carolina

We are honored recipients of this award. Serving 26 years in 75 sq. miles rural area of two counties - between three cities - where medical facilities are located, volunteers provide free medical transport, shopping, and meet other transportation needs. Volunteers confirm appointments and provide rides for 158 seniors. Calls are received; requests logged, appointments confirmed, and drivers are contacted. The coordinator briefs the driver on the special needs/logistics of rider. The driver calls to confirm the time of pick up; takes senior to destination; and returns home. In 2011 over 5,000+ hours were logged by transportation volunteers, and over 3,100 one-way trips were made. The number of rides has tripled in 6 years. Recruitment has not kept up with the increase, thus requiring more time and miles of our 62 volunteers.



Transportation helps seniors with independence, helps them remain at home, enhances their lives, and supports a diverse population. We will use funds for volunteer recruitment, software, and administrative costs of \$16,000.

PART 3

2012 STAR SEARCH/STAR AWARDS APPLICATION

3A. STAR SEARCH HISTORY

The STAR Awards program is complemented by the STAR Search for “the best of the best” organizations that provide transportation to older adults. While STAR Search also gathers information for making STAR Awards, the program has the special purpose of gathering information to build and expand a database of STPs (Supplemental Transportation Programs for seniors) across America. One important outcome of this effort is the Beverly Foundation’s analysis of applicant responses and preparation of informational materials that can be made available to applicants and those interested in transportation options for seniors.

At the end of 2011 the Beverly Foundation’s STP database included almost 1,400 cases. The 2012 application added new cases to this database, which now includes almost 1,600 unduplicated organizations that provide transportation services to older adults across the United States.

3B. METHODOLOGY

In 2012, the Foundation considered those who responded to STAR Search as applicants rather than survey respondents, thus renaming the program the STAR Search/STAR Awards Application. The key features of the application were: (1) the use of surveymonkey.com as a web-based tool for collecting award applications; (2) the involvement of experts in the field of aging and transportation in the development of the application; (3) data-related questions similar to those asked in STAR Search 2008—2011; (4) a series of open-ended questions; and (5) guidelines and suggestions for application completion posted on the Beverly Foundation’s website.

In 2012, three hundred seventy-eight (378) unduplicated transportation programs that serve older adults responded to the application which included thirty questions related to transportation service and delivery of transportation to older adults. The first twenty questions were closed-ended or multiple choice, and the remaining ten questions were open-ended with opportunities for applicants to provide descriptions of activities, services, and methods.

Announcements about the application were posted on the Beverly Foundation’s website, and announcements and links to the application also were sent to the Foundation’s email list of more than 1,750 STPs, organizations, professionals and scholars working in the fields of aging and transportation. Additionally, more than 20 national organizations distributed announcements about the availability of the application on their websites and by email blasts.

3C. PROFILE OF STAR AWARD APPLICANTS

In 2012, applications were submitted by a greater number of organizations than in any years since the STAR Awards program began. The applications provided valuable, self-reported information on transportation services that provide rides older adults in the United States. Much of the profile (below) reflects data from transportation activities undertaken in 2011. The Beverly Foundation refers to many of these organizations as STPs (Supplemental Transportation Services for seniors).

2012 STAR Award Applicant Profile

<p><u>Total # Unduplicated Applications:</u> 378</p> <p><u>Total # Senior Passengers Served:</u> 426,653</p> <p><u>Total # Senior Rides:</u> 7,500,000</p> <p><u>Represented States:</u> 48 CA: 34 NY: 22 OH: 20 WI: 18 (missing states: MT, UT)</p> <p><u>Average # Years in Operation:</u> 22</p> <p><u>Types of Organizations:</u> Not for Profit Org: 80%; Gov. Agency: 16%; For-Profit Org: 2%; Other: 2%</p> <p><u>Organization Status:</u> Located in senior or human serv. org: 59% Located in another type of organization: 12% Located in a transit organization: 9% A stand-alone organization: 20%</p> <p><u>Total # Drivers:</u> Paid Drivers: 3,763 Volunteer Drivers: 17,557</p> <p><u>Total # Volunteer Hours:</u> 1,972,218</p> <p><u>Total # Vehicles:</u> Personal Vehicles (owned by vol.): 16,442 Program Owned/Rented/Leased: 3,378</p> <p><u>Top Three Destinations:</u> Medical services (non emergency): 90%; Shopping: 65%; Nutrition services: 37%</p>	<p><u>Primary Service Area:</u> Rural: 41% Urban: 31% Suburban: 28%</p> <p><u>Ridership:</u> Only Serve Seniors: 33% Also Persons w/ Disabilities: 66% Also Low-Income Persons: 40% Also General Public Riders: 28%</p> <p><u>Hours & Days of Service:</u> Daytime Only: 89%; Weekdays Only: 81%; Evening: 39%; Nighttime 14%; Saturday: 39%; Sunday: 28%; 24/7: 11%</p> <p><u>Types of Assistance:</u> Curb-to-Curb: 59% Door-to-Door: 82% Door-through-Door: 61% Stay at Destination: 55% Transportation Escort: 66%</p> <p><u>Senior Transportation Budget:</u> Less than \$99,999: 42% \$100,000—\$999,999: 50% \$1,000,000 +: 8%</p> <p><u>Top Four Funding Sources:</u> Government Grants: 66% Foundation Support: 35% Contributions from Individuals: 33% Passenger Donations: 28%</p> <p><u>Median Cost Per Ride:</u> \$12.50</p>
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3D. GENERAL APPLICATION RESULTS

This section provides a review of highlights from the profile (on the previous page) of supplemental transportation services for older adults (STPs).

- Served 426,653 senior passengers age 65+.
- Provided senior passengers with 7,500,000 rides.
- Took senior passengers a total of 55,000,000 miles.
- Involved 3,763 paid drivers.
- Mobilized 17,557 volunteer drivers.
- Counted 1,972,218 volunteer hours provided by volunteer drivers.
- Included 3,378 program-owned, rented or leased vehicles.
- Included 16,442 volunteer owned vehicles.
- Provided rides to senior passengers with a median cost per ride of \$12.50.

Of this number of STPs:

- 33% only served senior passengers.
- 42% were located within a senior service organization.
- 55% offered extended hours of service beyond weekday/day time to evenings/weekends.
- 61% provided door-through-door transportation services.
- 76% reported no crashes causing bodily injury.
- 43% provided rides on a budget ranging from \$100,000 to \$499,999.

#1 STAR Award Applicants The 378 applicants were located in communities across America. California was the state with the largest number of applicants (34), followed by New York (22) and Ohio (20). Only the states of Montana and Utah were not represented. 41% of the applicants identified their primary service area as rural; while 31% selected urban and 28% selected suburban as their primary service area.

On average, applicants indicated they had provided transportation services to seniors passengers for 22 years. However, their start-up years ranged greatly with 1914 as the earliest and 2010 as the most recent. This wide range demonstrates that STPs can be sustained over long periods of time and that many communities across America are taking action to meet the transportation needs of older adults.

#2 Organization Status The vast majority of the applicants (80%) shared a not-for-profit status, while a minority (16%) identified themselves as government agencies. Only a few applicants (2%) were for-profit organizations. The applicants identified themselves as follows: senior service organization (42%), human service agency (19%), public or community transit program (13%) and volunteer organization (11%). While 20% reported that their program was located in a stand-alone organization, the majority reported that their senior transportation programs were part of a menu of services located within a larger organization: 59% were located within a human service organization, 20% were located within another type of organization, and 9% were located within a transportation service.

#3 Ridership As a group the applicants served 426,653 seniors aged 65+. They also reported that on average about a third of these passengers were aged 85+, thus representing the population's "old old". However, only 33% indicated that their transportation services targeted exclusively older adults. In contrast, 66% mentioned that they also served non-seniors with disabilities, and 40% also served non-seniors with low-income. A minority (28%) offered services to the general public.

#4 Passenger Assistance Applicants offered extensive personal assistance to their senior riders to meet their special support needs. The great majority of applicants (82%) reported that they provided door-to-door transportation to their senior riders, while 66% said that they offered transportation escort assistance, 61% offered door-through-door assistance, and 55% offered stay-at-the-destination services. In many instances, applicants indicated that the levels of personal assistance provided varied according to the specific needs of their riders. Many of the applicants were able to provide these high levels of support by mobilizing volunteer drivers who were less constrained by the clock while driving seniors to and from their destinations.

#5 Destinations The vast majority of applicants (84%) reported that they provided rides to both life-enriching and life-sustaining destinations, while only a minority (14%) indicated that their services exclusively served life-sustaining destinations. Nevertheless, non-emergency medical services were mentioned as the top destination (90%) requested by senior passengers. Shopping and nutrition services were selected as senior riders' second (65%) and third (37%) top destinations. In contrast, religious services and volunteer activities were only chosen as the top destination of senior riders by 2% of the applicants.

#6 Hours of Service: Although a hefty majority of applicants reported that they only provided services during weekdays and daytime, 55% indicated that they offered more extended hours of operations, including evenings and weekends. Examples include evenings (39%); Saturdays (39%); and Sundays (28%). A few (11%) provided services 24/7.

#7 Rides As a group, applicants provided 7,500,000 rides to senior passengers. Although the range varied widely, from providing less than 500 rides per year (4%); to providing between 500,000 to 999,999 annual rides to seniors (2%); most applicants (35%) indicated that they provided 1,000 to 4,999 rides per year to their senior passengers. In providing 7,500,000 rides to senior passengers in 2011, the applicants indicated that their drivers, vehicles, and passengers covered 55,000,000 miles.

#8 Drivers Applicants involved a total of 21,320 drivers (3,763 paid drivers and 17,557 volunteer drivers). While 37% of the applicants relied solely on paid drivers, 32% involved both paid and volunteer drivers, and 31% involved only volunteer drivers. The volunteer drivers contributed almost 2 million hours providing rides to and from destinations as well as providing transportation assistance and support. Taking as reference the dollar value of volunteer work according to the Independent Sector, this approximates a dollar contribution of \$42,974,630 by volunteer drivers.

#9 Vehicles Applicants used 19,820 vehicles for providing rides to senior passengers with 3,378 of them program owned or leased and 16,442 personal vehicles. The vast majority (73%) indicated they used program-owned or rented vehicles which included 1,361 lift-equipped vans, 783 buses, 511 non-lift-equipped vans, 477 service owned vehicles and 246 vehicles of other types. In comparison 50% of the applicants indicated that they used personal vehicles owned by volunteer drivers. These volunteer vehicles enabled applicants to minimize vehicle costs.

#10 Number of Crashes Applicants were asked how many crashes involving property damage or bodily injury requiring treatment they experienced in providing transportation to senior passengers in 2011. 76% indicated that they experienced no crashes; 11% indicated they experienced one crash, 5% indicated they experienced two crashes and 7% indicated they experienced three or more crashes. Of those respondents that only involved volunteer drivers, 91% reported no crashes while only 65% of the respondents who only involved paid drivers reported no crashes. .

#11 Budgets The majority of applicants operated their transportation services for senior passengers on a small budget of less than \$100,000 (42%) or on a medium budget that ranged from \$100,000 to \$499,999 (43%). Only 7% had an annual budget of between \$500,000 to \$1 million, while another 7% had an annual budget of more than one million dollars.

#12 Cost Saving Measures As a group the applicants reported a median cost per ride of \$12.50. However, the cost per ride varied widely from less than \$10 per ride (35%) to more than \$50 per ride (15%). Applicants were given a selection of fifteen possible cost saving measures they were initiating or planned to initiate in order to reduce costs of providing transportation to senior passengers. The top three activities they selected that they were initiating or planning to initiate in order to reduce costs were: collaborating with other organizations (43%), increasing the number of volunteer drivers (39%) and simplifying dispatch (21%). 19% of the respondents indicated using more volunteer administrative staff as their cost saving measure. 20% of the applicants indicated that they had no planned measures to reduce costs.

#13 Sources of Revenue Applicants selected the following as their top sources of funding: government grants (66%); foundation support (35%); contributions from individuals (33%); and passenger donations (28%). This four sources of funding are similar to the selections of applicants in 2011 which might indicate that such funding is somewhat stable. At the same time, in an open-ended question, applicants mentioned that they were making considerable efforts to diversify their revenue so as to reduce their financial dependence on a single or a few funding sources.

Passenger fares and donations also served as a source of revenue for many applicants. 28% reported that they asked for optional donations and 25% indicated that they asked for a specific or suggested donation. Alternately, 17% employed flat rate fares, 6% used fares based on mileage, 5% used sliding scale fares. Only 2% requested a membership fee. The majority of applicants indicated they did not receive payments or contributions from senior passengers or family members.

#14 Passenger Satisfaction Applicants were asked to report on the level of satisfaction of their senior riders. Not surprisingly, 88% indicated that their riders were extremely satisfied and 10% that they were satisfied. Many applicants who indicated they measured these levels of satisfaction and selected the following methods: collect feedback on an informal basis (86%); undertake passenger surveys on a regular basis (64%); keep logs of complaints and compliments (62%); and keep logs of late pick-ups and missed trips (47%). Unfortunately, most applicants did not provide data on the results of their passenger surveys or other passenger feedback methods.

#15 Program Success Applicants were asked to select from a list the top three factors that contributed to the success of their senior transportation service. The list with the factors they selected is included below.

- Good transportation service delivery to seniors (89%)
- Well trained drivers (56%)
- Local community acceptance (44%)
- Leadership (34%)
- Adequate funding (19%)
- Links (coordination) with social service agencies (19%)
- Scheduling and data management software (13%)
- Links (coordination) with transportation services (10%)
- Ability to overcome concerns about liability (7%)
- Public policy and legislative action (2%)

Summary With an average of 22 years in delivering transportation services to senior passengers, the applicants represent a wide pool of knowledge, wisdom, and experience that has resulted in many innovations in the organization and delivery of transportation services for senior passengers from which other communities can benefit. Accordingly, many applicants mentioned their involvement in creating or helping to create STPs in neighboring communities.

It is with this in mind that the Beverly Foundation encourages those who are developing new senior transportation programs, especially those planning to involve volunteer drivers, to look to the experience of the 2012 STAR Award applicants and current and past winners of STAR Awards when they are in the early stages of planning and designing a new program. There is no need to “reinvent the wheel” because it is likely a STAR Award applicant or winner has already invented a function or a model that can be adapted for any community.

PART 4
PROGRAM FEATURES, OBSERVATIONS,
RED FLAGS AND RECOMMENDATIONS

4A. POSITIVE PROGRAM FEATURES

Applications included numerous program features that Beverly Foundation staff and STAR Award reviewers found interesting, and often innovative. A variety of these program features are included on the list below.

- taking senior volunteers to assignments
- senior center without walls
- PACE program transportation service
- medical advocate program
- mobility management
- new call center
- service to people with dementia
- subsidized rides for caregivers
- training drivers to assist people with dementia
- enabling volunteer drivers to schedule rides online
- information and referral to other transportation services
- use of school buses to transport senior passengers
- volunteer driver time exchange
- thrift store
- accompanying passengers to day surgery
- taking senior volunteers to volunteer activities
- the cemetery as a special destination
- volunteer medical escorts
- special seat for vans to ensure easy access by seniors
- transportation services to multiple cities and multiple counties
- collaboration with RSVP to organize a volunteer driver program
- daily inspection checklist for vehicles
- Vista volunteer participation in preparing grant and award applications
- Americorps volunteer participation
- starting or helping others start volunteer driver programs
- providing extensive passenger assistance such as door-through-door
- taking senior passengers great distances
- good use of data, especially passenger and travel data
- transition from paper scheduling to scheduling and data management software
- use of efficiency measures to reduce costs
- use of standardized passenger survey
- crossing city/county boundaries
- provision of trip chaining which allow for making multiple stops
- efforts to expand service beyond city, county etc.

PROGRAM FEATURES (CONTINUED)

- extensive service hours (e.g. 24/7, evenings and weekends, etc.)
- reduction of advance reservation (e.g. 2 weeks/7 days) requirement
- urban program that escorts senior passengers on public transit
- matching volunteers with passengers
- volunteers as administrative staff
- concern about caregivers, especially older adult caregivers
- variety of funding streams
- multiple funding sources, especially from cities or towns
- providing out of area services
- feasibility study on mobility management
- membership in a partnership or collaborative
- identification of goals of service
- low cost per ride (less than \$10.00)
- use of standards for measurement (e.g. state guidelines)
- a small senior transportation program working with a large transit service
- participation in transportation coalition
- collaboration as a method of reducing costs
- coordination with other services
- mention of special initiatives, innovations
- planning for sustainability

4B. GENERAL OBSERVATIONS

Beverly Foundation staff and many reviewers provided considerable feedback regarding the information provided by applicants to the survey. What follows is a general summary of feedback which we trust will be interesting and helpful.

Failure to Mention Senior Passengers

We received many “applications” from large transportation services government agencies, and even senior transportation services that failed to mention senior passengers. Often the service was an ADA paratransit service or a Dial-A-Ride program and failed to mention services to senior passengers. Often community transportation services completed the application with discussion of their overall services, their vehicles, their drivers, their routes, etc., but had limited reference to senior passengers, to meeting their assistance needs, or to providing transportation services to them.

Failure to Read Application Guidelines

Often for-profit agencies did not appear to read the guidelines as they were not eligible for a STAR Award, but mentioned what they would do with the Award.

Inaccurate Service Data

Budgets In many instances there was a disparity between the budget of the larger “mother” organization and the senior transportation program...even if the “mother” .

INACCURATE SERVICE DATA (CONTINUED)

was a senior service organization. In some instances this disparity was 10/1, 20/1, 50/1, or even 100/1.

Vehicles It appeared that the number of vehicles may have been over stated by some applicants who identified their total number within the bus category and then identified a number of vehicles in each of the other categories.

Senior Passengers Although most applicants identified the number of senior passengers (age 65+), the number of senior passengers may be over stated as many services may have counted all their passengers rather than their senior passengers.

Cost Per Ride Some organizations may have identified their cost per ride as the charge or donation they requested from passengers. For this reason the cost per ride (especially when identified as "less than \$5.00) may be underreported

Number of Rides In some instances (especially in the case of transportation services and programs that serve people with disabilities) it was not clear if the rides were senior rides or rides for seniors and other groups served.

Limited Information for Award Selection

Selected Passengers and Single Destinations Several applicants represented adult day centers, senior centers, or housing facilities that only provided transportation to their members, residents, or clients or took passengers to a single destination (senior centers, housing facilities, adult day centers). As was the case with curb-to-curb services, we looked for innovative methods or models that might make a strong case for an award.

Passenger Surveys Numerous applicants did not undertake any type of passenger satisfaction research, and of those who inquired about passenger satisfaction, many did not do it with regularity nor provide data that resulted from those surveys.

People with Disabilities Applicants often said that, in addition to seniors, they also served non senior persons with disabilities. While it was not always the case (especially for volunteer driver programs), the applicants often were ADA Paratransit services that had presented limited information about senior passengers.

Duplication of Services In some instances the senior transportation service applicants appeared to duplicate other transportation services in the community. This is a real no-no since the senior transportation services (STPs) are supposed to supplement, not duplicate.

Information that Prompted a Second Look

Curb-to-Curb Transit When paratransit services reported providing only curb to curb service, reviewers paid special attention the possibility of innovative methods or models that might make a strong case for a STAR Award.

Mobility Managers While some mobility managers discussed the need for travel training to enable older adults to use public transit, others mentioned coordination of or with a community or paratransit service. Unfortunately, some did not mention seniors or incurred very high cost per ride.

Topics Of Special Interest

Coordination was probably the most frequently mentioned reason for success. Another reason that was mentioned often was the ability to overcome liability concerns. Interestingly, sometimes this ability was mentioned when there was no volunteer driver program. In fact, coordination was mentioned so often that seemed akin to the Miss America “Wish for World Peace.”

Social Isolation This was often identified as a major problem faced by older adults, and the reduction of social isolation was identified as one of the major outcomes of providing transportation services to them.

Group Rides While the costs per ride varied greatly, a number of services appear to provide transportation at low costs per ride (e.g. \$5.00 - \$10.00) by providing group rides via shuttle services, excursions, or volunteer driver programs.

Fares and Suggested Donations Although some charged flat rate or mileage-based fares, it appears that the majority of senior transportation programs (not managed by a transportation service) supported rides with suggested or optional donations.

Rural Transportation Services Many applicants from services in rural areas mentioned the high percentage of elderly living in rural areas and also mentioned to problem of poverty within the elderly population. Some locations in very remote locations appeared to pose extreme hardships for seniors and for transportation

Crashes Very few crashes were reported and when they were reported the explanation was generally about a “fender bender” that was the other vehicle’s fault. In instances when the program’s driver was at fault, a follow up statement often noted that the driver “no longer works for the program”.

Challenges The most frequently mentioned challenges were dispatch, data management, and locating low cost software.

Method of Lowering Costs It appears that the most frequently identified methods of lowering costs for providing transportation services were: simplifying dispatch, upgrading software, purchasing low-cost software, and adding or expanding volunteer driver and staff involvement in services.

Volunteer Driver Programs The desire to expand an existing volunteer driver program or create a new one was often identified as a method of reducing the costs of providing transportation to senior passengers and/or to offer additional assistance. A contributing factor for the level of interest in expanding or starting a volunteer driver program could be related to the comment in the application’s welcome message that: “senior transportation programs that mobilize (or plan to mobilize) volunteer drivers will be looked upon favorably”.

4c. RED FLAGS FOR REVIEWERS

The following were not eliminating factors for applications, however they caused reviewers to look very carefully at the specifics of the application.

- provided services to a single destination
- focused on food delivery and not providing transportation to senior passengers
- provided services to residents of a single facility

RED FLAGS (CONTINUED)

When Applicants....

- provided curb-to-curb service only
- provided bad and/or inconsistent data (e.g. 0 drivers 0 vehicles)
- included volunteers but did not know number of volunteer hours
- incurred very high cost per ride (\$40.00 +) (Rural services were the exception)
- contracted with organizations for transportation services rather than directly providing transportation services
- little or no research related to passenger satisfaction
- part of a large organization but did not know the organization's budget
- operated a small service with one or two vehicles or one or two drivers
- brief or confusing narrative description of the organization (question 21 was worth 40 out of 100 points)
- limited attention to the subject of senior passengers
- considerable demographic information when guidelines recommended applicants to include little or no demographic information
- applications with little knowledge of guidelines
- request for a STAR "grant" (instead of "awards")
- budget not in sync with number of rides
- high budget and limited number of rides
- high cost per ride (especially in urban and suburban settings)
- many volunteer drivers with very low number of volunteer hours
- considerable information about operations and process with limited information about passengers.
- limited service hours
- limited number of rides for senior passengers per year
- not a transportation service but rather a purchaser of transportation
- heavy on staffing but light on technology
- faith organizations that do not provide rides on Sunday
- application all about money and limited information about services or seniors
- misleading data (e.g. budget, rides, drivers, cost per ride)
- high reimbursement rate but need for more money for reimbursement
- medical transportation services only
- ride share for commuters (but not for senior passengers)
- considerable (7-day) advance notice requirement
- no data or limited data...especially about passenger surveys
- many passengers in addition to seniors...but no specifics about seniors
- emphasis on work with collaborative but award request for applicant only
- suggested inability to offer volunteer driver program because of liability
- need for new funding but no specifics
- need for more staff but no use of technology, especially software
- very low cost per ride with many drivers and many owned vehicles
- transportation program that provides disability (not senior) transportation

RED FLAGS (CONTINUED)

- data confusion when senior transportation located within another service
- emphasis on demographics of service area and senior passengers with little information about the service and what it does
- identifying a solution that is really a problem (e.g. more money for reimbursement...when high reimbursement rate may be the problem)
- description of all passengers but not senior passengers
- considerable philosophy with limited information about service
- challenge to know if seniors are actually the customers
- emphasis on non-transit services (recreation, day care, social services)
- poor description of the applicant (who they are, where their name came from)
- mention of membership...but no explanation of members
- desire to provide more rides but no indication of new ideas or innovations

STAR Award Uses Many applicants indicated they planned to use any award money for the purchase of vehicles, as a match for federal funds, to expand the number of riders, to pay drivers, to purchase software, to pay for training, to recruit volunteer drivers, to recruit passengers, to organize travel training program, or to take passengers to new destinations. At the same time, it is puzzling that so many applicants planned to purchase a vehicle because the announced maximum of a single award was \$10,000.

4D. RECOMMENDATIONS FOR SUBMITTING A SUCCESSFUL APPLICATION

(Do's and Don'ts for Completing the STAR Award Application)

Quite often, organizations planning to apply for a STAR Award ask for suggestions on how to proceed. They are especially interested in the experience of previous STAR Award applicants. This year, staff collected suggestions and recommendations from the STAR Award reviewers. The thirty questions on the application were asked so that services could tell a story about what they do and how they do it in providing transportation to senior passengers. What follows are staff and reviewer comments and recommendations which we trust will be helpful to those interested preparing an application for a 2013 STAR Award.

Preparing for a STAR Award Application

- Review the STAR Search/STAR Awards reports for the past two or three years and pay special attention to the sections on STAR Awards.
- Collect data (number of senior passengers, number of drivers and vehicles, number of one-way rides, costs of providing transportation services to senior passengers etc).
- Think carefully about how to describe your senior transportation service or program. Make sure that you indicate what makes it special and highlight its strengths. Also it will be important to include specific data in your narrative.
- Think about how or why senior passengers receive and/or benefit from the service; what makes your service different than other services; and why it is a

good candidate to win a STAR Award.

- Consider a great idea or innovation that you have undertaken or plan to undertake that will improve your transportation services for senior passengers.

Completing the STAR Award Narrative Questions

- Take your time to prepare your responses. Reviewers pay special attention to the narrative questions to judge the intrinsic value of the applications. It will be helpful to prepare your narrative in advance and copy and paste it into the application. It also will be helpful to ask someone to proofread your narrative to avoid spelling and grammar mistakes, and to ensure that the narrative is clear.
- In describing your transportation service, be sure to mention seniors and/or senior passengers (especially in the program description and all the open-ended questions) as the STAR Awards are for services to seniors and how or why senior passengers receive and/or benefit from the service.
- Limit the amount of information about your organization's philosophy, demographics of your community, and non-transit activities.
- Try to indicate great practices, especially low-cost methods as they are looked upon favorably by reviewers.
- Some applicants make their narrative much more informative by telling a story about a senior passenger, a driver, a challenge, an innovation, or a success.

Submitting the Basic STAR Award Application

Be sure to answer all questions. Narrative questions should be prepared in a Word document in advance and copied into your application. Most questions are starred [*]; and require a response to allow you to progress in the application, however, we encourage you to answer even the non-starred [*] questions if you can. If you do not answer a * question you will not be able to complete and submit the application.

- Do not submit more than one application.
- Download a copy of your application before you submit it.
- Do not call the office to ask if your application has been submitted or to ask for a completed copy of your application.

If you do not complete the application in a single on-line session (and even once you complete it) you will be able to get back to your application if you use the same computer and the same browser you used in your initial applicant response. However, to be able to return to your application, cookies must be enabled. If your browser is set to dump cookies each time it is closed, the cookie will be refreshed and a new or blank application will open every time the application is accessed.

CONCLUSION

We trust these comments and recommendations were helpful and urge you to consider them carefully, as well as those in previous STAR Search and STAR Award reports if you are planning to submit an application for a 2013 STAR Award. We expect the STAR Award Application will be available in early 2013 with 10 - 20 awards totaling \$150,000 - \$200,000.

A final note: a number of applicants included great phrases and tag lines in their narrative program descriptions that caught the attention of reviewers. Several examples are included below.

"It is the journey, not necessarily the destination"

"A ride...but much more."

"Help seniors be HIP (healthy, independent, productive)"

"It's more than just a ride."

"Taking care of our elders."

"Our community is diminished each time a senior moves away for lack of services."

"Helping all seniors thrive."

In thinking about your 2013 application, or about marketing your senior transportation services to your community, you might want to create and use a tag line that not only tells the community what you do, but also sells your services to seniors, family members and the community as a whole.

ATTACHMENTS

ATTACHMENT #1: LIST OF 2012 STAR AWARD FINALISTS

ATTACHMENT #2: APPLICATION GUIDELINES

ATTACHMENT #3: STAR AWARD NEWS RELEASE

ATTACHMENT #4: DESCRIPTION OF MAP OF STPs IN AMERICA

ATTACHMENT #1
LIST OF 2012 STAR AWARD FINALISTS

Alaska		
Valdez Senior Center	Valdez	AK
Arizona		
Pima Council on Aging	Tucson	AZ
California		
ILP/TRIP	Riverside	CA
Jewish Family Service of San Diego (JFS)	San Diego	CA
Santa Clarita Valley Committee on Aging	Santa Clarita	CA
Colorado		
Senior Resource Services	Greeley	CO
Seniors' Resource Center	Denver	CO
Via (formerly known as Special Transit)	Boulder	CO
Florida		
St. Johns County Council on Aging, Inc.	St. Augustine	FL
Georgia		
Athens Community Council on Aging	Athens	GA
Idaho		
Elderly Opportunity Agency, Inc. (EOA)	Emmett	ID
Friends in Action, a program of Mountain States Group Inc.	Boise	ID
Illinois		
Escorted Transportation Service Northwest (ETS/NW)	Arlington Heights	IL
Indiana		
Johnson County Senior Services	Franklin	IN
Iowa		
Visiting Nurse Services of Iowa	Des Moines	IA
Kansas		
City of Dodge City	Dodge City	KS
Leavenworth Council on Aging	Leavenworth	KS
Kentucky		
ITNBluegrass	Lexington	KY
Maryland		
Action In Maturity, Inc.	Baltimore	MD
Jewish Council for the Aging of Greater Washington, Inc.	Rockville	MD
Partners In Care Maryland	Pasadena	MD
Massachusetts		
Town of Barnstable Senior Services Division	Hyannis	MA

Michigan		
Catholic Social Services of Wayne County	Detroit	MI
Jewish Family Service of Metropolitan Detroit	West Bloomfield	MI
Transportation Solutions Division of Shiawassee Area	Owosso	MI
Minnesota		
Great River Area Faith in Action	Becker	MN
Missouri		
Catholic Charities of Kansas City-St. Joseph, Inc.	Kansas City	MO
Nevada		
Blind Center of Nevada	Las Vegas	NV
St. Rose Health Foundation	Henderson	NV
New Hampshire		
Friends Program	Concord	NH
Transportation Assistance for Seacoast Citizens (TASC)	Hampton	NH
New Jersey		
Interfaith Caregivers	Haddonfield	NJ
New Mexico		
Catholic Charities	Albuquerque	NM
Pueblo of Acoma, Senior Center	Acoma	NM
New York		
CHS, Inc; Care Links of Southern Saratoga County	Glenville, NY	NY
DOROT, Inc.	New York	NY
Eddy SeniorCare	Schenectady	NY
Parkway Senior Center RSVP	Utica	NY
Transportation Project for Cayuga County, Inc.	Auburn	NY
Union Settlement Association, Inc.	New York	NY
North Carolina		
Shepherd's Center of Greater Winston-Salem	Winston-Salem	NC
The Shepherd's Center of Kernersville	Kernersville	NC
North Dakota		
Handi-Wheels Transportation, Inc.	Fargo	ND
Neighbors Helping Neighbors Volunteer Network	Cavalier	ND
Oregon		
Clackamas County	Oregon City	OR
Samaritan Senior Companion Program	Newport	OR
South Carolina		
Spartanburg Regional Health Services District, Inc.	Spartanburg	SC
South Dakota		
River Cities Public Transit	Pierre	SD

Vermont

Hinesburg Rides	Hinesburg	VT
Rural Community Transportation, Inc.	St. Johnsbury	VT

Washington

Catholic Community Services of Western Washington	Seattle	WA
Interlink, Inc.	Clarkston	WA
People For People	Yakima	WA
The Mustard Seed Project of Key Peninsula	Vaughn	WA

West-Virginia

Faith in Action Caregivers, Inc.	Wheeling	WV
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Wisconsin

Barron County Office on Aging	Barron	WI
Interfaith Senior Programs, Inc.	Waukesha	WI
Marinette County Elderly Services	Crivitz	WI
RSVP of Dane County, Inc.	Madison	WI

STAR Award 2012 Application Guidelines

The 2012 STAR Award Application is web-based and administered through the survey-monkey online survey tool. Starting January 15, look for a link to the application on the Beverly Foundation website www.beverlyfoundation.org. The application process, which will be open through February 1, includes 30 questions related to the applicant's transportation service and its method of delivering transportation to older adults. It will be important to respond to all 30 questions.

The Application

Service Delivery Questions

The application includes both general and specific questions about transportation service operations and delivery to older adult passengers. For the purpose of this application, we are looking for information that relates especially to the applicant's **senior transportation program or service**. It may be a stand-alone organization or located within a larger transportation or human service organization. Applicants should provide information on their senior transportation program, service, or activities and not on their other activities or those of the larger organization within which they may be located. Also, it should be noted that the terms "your activities", "senior transportation services", and "senior transportation program" are used interchangeably. Please answer accordingly.

Narrative Questions

Program Description The application includes an open-ended question which will enable applicants to describe operations of their senior transportation organization, service, or program and the transportation services provided to older adults. Applicants are asked to provide a brief narrative (500 words maximum) that describes their transportation service; and should be prepared to identify how and why they provide transportation to older adults; a major challenge they face(d) and how they hope it will be resolved (or how it has been resolved); and how they plan to use the funds if selected as a STAR Award winner.

Other Narrative Questions Applicants also are asked to provide brief narrative discussions related to passenger needs for transportation, funding, safety, passenger satisfaction, recent cost reduction and management efforts, and the impact of transportation services on older adult passengers.

Definitions and Resources

Senior Passenger While there are many definitions for senior and older adult, for purposes of this application, seniors and older adults are identified as those passengers age 65 and older. It should also be noted that applicants are asked not only about the number of their passengers age 65+ but also about the number of passengers age 85+.

Ride When calculating the number of rides please refer to the following definition. A one-way ride is defined as passenger transport from one destination to another, and thus a single outing may include a number of one-way rides in the form of trip chaining (making several stops in a single outing). For example, if the driver takes Ms. Jones from her home to the doctors office and home the total is counted as two one-way rides. However, if they also stop at the pharmacy and the grocery store the total is counted as four one-way rides.

Trip While trip often is used interchangeably with ride it generally refers to transportation when provided by public or community transportation services that offer point to point destinations.

Cost Per Ride The National Center on Senior Transportation's website hosts resource materials to help you calculate your cost per ride. It can be accessed at: <http://seniortransportation.easterseals.com/site/PageServer?pagename=NCST2> Transportation by the Numbers

Passenger Assistance Senior passengers who no longer drive often have physical or cognitive limitations that require assistance from a driver or a transportation assistant or escort. The most common assistance includes the following:

Door-to-door (when the driver or escort goes to the door of the residence **or** the destination to help the passenger)

Door-through-door (when the driver or escort goes through the door and into the residence or destination to help or support the passenger)

Stay-at-the-destination (when the driver or escort accompanies the passenger into a destination such as the doctor's office, the grocery store, or the dialysis center) and stays with and perhaps helps or supports the passenger while at a destination)

Volunteer Hours While volunteer driver hours sometimes refer to the hours spent driving passengers, for purposes of senior transportation services that provide senior passengers with levels of assistance (such as door-to-door, door-through-door, and stay-at-the-destination assistance) it is important to count all hours volunteer drivers spend providing transportation services rather than only counting hours spent driving the vehicle.

The Review Process

Beverly Foundation staff and a committee of up to twenty-five senior transportation service providers and researchers will review applications and select STAR Award winners.

Eligibility Criteria

Eligibility for a 2012 STAR Award are as follows:

- Delivery of transportation services to senior passengers.
- Transportation service delivery for at least three years.
- Knowledge of how to report transportation data (such as driven miles, cost per ride, # of senior passengers, etc.).
- Demonstrated ability to identify good practices in delivering transportation services to senior passengers.
- Submission of a complete application.

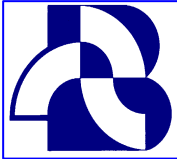
Selection Criteria

The application includes a total of thirty questions. Staff members and review committee members will consider the following point-based rating scale to selecting prospective STAR Award winners.

- 20 points - Questions 1-20 (service data and information)
- 40 points - Question 21 (narrative describing senior transportation service)
- 20 points - Questions 22-28 (open-ended questions service questions)
- 10 Points - Question 29 (question on impact of transportation on seniors)
- 10 Points - Question 30 (question on seniors' transportation needs)

Of importance in the preparation of an application will be:

- the ability to tell the story with a description of the senior transportation program
- the relationship of organizational status, drivers, vehicles, and senior passengers to assistance provided
- the use of drivers and vehicles to provide transportation service in relation to budget and cost per ride
- knowledge about budget, expenses, and related cost per ride
- thoughtful responses to narrative questions related to providing transportation services to older adults.



Beverly Foundation

FOR IMMEDIATE RELEASE

May 1, 2012

Contact: Helen Kerschner, Ph.D., (505) 222-0620 or info@beverlyfoundation.org.

(Albuquerque, NM) - Today, the Beverly Foundation announced the 18 winners of its 2012 STAR Awards. This year, 378 Senior Transportation STAR Awards applications were received from senior transportation services in 48 states, and the cash awards for recipients range from \$5,000 to \$15,000. The awards are intended to enable winners to continue promoting and providing transportation services to older adults. The STAR Award winners were selected by a committee of nineteen nationally recognized experts in transportation and aging.

2012 Beverly Foundation STAR Award Winners

STAR Awards for Excellence (\$15,000)

Elderly Opportunity Agency, Inc. (EOA) – Emmett, Idaho
Partners in Care – Pasadena, Maryland
Transportation Assistance for Seacoast Citizens – Hampton, New Hampshire
TRIP – Riverside, California
Via (formerly known as Special Transit) – Boulder, Colorado

STAR Special Recognition Awards (\$10,000)

Barron County Office on Aging – Barron, Wisconsin
Catholic Community Service of Western Washington - Seattle, Washington
Jewish Family Service of San Diego – San Diego, California
Neighbors Helping Neighbors Volunteer Network – Cavalier, North Dakota
Pueblo of Acoma, Senior Center – Pueblo of Acoma, New Mexico
Rural Transportation Inc. – St. Johnsbury, Vermont
St. John's County Council on Aging – St. Augustine, Florida
The Mustard Seed Project of Key Peninsula – Vaughn, Washington

STAR Special Merit Awards (\$5,000)

DOROT, Inc. - New York, New York
Escorted Transportation Service Northwest – Arlington Heights, Illinois
Senior Resource Services – Greeley, Colorado
Seniors' Resource Center – Denver, Colorado
The Shepherd's Center of Kernersville – Kernersville, North Carolina

This is the 13th year the Beverly Foundation has conducted its annual STAR Awards program. To date, almost 1,600 unduplicated applications have been received, and 133 STAR Awards have been conveyed to 115 organizations in 40 states. Additionally, by late May 2012, more than 1,200 STAR Award applicants will be listed on a Map of STPs (Supplemental Transportation Programs for seniors) in America. Each entry includes a link to the applicant's website.

STAR Award Applicant Demographic Data

Information from the applications revealed that thousands of senior passengers received millions of rides by hundreds of community-based transportation services, many of which included volunteer drivers. Preliminary self-reported information from the applications show that in 2011 the 378 applicants:

- Were located in 48 states.
- Served 426,653 senior passengers age 65+.
- Provided senior passengers with 7,500,000 rides.
- Took senior passengers a total of 55,000,000 miles.
- Were in operation for an average of 22 years.
- Involved 3,763 paid drivers.
- Mobilized 17,557 volunteer drivers.
- Counted 1,972,218 volunteer hours (provided by volunteer drivers).
- Included 3,378 program owned, rented or leased vehicles.
- Included 16,442 volunteer owned vehicles.
- Provided rides to senior passengers with a median cost per ride of \$12.50

Additional data provided by applicants indicate that:

- 33% only served senior passengers.
- 42% were located within a senior service organization.
- 55% extended hours of operations beyond weekday/day time to evenings and weekends
- 61% provided door-through-door transportation services.
- 76% reported no crashes causing bodily injury in 2011.
- 43% provided rides on a budget ranging from \$100,000 to \$499,999.

The application process opened on January 15th and closed on January 31st. While more than 400 applications were submitted, the data reported above is based on 378 unduplicated applications. All applicants were eligible for a STAR Award and award winners were selected by a national expert committee of transportation managers, researchers, and professionals in transportation and aging. Eighteen awards totaling \$180,000 were given. The STAR Award winners were announced in early May, 2012.

About the STAR Awards and the Beverly Foundation

The Beverly Foundation's annual STAR Search survey began in 2000 and since that time almost 1,600 unduplicated STPs (Supplemental Transportation Programs for seniors) across America have been identified. Each application process results in STAR Awards to STPs that meet special criteria in their method or outcome of providing transportation to older adults. The Beverly Foundation, headquartered in Albuquerque, New Mexico is a non-profit operating foundation that undertakes research, technical materials development, and assistance to encourage and facilitate mobility and transportation for older adults. For more information about the STAR Awards program and to learn about STPs please visit www.beverlyfoundation.org.

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ATTACHMENT #3



Map of STPs in America

The Map of STPs in America is a recent addition to the Beverly Foundation's website. The map includes 1,036 STPs located in all fifty states plus the District of Columbia and Puerto Rico.

An STP (Supplemental Transportation Program) is a community-based transportation service operated by a public, private, or non-profit organization that provides transportation to older adults by supplementing or complementing existing transportation services.

When you go to the Beverly Foundation's website, all you need to do is click on the map button which will open the map with the number of STPs in each state clearly identified. The three easy steps below will enable you to access STPs in states and cities across America.

- Step 1:** Click on a state and you will open a city or a list of cities in that state which include one or several STPs.
- Step 2:** Click on a city and you will open an STP or a list of STPs in that city.
- Step 3:** Click on an STP you are looking for in each city and the website of the STP will open.

The STPs identified on the map are respondents to the Beverly Foundation's STAR Search surveys in the years 2000 – 2011. While more than 1,400 STPs are included in the Beverly Foundation's database, those on the map are identified and described by their websites. Thus, the information provided about each service is that of the service and not the information documented or owned by the Beverly Foundation.

To View The Map and to Identify STPs Please Visit
www.beverlyfoundation.org