

*THE BEVERLY FOUNDATION'S  
2011 STAR SEARCH REPORT*

*PREPARED BY  
THE BEVERLY FOUNDATION  
ALBUQUERQUE, NEW MEXICO*

*JULY, 2011*

# TABLE OF CONTENTS

	PAGE
<b>Part 1: Executive Summary</b>	<b>1</b>
<b>Part 2: 2011 STAR Search Survey</b>	<b>2</b>
2a. STAR Search Survey History	
2b. Methodology	
2c. Profile of STAR Search Respondents	
2d. General STAR Search Survey Results	
<b>Part 3: Highlights of Narrative History Responses</b>	<b>7</b>
3a. Why They Were Started	
3b. Who Helped Them Get Started	
3c. How They Were/Are Funded	
3d. How They Expanded Over Time	
3e. What Was/Is Done To Ensure Sustainability	
<b>Part 4: Best Practices in Meeting Customer Needs</b>	<b>15</b>
4a. Data from Respondents	
4b. Definition of the 5 A's	
4c. Availability	
4d. Affordability	
4e. Adaptability	
4f. Accessibility	
4g. Acceptability	
<b>Part 5: Stories about Passengers-Drivers-Programs (Submitted by STAR Award Winners)</b>	<b>28</b>
<b>Attachments:</b>	<b>35</b>
#1 List of STAR Search Applicants	
#2 A Senior Friendliness Calculator	
#3 Map of STPs in America	

# *PART 1*

## *EXECUTIVE SUMMARY*

### *STAR SEARCH PROGRAM*

The STAR Search Survey was initiated in 2000 to gather information about Supplemental Transportation Programs for seniors (STPs) and has been carried out annually for twelve years. In the years since its initiation, the STAR Search Survey has collected information on almost 1,400 transportation services that provide rides to older adults. From 2000 through 2010, the Beverly Foundation conveyed ninety-six STAR Awards to organizations in 37 states (plus Puerto Rico) that provide transportation to older adults.

281 transportation programs that serve older adults responded to the 2011 STAR Search Survey. The 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, 2009 and 2010; (3) a series of open and closed-ended questions; (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. In addition to considerable data and best practice information presented in the report, a brief summary of the 2011 survey results shows that in 2010 respondents as a whole:

#### *Summary of 2011 STAR Search Data*

- were located in 47 states
- provided 5,000,000 rides to seniors.
- served 300,000 senior passengers
- included 2,811 vehicles program vehicles
- were in operation for an average of 21 years
- mobilized 11,287 volunteer vehicles
- involved 2,905 paid drivers
- employed 1,221 non-driver paid staff
- mobilized 12,227 volunteer drivers
- incurred transportation delivery expenses of \$50,940,533.

### *STAR Awards Program*

The STAR Awards program is a companion activity of the Beverly Foundation's annual STAR Search Survey. The two programs act in concert: the STAR Search Survey gathers information about STPs; and the STAR Awards program celebrates excellence and promising practices in providing transportation to older adults. In 2011 the Beverly Foundation conveyed nineteen STAR Awards in the amount of \$180,000.

The 2011 STAR Awards Report is in a separate document. However, a list of the nineteen winners of the 2011 STAR Awards and stories about their passengers and drivers are included in Part 5 of this report.

## *PART 2*

### *2011 STAR SEARCH SURVEY*

#### *2A. STAR SEARCH SURVEY HISTORY*

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). The Beverly Foundation gathers information from organizations across America that provide transportation to older adults, analyzes the results of survey responses, and prepares informational materials that can be made available to survey respondents and those interested in transportation options for seniors.

At the end of 2010 the Beverly Foundation’s STP database included almost 1,300. The 2011 STAR Search Survey added to this database, which now includes almost 1,400 unduplicated organizations and transportation services that provide transportation services to older adults across the United States.

#### *2B. METHODOLOGY*

Essential features of the 2011 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, 2009 and 2010; (3) a series of open and closed-ended questions; (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.

281 transportation programs that serve older adults responded to the 2011 STAR Search Survey. The survey instrument included thirty-five questions related to transportation service and delivery of transportation to older adults. While five questions were open-ended, the other thirty questions were close-ended with opportunities for further comments. In concert with past years, a history question had the purpose of identifying purposes and methods used for organizing senior transportation services. Additionally, three of the open-ended questions were included for the purpose of identifying criteria organizations use for serving their customers and communities, and managing the services they provide.

Announcements about the 2011 STAR Search Survey were posted on the Beverly Foundation’s 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 1,750 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.

## 2C. PROFILE OF STAR AWARD APPLICANTS

Surveys were submitted by 281 unduplicated organizations. Their responses provided valuable information on transportation services offered to older adults in the United States.

### Profile of 2011 STAR Search Respondents/STAR Award Applicants

<p>Total # of Senior Rides: <b>5,000,000</b>            Total Transit Expenses: <b>\$50,940,553</b>            Total # Senior Passengers Served: <b>300,000</b>            Represented States: <b>47</b>                CA: <b>32</b> NY: <b>16</b> MA: <b>15</b> MN: <b>15</b>                (missing states: AL, RI, WY)            Average # Years in Operation: <b>21</b></p> <p>Service Area                Rural: <b>46%</b> Suburban: <b>28%</b> Urban: <b>26%</b></p> <p>Types of Organizations                Non-Profit: <b>78%</b> Gov: <b>19%</b> For-Profit: <b>3%</b></p> <p>Dependency/Independence Status                Located in senior or human serv. org: <b>64%</b>                Located in a transit org: <b>11%</b>                Located in another type of org: <b>7%</b>                A stand-alone org: <b>18%</b></p> <p>Number of Senior Passengers Served:                Less than 99: <b>16%</b>                100—499: <b>46%</b>                500—999: <b>16%</b>                1,000—4,999: <b>14%</b>                5,000+: <b>8%</b></p> <p>Total # FTE non-driver paid staff: <b>1,221</b>            Total # Volunteer Drivers: <b>12,227</b>            Total # Paid Drivers: <b>2,905</b></p> <p>Background Check on Drivers                Yes on paid drivers: <b>17%</b>                Yes on volunteer drivers: <b>29%</b>                Yes on paid &amp; vol. drivers: <b>41%</b>                No background checks: <b>13%</b></p>	<p>Total # of Annual Rides provided to Seniors                Less than 1,000: <b>21%</b>                1,000—4,999: <b>29%</b>                5,000—9,999: <b>17%</b>                10,000—19,999: <b>15%</b>                20,000+: <b>18%</b></p> <p>Total # of Crashes                In 2010: <b>26</b>                2005-2009: <b>141</b>                Prior to 2005: <b>76</b></p> <p>Total # Vehicles                Program Owned: <b>2,016</b>                Program Leased: <b>795</b>                Volunteer Owned: <b>11,287</b></p> <p>Funds Supporting Senior Transit Services                Less than \$99,999: <b>58%</b>                \$100,000—\$499,999: <b>32%</b>                \$500,000 +: <b>10%</b></p> <p>Top Four Funding Sources                Government Grants: <b>64%</b>                Contributions from Individuals: <b>48%</b>                Foundation Support: <b>44%</b>                Passenger Donations: <b>42%</b></p> <p>Types of Assistance:                Curb-to-Curb: <b>64%</b>                Door-to-Door: <b>88%</b>                Door-through-Door: <b>70%</b>                Stay at Destination: <b>65%</b>                Escort: <b>60%</b></p> <p>Top Three Destinations                Medical services (non emergency): <b>96%</b>                Shopping: <b>71%</b>                Nutrition services: <b>35%</b></p>
--	---

## *2D. GENERAL STAR SEARCH SURVEY RESULTS*

The following provides highlights of the types of STPs (Supplemental Transportation Programs for seniors) that responded to the survey with 2010 data.

1. 46% had not previously responded to a STAR Awards Application
2. 100% provided transportation to senior passengers
3. 88% provided door-to-door service to passengers
4. 71% took passengers to shopping destinations
5. 50% reported providing less than 5,000 rides
6. 94% provided transportation services directly
7. 46% identified their primary service area as rural
8. 82% included volunteers as drivers
9. 58% received less than \$100,000 to provide transportation services
10. 64% reported government grants as their top source of funding

**#1 STAR Award Applicants** The 281 STAR Awards applicants (survey respondents) represented 47 states. This was the first year that 54% of the applicants had responded to a previous STAR Search Survey. The most represented states included California (32), New York (16), Massachusetts (15), Minnesota (15), and Arizona (12). Programs from all states plus the District of Columbia and Puerto Rico are included in the STAR Search database.

Survey applicants were in operation for an average of 21 years with an average start-up year of 1990. This compares with start-up years of 1989, 1990, and 1992 for respondents to the 2010, 2009 and 2008 surveys respectively. This consistently broad range of years in operation demonstrates that STPs can be sustained over long periods of time. Additional data in this section of the report indicates that many of the respondents provide a considerable number of rides to senior passengers with very limited resources.

**#2 Passengers** Survey respondents served 300,000 senior passengers. 62% of them served less than 500 passengers, and 30% served from 500 to 5,000 passengers. While 100% of the respondents provided rides to senior passengers, 97% said they also provided transportation to people with disabilities.

**#3 Passenger Assistance** The special needs of many of their riders may be why the majority of respondents provide assistance beyond curb-to-curb. For example, only 64% indicated that they provide curb-to-curb assistance while 88% provided door-to-door, 70% provided door-through-door, and 65% provided stay-at-destination assistance. In many instances, the assistance they can provide is the very reason that these services exist. And, one of the reasons they can provide such assistance is the fact that they include some complement of volunteer drivers and often include only volunteer drivers.

**#4 Destinations** While a large majority (71%) of the respondents said they took passengers shopping, the top destination was non-emergency medical services. Other frequently identified destinations were nutrition services (35%), and social services (19%). Interestingly the least frequently identified services were religious activities (2.6%), volunteer activities (2.2%) and paid employment (1.5%).

**#5 Rides** Survey respondents reported providing 5,000,000 rides in 2010. Because 30% of the respondents indicated that they report rides as round trips, this large number of rides may be severely undercounted. While 50% of the respondents reported providing less than 5,000 rides, services reporting less than \$50,000 in funds to provide senior transportation delivered an average of 5,337 rides, and services reporting \$100,000 to \$500,000 to deliver transportation to seniors provided an average of 16,230 rides. 26 crashes were reported by 274 services responding to a question about crashes involving bodily injury in 2010.

**#6 Service Delivery** While 94% of the respondents reported that they provided transportation directly, 56% provided information to passengers that provided transportation services, and 48% responded that they referred passengers to other transportation services. 78% of the respondents identified their organizations as non-profit entities; and while 19% identified as government organizations many of those were actually non-profits. Only 3% of the respondents were for-profit organizations. With respect to agency/organization type, respondents identified as follows: 29% senior service organizations, 19% volunteer organizations, and 17% as public or community transit services.

**#7 Service Area** 46% of the respondents reported their primary service area as rural. This is consistent with previous surveys as 50% of the respondents to the 2010 survey and 39% of the respondents in the 2008 survey reported their service area as rural. 91% of these services provided door-to-door assistance, 24% of them served less than 500 passengers and 36% served from 500 to 5,000 passengers. 28% of the respondents reported their service area as suburban and 26% as urban. One respondent reported its service area as frontier. It should be noted that the respondents self-identified their primary service area. 82% reported being part or a larger senior, human, transportation, or other type of organization while 18% reported their program as a stand-alone service.

**#8 Drivers and Vehicles** 107 respondents identified themselves as involving both paid and volunteer drivers and 113 as involving volunteer drivers only. 52% reported using program owned/contracted/leased vehicles, and 64% reported using volunteer driver owned vehicles. Those programs involving only volunteer drivers reported an average of 15 years of operation and a total of 62,000 passengers. 85% provided door-to-door, 82% door-through-door, and 81% stay-at-the destination assistance. 68% reported doing background checks on drivers, and these 113 respondents reported 2 crashes in 2010.

**#9 Budgets** While 58% of the respondents reported receiving less than \$100,000 to support their transportation services, 32% reported receiving from \$100,000 to \$500,000, and 10% reported receiving more than \$500,000. In responding to a question about their capacity to provide transportation to senior passengers in 2012, 40% of the respondents indicated they could expand, 49% said they could maintain, and 11% said they would need to reduce their capacity with their current resources.

**#10 Sources of Revenue** The top source of revenue for respondents were government grants (64%) followed by contributions from individuals (48%), foundation support (44%) and passenger donations (42%). Responses to the 2010 survey indicated that 78% of the respondents identified government grants and 50% passenger donations as top sources of funding. Thus, it would appear that while government grants may be somewhat declining, passenger donations may be increasing. Interestingly 36% of the respondents identified government grants as the top stable or growing source of funding year after year. It is also interesting that 22% of the respondents indicated that they did not undertake one or more efforts to new funding or other new resources.



## PART 3

### HIGHLIGHTS OF NARRATIVE HISTORY RESPONSES

In the 2011 STAR Search survey respondents were asked to provide a short narrative history of their organization. The question was phrased as follows:

*Please provide a brief history (no more than 200 words) of your senior transportation service by commenting on the following points: (1) why was it organized; (2) individuals or organizations who helped get it started; (3) how it was organized and funded; (4) how the service has expanded, contracted, or stayed the same over the years; and (5) what has been done to sustain it over time. If you do not know the history, it is suggested you locate someone who can assist you in answering this question.*

What follows is information about the organizational history of survey respondents. Each sub-section corresponds to one of the five questions, and includes quotes (grouped thematically) from the respondents' narratives. The quotes were chosen because they are representative of the responses as a whole.

#### 3A. WHY THEY WERE STARTED

For the most part, survey respondents said their organizations were started because seniors needed transportation services. For example, many of the programs that include volunteer drivers appear to be the result of an identified need for transportation by older adults. In some instances the need was identified by individuals. In others it was identified in a community survey. In still others it was the result of discussions by transportation or human service providers or a community groups. In almost all instances the need was linked to older adults who were no longer able to drive, who were unable to access existing transportation services, or who did not have transportation services available in their neighborhoods. What follows are some examples respondents gave for why they started their programs.

##### **Transportation was the #1 Unmet Need**

*"We researched the critical and under-served needs of older adults and discovered that transportation was consistently at the top of the list of concerns."*

*"Planning efforts revealed transportation (to both life-sustaining and life-enriching destinations) as seniors' top need."*

*"A survey of our community was undertaken to determine top priorities for "aging in place" in our rural area. Transportation was the number one priority identified."*

##### **Need for More Personalized and Assistive Services**

*"The Council realized that some senior passengers utilizing public transit needed a more personalized service, and created the volunteer driver program in response to that need. It enhanced services to specific seniors by providing a volunteer driver who could stay with the passenger and assist them in the grocery store and doctor offices as needed, and not require these frail elders to spend long hours riding vans or waiting at for pick up on a route that covered a large geographic area."*

*“The community expressed the need to supplement existing transit services with door-through-door assistance for older adults and adults with disabilities. The result was an escort-assistance program, in which volunteers provided door-through-door assistance to customers using public transportation services. Based on feedback from program participants, it later expanded to include a door-through-door volunteer driving component. A transportation committee comprised of older adults and social worker helped launch the program in this second site.”*

#### **Need for Medical Transportation**

*“While there are physicians and three small hospitals in the county, a person must travel at least 60 miles one way to receive care from a specialist. The transportation program provides rides to medical appointments.”*

*“Transportation can become an enormous obstacle and a burden to seniors and their families. There is no choice for older people. They need to get to medical appointments. It's not only the long drive. It is the three to six hours to complete the treatments.”*

*“The program was started to help meet medical transportation needs for the elderly, people with disabilities or chronic illness, and those who have limited funds or lack other resources.”*

#### **Means to Remain in Homes and Communities**

*“The program was started in large part because of the many seniors who had lost their ability to drive, to take public transportation, to use curb-to-curb services, or to pay for taxi services. Before it was started, the lack of available programs that offered free, appropriate transportation often led to seniors having to give up their homes and be institutionalized in long term care facilities.”*

*“Older adults in the community needed and deserved transportation options that help to preserve their dignity, maximize their independence, provide them access to the full range of senior activities that contribute to their quality of life, and help them remain in their homes longer.”*

*“Our service was organized by a group of people who saw a great need. They saw that many of the senior citizens were suffering from isolation, as well as transportation to and from medical appointments, shopping, and other errands on the very same trip.”*

#### **Response to a Lack of Transit Services**

*“Our transportation service was organized out of necessity because there was no public transportation available to seniors and others in our community. Staff recruited a volunteer to organize a fund raising project that would purchase the van to be shared with another non-profit agency.”*

*“In our rural community, the lack of dependable transportation, and lack of a system for organizing willing volunteers to fill that gap, made a mockery of the claim “We take care of our own.” We wanted to make that claim truthful and keep our elders and disabled folks safely and independently, in their homes and communities of choice.”*

*“We were established to provide unduplicated transport at odd hours, holidays, weekends and across county lines and for those who could not tolerate bus rides.”*

Respondents also discussed the specific circumstances that led to the creation of their volunteer driver programs.

#### **Outcomes of Surveys, Need Assessments and Meetings**

*“It was first discussed at a meeting, attended by representatives of community organizations including the developer and the Ministerial Association.”*

*“We undertook a community needs assessments, held an older adult Transportation Forum and transportation-related focus groups, and met with older adults and service providers.”*

*“We conducted a needs assessment survey for seniors 60 and older. The survey was mailed to seniors in 32 towns. The need for transportation to medical appointments had the highest response as an unmet need.”*

### ***Inspiration from the Community***

*“The program was formed in response to community need. In many cases the ability to drive leaves before the ability to live independently does. Our community provides some amenities for those with physical disabilities but only has limited resources for those who are ambulatory. Public transportation is tedious and inadequate in service of senior citizens and taxi service is too expensive for sustainability. Our service was created to meet the need of affordable, door to door transportation for seniors.”*

*“Seniors surveyed identified a lack of transportation options as their top concern. The Office on Aging encouraged a grassroots coalition to find a solution. The group learned of Supplemental Transportation Programs (STPs), which meet specific needs through a largely volunteer structure; and hosted a conference to further study them. A workgroup of human service and transportation providers, government representatives, community members and senior citizens was formed. For two years the workgroup interviewed service providers, held focus groups, and met with seniors to understand the impact of transportation on quality of life.”*

### ***Cessation of Other Programs***

*“As a result of budget cutbacks, our city transferred our only paid driver over to the Dial-a-Ride program. In answer to this dilemma of no driver, we recruited and trained an all volunteer corps of drivers who provide transit service to seniors wanting to visit the local senior center. Those seniors without transportation are the most vulnerable, and need our services the most - including nutrition, socialization and recreation.”*

## ***3B. WHO HELPED THEM GET STARTED***

Organizations that include volunteer driver programs are, for the most part, community-based and community-oriented entities that are the vision of and receive their impetus from individuals, groups, and organizations in a community. Some of the organizations responding to the survey were started by a single person who started driving his/her neighbors, or by a group of people who got their friends together to drive their older neighbors and friends. In several instances a group of retirees got together to support those who needed their help as volunteer drivers. However, for the most part, organizations or groups of organizations started the programs.

Of importance is the fact that many organizations responding to this particular question were associated with faith communities including individual churches, locally sponsored groups with religious affiliations such as Catholic Charities and Jewish Family Services, and the national Faith in Action Interfaith Caregiver network. Some were started by a hospital, senior center, or nursing home. Others were organized by a coalition of human or senior service providers, or community service agencies; or by a planning agency or the local Area Agency on Aging. Still others were started by a government agency from the city or the county, or a local volunteer group supported by a Federal Agency such as RSVP and the Senior Companion Program. Below are examples of how organizations described their initial start-up.

### ***Involvement of Community Leaders***

*"Fifteen people came together to provide support and address the questions of needs within the county... they were community leaders from key organizations."*

*"Our program was started by a group of dedicated leaders representing the local medical center, the United Way, two senior centers, two residential care centers for the elderly and four churches."*

### ***Action by Dedicated Citizens***

*"We were founded by local citizens with a passion to help their neighbors."*

*"A handful of dedicated members of the YMCA initiated a coalition to discuss how they could help the many and rapidly increasing elderly individuals in the community who were "falling through the cracks" of health and service programs."*

*"The program was founded by three women with backgrounds in gerontology and public health. The original purpose of the organization was to supplement transportation services for seniors and adults with disabilities in the county. The county had very little public transportation, and seniors relied mainly on family members or the vans."*

### ***Participation of Volunteers***

*"The service was informally started by volunteers when the senior center was largely a social club."*

*"We were founded by twelve community members who at the time were volunteers."*

### ***Advocacy of Religious Leaders***

*"A minister asked local faith communities to come together to determine how churches and synagogues could help address the need to get seniors to local senior centers, medical services and other errand type services."*

*"Eight congregational representatives from several local towns came together to begin the mobilization of our organization."*

*"An advisory council of congregational members was established to help guide the development of the program, provide financial support, and recruit volunteers, and partnerships were formed with human service organizations for referrals."*

### ***Intervention of Organizations***

*"Our county Office for the Aging established a program funded by local contributions and aided by volunteer recruitment from RSVP."*

*"Our program was established when the County Department on Aging expressed concern to our volunteer center director about a gap in services for frail and isolated seniors in need of medical transportation, grocery shopping and companionship."*

*"The Regional Transit Authority started the program."*

## ***3c. HOW THEY WERE/ARE FUNDED***

As was mentioned earlier, many of the responding organizations were started by members of the faith community. Of interest is the fact that a great number of respondents received their initial funding from the Robert Wood Johnson Foundation in concert with its Interfaith Volunteer Caregiver Program. Others secured funding from government entities at the local, state or national levels. Still others were funded entirely by local sources either churches, businesses or community foundations. Below are examples of how programs were initially or are currently funded.

### ***Robert Wood Johnson Foundation Support***

*"A grant from the Robert Wood Johnson Foundation provided the resources to launch the program."*

*“We received funding from the Robert Wood Johnson Foundation to expand services which included transportation.”*

*“Office space was donated and the initial funding was provided through a grant from the Robert Wood Johnson Foundation.”*

#### **Funding from Religious Sources**

*“Pastors of eleven downtown congregations undertook an eight-month needs assessment of the community. Nine of the congregations then pledged startup funds for the organization, which initially focused on learning and fellowship opportunities for older adults.”*

*“The program was initiated in response to the reality that many seniors (60+) in our community were unable to access or afford the extant public and private transportation services. The program was entirely funded initially by church donations and free office space. Funds also have been provided by passenger donations and additional church and civic sponsors.”*

#### **Support from Government Agencies**

*“The county Human Services and Senior Services departments partnered to receive the first planning grant.”*

*“Our county Office for the Aging established a program funded by local contributions and aided by volunteer recruitment from RSVP.”*

*“We have expanded our service area from four to sixteen square miles and have built relationships with government agencies (city/county/state/federal), community organizations, and various corporations for volunteers and funding to support our services. We have also opened a resale shop to receive and resell donations as a revenue source for our programs.”*

#### **Bequests and Donations**

*“In 1993, fifty volunteers provided transportation services to eighty clients. Now, two hundred eighty-four volunteers provide transportation to twelve hundred fifty adults in need. Over these years 60% of total revenue has come from bequests and other planned giving; 30% has come from individual donors; and 10% has come from foundation and other grant sources.”*

*“It began as a grass roots effort organized by local residents. It was funded with a small amount of seed money donated by a family in memory of their husband and father. Today it is supported by donations.”*

#### **Community and Business Support**

*“The program enjoys a high level of visibility and a positive reputation in the community. Many community businesses and organizations include it in their budgets for support.”*

*“In 1974 a group of concerned senior citizens formed a committee to address the need for transportation. Initially they sought donations from individuals and businesses.”*

### *3D. HOW THEY EXPANDED OVER TIME*

The individuals, groups, and organizations that started senior transportation services with volunteer driver programs are described above. The next step for almost all the programs included the creation of an advisory committee or group, the formation of a board of directors, and eventually the development of a non-profit organization. Sometimes the program started providing one service and expanded the service to include transportation. Sometimes they began by serving two or three passengers (often referred to as clients) with only a few drivers. Seldom did they start with a large

staff, however, many of them evolved and expanded over time. What follow are examples of the different ways programs have expanded over time.

### **Addition of Transportation Services to Social Services**

*“We began by providing housing repair assistance to seniors. Through working with our clients, we saw a growing need for transportation assistance.”*

*“It was first started during World War II as a flower delivery service, delivering flowers to seniors in the hospital for low income families. Flowers were delivered 2 or 3 times a week by volunteers. They would come in report to the switch board operator get info and deliver flowers... the service was expanded to include transporting residents mostly seniors who had no way to get home or to their follow up appointments. Volunteer drivers filled the role of drivers and coordinators of the program.”*

*“We began with in-home respite care with the help of a few individuals with a vision. Later, the respite program was asked by the community for volunteers to help in other areas such as transportation, light housekeeping and other chores. Transportation has since become our most sought after service, constituting 70% of the agency’s total.”*

### **Expansion of Existing Services**

*“Our volunteer driver program was started as an add-on to our paid driver transportation service.”*

*“We expanded the hotline into the 2-1-1 line; launched a travel ambassador program; launched a bus buddy program that instructs seniors how to utilize public transit of all types; launched the pay your pal rural volunteer voucher programs that assists seniors and those with disabilities for trips by volunteers to medical, work and educational appointments; and started a travel instruction program to reach low-income job seekers.”*

### **Expansion of Service Area, Transit Assistance and Social Services**

*“We began with volunteers from a local senior transportation organization which provided service using personal vehicles. Destinations were limited and accommodated only medical and shopping needs with no provisions for disabled. These volunteers investigated the concept of a boarder service area, servicing all needs, and disabled accessibility.”*

*“By expanding the program to serve a larger area, we have been able to receive more funding.”*

*“Transportation service is our greatest need. We will drive a neighbor any place they need or want to go. We are out in the community and coordinate with all community agencies to continually search out the needs and this why we expanded our transportation service to include: meals on wheels delivery, transportation to community meals, and volunteers to volunteer positions.”*

### **Development of Community Ties and Collaborations**

*“We collaborated with the Red Cross in order to use their van to transport groups of people to our senior center and grocery using charitable donations for support. We then expanded the program to include escorted transportation by volunteers in their personal vehicles and began charging fees (sliding scale option) to cover expense of personnel coordinating the rides.”*

*“Developing community partnerships of all kinds has also helped to expand transportation services.”*

*“Our expansion resulted from the development of partnerships.”*

### **Change of Status and Organizational Growth**

*“We started as part of larger organization and became an independent nonprofit.”*

*“Several years ago, this program was closed by a local senior care provider. Seeing it was too good to throw away, the creator of this concept, decided to recreate it as a stand-alone program to serve the more frail elderly of our community who needed this service for medical and dental appointments. . We were successful in launching the new program out of a home office that has since moved to the local senior center. Each year since then, we have expanded by welcoming and training more volunteer drivers.”*

*“A major source of funds for operations continues to be the county senior services levy, which was successfully renewed for five years. What began with one executive director and thirty volunteers now has grown to four townships (including a reservation) with five employees and one hundred seventy three volunteers; all supporting three hundred forty six care receivers and their caregivers.”*

### *3E. WHAT WAS/IS DONE TO ENSURE SUSTAINABILITY*

Sustainability generally is equated with acquisition and utilization of financial resources. While financial resources were mentioned as the primary factors contributing to the sustainability, other factors such as individual and group support, support from volunteers, caregivers, passengers, and the community also were identified by survey respondents. Below are examples on how programs maintain their sustainability.

#### ***Increase of Funding Sources***

*“Transportation services, along with other services we offer, have been sustained by grants, fundraisers, congregational support, and individual donations.”*

*“Sustainability has been assured through the intensive work of a local foundation.”*

*“Our program has sustained itself through community support, in-kind donations, individual donors, and fundraising efforts. Eventually the YMCA formally adopted the program within its operating budget which has continued to expand by recruiting more volunteers to meet the growing number of senior’s needs in portions of a tri-county area.”*

#### ***Mobilization of Volunteers***

*“The program’s longevity is due to recruitment and retention of exceptional volunteers who donate time and resources.”*

*“Volunteers have been the greatest source of sustainability through fundraising, by communicating our accomplishments to friends and associates, and by providing services to older adults.”*

*“We have sustained ourselves over time because we are reliable; and the volunteers are dedicated, kind, and meet the needs of the clients with patience in spite of doctors’ varying schedules.”*

#### ***Establishment of Community Support***

*“It is because of adaptability and community outreach, through the dedication of key staff, board members, and community friends who have remained committed to the mission of our work.”*

*“Long term sustainability was helped by state and city funding which helped provided stability in program staffing. The development of partnerships in the community with businesses, other human service organizations, and faith communities has also created stability and recognition in the community.”*

*“Our sustainability is due to strong local, grassroots support.”*

#### ***Solidification of Infrastructure and Diversification of Activities***

*“Our sustainability is due to developing a strong infra-structure of staff, programming goals and objectives, and securing long-term funding.”*

*“Efforts to sustain and expand our service include a new shopping/bank transport program, advertisements in local print and cable media, flyers posted, county meetings, support from elected officials, volunteer fairs, a web site and e-mail address, proposals for two public grants, rewarding volunteers with luncheons and modest trophies, and service on county committees to spread our mission's message.”*

*“We sustain the program by keeping our overhead costs to a minimum (i.e. leveraging volunteers to coordinate/implement the program). We have recruited a full-time AmeriCorps\*VISTA member to assist us with regular volunteer recruitment/training and program outreach and marketing. Finally, we conduct aggressive fundraising to secure funds to maintain the program and keep our service costs to a minimum.”*

**Initiation of Partnerships and Collaborations**

*“The merger of our organization with another is a major factor for sustaining the program, along with securing an ongoing county contract to continue our work each year.”*

*“We have been able to sustain our services through great volunteer and donor support, and by collaborating with other agencies and businesses.”*

*“For sustainability, we collaborate with other organizations serving seniors to assist us in keeping up with demand; we appeal to the community we serve (businesses and our member's families, for example) and keep our operating costs down.”*



*PART 4*  
*BEST PRACTICES IN MEETING CUSTOMER NEEDS*

The section presents a discussion of five topics related to best practices in meeting customer needs. Survey respondents were asked to submit short comments related to the topic by choosing one of the **5 A's of Senior Friendly Transportation**. The question was presented as follows:

*Each of the practices on the list below is important in meeting the needs and expectations of senior customers. Please select the one that you consider your "best practice" in meeting the needs and/or expectations of your customers. In 100 words or less, please describe the practice you selected (availability, acceptability, adaptability, accessibility, and affordability) and why it is a practice that others should know about.*

*4A. DATA FROM RESPONDENTS*

Survey respondents were asked to check only one of the **5 A's of Senior Friendliness** that they considered their "best practice" in meeting the needs and/or expectations of their senior customers. The results are as follows:

Making My Service Available	36%
Making My Service Affordable	21%
Making My Service Adaptable	20%
Making My Service Accessible	18%
Making My Service Acceptable	5%

In response to the question: "Overall, how satisfied with your service are seniors who receive your transportation services", 92% indicated extremely satisfied and 8% indicated somewhat satisfied. In response to the question: "How do you measure the satisfaction of your riders with your services", respondents answered as follows:

Collect Feedback on an Informal Basis	79%
Do Passenger Surveys on a Regular Basis	65%
Keep Logs of Complaints and Compliments	56%
Keep Logs of Late Pick-ups and Missed Trips	35%
Use Other Techniques	30%

Other techniques identified by respondents included: random phone calls, quarterly and annual phone surveys, annual caregiver surveys, qualitative interviews, surveys at meal sites, customer council meetings, on-line satisfaction surveys, feedback from drivers, notes by drivers on returned taxi vouchers, thank you notes from customers, focus group feedback, public meetings and forums, client ratings during assessments, and logs of customer complaints.

#### *4B. DEFINITION OF THE 5 A'S*

Identification of the **5 A's of Senior Friendliness** was the result of 1999 quantitative and qualitative research by the Beverly Foundation and were formally introduced by the Beverly Foundation in its 2001 publication, *Supplemental Transportation Programs for Seniors*. In this report, each of the **5 A's** was identified, and in later Beverly Foundation publications (including the 2006 Volunteer Driver Turnkey Kit and the 2008 Volunteer Driver Fact Sheet) each of the **5 A's** was described at length, and a calculator was developed for identifying the level of senior friendliness of a volunteer driver program. Information about the **5 A's** was made available to survey respondents. Below is a summary of the types of transportation activities represented in each of the **5 A's**.

**Availability: The Transportation Service....**

- *provides transportation to seniors*
- *can be reached by the majority of seniors in the community*
- *provides transportation anytime (day, evenings, weekends, 24/7)*
- *can take riders to destinations beyond city & county boundaries*
- *maintains organizational relationships with human service agencies*

**Acceptability: The Transportation Service...**

- *uses vehicles that are easy for seniors to access*
- *offers "demand response" with no advance scheduling requirement*
- *provides driver "sensitivity to seniors" training*
- *adheres to narrow "window of time" for home and destination pick up*
- *ensures cleanliness and maintenance of vehicles*

**Accessibility: The Transportation Service...**

- *can accommodate the needs of a majority of elders in the community*
- *has information program for improving senior transportation knowledge*
- *can provide "door-thru-door" transportation when needed*
- *can provide services to essential and non-essential activities*
- *can link seniors with "more appropriate" transportation options*

**Adaptability: The Transportation Service...**

- *will provide transportation escorts when needed*
- *can provide multiple stop trips for individual passengers*
- *can access vehicles that accommodate wheelchairs and walkers*
- *maintains a policy of "adapting the system to meet needs of seniors"*
- *undertakes annual senior customer survey for service improvement*

**Affordability: The Transportation Service...**

- *offers reduced fares (or free transportation) to senior passengers*
- *secures funding specifically to support senior transit services*
- *offers opportunity to purchase monthly pass instead of paying cash*
- *offers options for purchasing tickets by mail or the internet*
- *uses volunteer drivers to reduce costs for providing "extra" services*

The **5 A's** are about Senior Friendliness and do not represent a rigid list of services and activities. While fairly general guidelines were provided for narrative responses,

survey respondents tended to use their own experience to identify their “best practice”. For example, in most instances passenger support was discussed within the context of assistance, but some respondents discussed it as contributing to availability, accessibility, or adaptability. The same was true with financial support which was most often discussed within the context of affordability, but sometimes respondents discussed it as contributing to availability, accessibility, and even acceptability. Perhaps the most recurring theme was the importance of volunteers as the means for making transportation available, affordable, adaptable, accessible and acceptable. The discussion below deals with the narrative “best practices” responses to the selected topic of survey respondents.

#### *4C. AVAILABILITY*

Availability was, by far, the most frequently mentioned method of ensuring senior friendliness. Respondents mentioned that transportation services needed to be available to ensure that elders could remain healthy, lead independent lives, continue to be active in their communities, have access to basic services, and take part in the fun activities offered in their neighborhoods. Availability was said to be essential to senior riders, especially in rural America where respondents said they often were the only transportation providers in the area. In many instances, paid and volunteer drivers were the means for making rides available. However, availability was not viewed the same way by all respondents for it took several different meanings and was achieved by a variety of methods. What follows are summaries of customer service **availability** “best practices” that were most frequently identified by respondents.

##### *Key Issues*

- **Offering services at convenient times...** including same day service, offering extended services; and providing service on weekdays, evenings, weekends, holidays, early mornings and late evenings, 24/7, and even 365 days a year. To be able to offer services on national holidays such as Thanksgiving and Christmas Day was a point of pride worth mentioning.
- **Providing transportation in rural areas...** was identified as being expensive as well as difficult and often as the only community-based option in the area. Distances of 30 to 100 miles were not uncommon and often the rationale for involving volunteer drivers who could stay at the destination with passengers rather than pay for a driver to dead-head from and to the destination.
- **Eliminating destination restrictions...** was viewed as important for the well-being of senior passengers in order to have access to life-enriching activities, life-sustaining and even life-maintaining destinations. While providing trips for non-emergency medical services is essential, trips to the bank, the grocery store, and even the beauty shop and bowling alley were identified as necessary.
- **Eliminating city, county, and even state boundaries...** was seen as a basic need for many passengers who needed to go beyond normal jurisdiction boundaries such as city, county, and even state borders for essential services or life enriching activities.
- **Offering different types of transportation services...** implied the possibility of offering multiple services such as shared rides, shuttle services, special events transportation, volunteer driver escorts, group excursions, and medical advocates.

- **Spreading information about services...** was often identified as making sure that seniors were aware of the existence of their transportation services or of transportation offered by other organizations in their area. In most cases, this definition of availability was related to outreach to seniors with information and materials often in multiple languages. In many instances the drivers raised awareness as “the eyes, ears, and voice” of the transportation service.
- **Securing financial resources...** was described by some organizations as decisive for service availability in that transportation would not be available or passengers assured of its availability without the availability of financial resources. Interestingly, few respondents used the term “sufficient resources” in their discussion. Having financial resources to operate the program was viewed as critically important by many respondents because they were the only transportation service in the community, and/or they provided free rides or reduced fares to passengers with limited financial resources.
- **Recruiting and retaining volunteer driver services...** was the reason many services indicated they were able to make transportation services available. According to many services, a large number of drivers not only allows a response to all demands, but also forms a large network for word-of-mouth recruitment for even more drivers. Several other recruitment methods mentioned included use of constant public service announcements and advertisements in the local newspapers. Perhaps the most frequently mentioned method of retaining volunteer drivers was by making volunteering easy through accepting volunteers’ need to take only the assignments that corresponded to their skills, flexibility in scheduling them, and eliminating pressure for more involvement.
- **Collaborating and partnering with other organizations...** was viewed as enabling a more complete availability of services by the development of partnerships and service linkages with other transportation and social services. In some instances, if a volunteer could not be found to provide a ride, a driver might be borrowed from another service, or a taxi voucher might be made available through a pre-established agreement with a taxi company. Coordination and mobility management often were mentioned as a means for providing maximum availability of transportation options to passengers.
- **Offering transportation free of charge...** was identified as a method for eliminating financial barriers and thus making transportation available to older adults when it might not be available to them if they were required to pay a fare.

### *Quotable Quotes*

*“While each of the 5 A’s of Senior Friendliness are equally important, availability is most important since many seniors move to and continue to live in our community because of our transportation service. There is no charge. Without the availability of the service, senior residents would not enjoy independence to travel to the senior center, bank, grocery store, medical appointment, or beauty shop; to go to lunch, shop for groceries, or take care of other personal needs.”*

*“If the service is not available when needed, it is useless. If a rider wants to attend a religious service on a weekend and the system doesn’t run on weekends, the ride doesn’t occur. If a rider wants to go to the beauty shop but funding doesn’t allow a personal trip, even if the rider offers to pay, the service wouldn’t be available. We try to get folks where they want to go, not just where they need to go.”*

*“Service is available 24 hours a day, 7 days a week, 365 days a year and offers affordable rides to seniors (65+) by volunteer drivers. By not limiting the hours of availability, we advocate for the social welfare of the elderly and provide them with the necessary means to remain independent. We have no time restrictions on hours of operation including holidays. Phones are staffed after hours by an office person in case of emergencies.”*

*“If our service were not available, many of our clients, senior citizens in particular, could go for days without seeing another living person given the remoteness of much of our service area. We provide all requested services, even when they are not cost-effective.”*

*“Because of our large volunteer base, we can find a volunteer in a few minutes for emergency calls. We have one volunteer that makes himself available in the wee hours of the morning to take a client to a neighboring town for dialysis three times a week.”*

*“Many of our customers don't qualify for public transportation and are unable to use the regular bus system and wouldn't be able to receive the necessary medical treatment they deserve if our program wasn't available to them.”*

*“There are very few transportation services available in the county and virtually none that meets the needs of frail seniors, living alone. We are the only service I'm aware of that will pick a client up at their door, walk them into the appointment and wait for them.”*

*“Rural transport on the average is 30 miles or more miles away. That's two hours of travel time. Within that time period the friendly volunteer from the program and the passenger visit. This can help reduce the passenger anxiety and fear. The one-on-one interaction means a lot to those riding. Family members are more at ease knowing their love one is being transported by someone in the community, who they most likely know. If requested a volunteer will support that person during their appointment.”*

*“By providing transportation on Sundays, older adults are allowed to continue a ritual that has been important to them throughout their life.”*

*“Awareness of availability requires our program and our drivers to make social contact with as many people and organizations in the county as possible, a most enjoyable part of the job.”*

#### *4D. AFFORDABILITY*

Affordability was often linked with acceptability. Many respondents described affordability as their best practice because it was (and is) critically important to the ability of a transportation service to provide necessary services, for the older adult to use transportation services, and ultimately for the health and wellbeing of older adult passengers. The ability of the service to provide transportation at an affordable cost to the service itself also was identified as critical to ensuring that the transportation it provided could be available, adaptable, accessible, and acceptable. At the same time, respondents frequently indicated that budget cuts and the high price of gasoline made it difficult for them to remain solvent. A major topic of discussion was the limited and/or fixed income of the senior passengers. Several services mentioned that they provided transportation free of charge or for very low fares because many of their senior passengers would forgo shopping for food or purchasing necessary medications if they were required to pay for transit. What follows are summaries of customer service **affordability** “best practices” that were most frequently identified by respondents.

#### *Key Issues*

- ***Lessening the impact of not driving...*** by being an affordable option in the community that meets the mobility and financial challenges of older adult passengers. Respondents indicated that many people who no longer drive need the assistance they provide and their services are less expensive than a taxi, a shuttle, or a private service.

- **Using volunteers...** was the affordability service delivery method used by a majority of respondents. In other words, their services' affordability (for service delivery and passenger use) was the result of the involvement of their volunteers. These volunteers enable them to run low-cost operations, remain financially sustainable and offer senior transit services free of charge. When offered mileage reimbursement, many of these volunteer drivers choose to give back the money to the programs in which they are involved.
- **Acquiring financial resources...** to make services affordable often involved fundraising events, grant writers, soliciting donations, and even linking with and providing transportation services to other transportation and social service organizations.
- **Establishing links with sponsoring destinations...** such as shopping centers, doctors' offices, stores and businesses to sponsor rides and therefore offset the transportation costs on some specific days.
- **Offering reduced transportation fares...** by charging fares according to income, by providing vouchers to reduce out-of-pocket costs, by enabling senior passengers to travel at reduced fares on off-peak hours, and by providing transportation free of charge; to ensure that transportation was made affordable to senior passengers. According to some, paying for transportation could be a hardship on older passengers.
- **Soliciting donations...** by asking for passenger donations rather than setting a fixed fee allowed many services to be inclusive of all older adults of their community. Some provided a donation envelope when riders signed up for services and replaced it with a thank-you note after receiving a donation, or others sent a monthly suggested donation letter outlining how many trips riders received, how many miles they travelled and indicating a suggested donation. Still others did not solicit donations but welcomed them from generous passengers and family members. For a large number of services, donations were the main source of income.
- **Offering the possibility for financial contribution...** by appealing to the generosity of the community that benefitted from low-cost transportation services for senior passengers. Many programs organized an annual appeal to which corporations, foundations, social and health services, family members, and passengers could contribute.
- **Refusing to refuse a ride...** was identified by several organizations for ensuring affordability for passengers by never turning anyone away due to inability to pay. No one is refused a ride for financial reasons. Not only did transportation services mention the relationship of fundraising as important, but they also mentioned the importance of providing services at a very low cost.

### *Quotable Quotes*

*"You can have the best service, but if a senior customer cannot afford it, it is neither available, acceptable, adaptable nor accessible."*

*"Many of the elderly in our community can't afford public transportation to their numerous doctors' appointments. They are without family or friends available to drive. A cab costs \$16 round trip on average and many people can't walk to the bus stop. The elderly, whom are on fixed incomes, should not have to miss out on medical care because of transportation issues. It is our goal to ease the transportation burden so that the elderly may access the care they need and deserve."*

*"When they do not have to pay for transportation and in-home service, their funds can be used toward food, utilities, rent and medications."*

*“Many older adults are nervous about their finances because they are living longer and spending their money. By making this service free and informal, they feel connected to a community that cares about their needs as individuals.”*

*“Many seniors in our area live on \$10,000 to \$20,000 per year; and 10,000 seniors are without transportation to accomplish the things they want and need to do. These factors create great demand for free-to-affordable senior transportation... accomplished by providing volunteer drivers and arranging public transportation paid for through vouchers.”*

*“By partnering with a variety of transportation entities we can work as a team to provide quality services while keeping prices at a reduced rate.”*

*“Our county is comprised of seniors who live in rural, outlying areas that are underserved by the transit system. Our transportation service is preferred by seniors because we are the only local transportation provider that provides “hallway-to-hallway” transportation and escort services operated on an affordable “donation only” basis. We have no set charges or fees and clients are not denied service based upon their ability or inability to make a donation.”*

*“Volunteers provide all our transportation and do not get reimbursed for their gas or time. They provide the service because they enjoy helping. The benefits of volunteerism are well established.”*

*“We have no set fee, rather a suggested voluntary donation of \$5 per round-trip. Many of our clients choose to make a donation, which helps to offset the cost of repairs and maintenance, but it is entirely confidential and discretionary.”*

*“Our volunteers have enabled us to run a low-cost operation, remain financially sustainable and offer senior transportation services free of charge.”*

#### *4E. ADAPTABILITY*

Situations can change. Conditions can vary. Customer needs might increase. What works today may not work tomorrow. For some organizations, adaptability meant not to be rigid, for others it meant to be person-centered, for still others it meant removing barriers. Quite often adaptability was linked to flexibility. Personalized transportation services tailored to the mobility needs of senior passengers and removing barriers to access also were mentioned. Another topic that was identified by several services was their ability to coordinate with other transportation services. What follows are summaries of customer service **adaptability** “best practices” that were most frequently identified by respondents.

##### *Key Issues*

- **Offering a wide-scope of personalized transportation...** including hands-on assistance in the form of door-through-door support, stay at the destination help, accompanying riders to and into their medical appointments, and even providing “gentle” assistance to passengers within their homes or destinations. The amount and type appear to depend on the senior passenger’s mobility needs and challenges. Drivers can escort, stay-at-destination, provide door-through-door assistance, and help with activities.

- **Eliminating restrictions...** such as the number of rides seniors can take, the numbers of bags they can carry with them, penalties for cancelling appointments. For example, some services said senior riders could cancel an appointment at the last minute without worrying about a fee. In other words, they adopted a “yes” philosophy.
- **Being flexible...** for some respondents meant being able to adjust their transportation services by changing or extending drivers’ routes, expanding service hours, using only a specific vehicle for a rider because of accessibility issues, accommodating last minute reservations or cancellations, or involving an escort for visually impaired people who need extra assistance at the grocery store.
- **Accommodating special demands...** for some transportation services meant being able to fulfill last-minute requests, and meet needs for changed appointments and unexpected cancellations. Others indicated they try to meet personal demands such as a special request for a lady driver or for a specific vehicle.
- **Allowing trip chaining...** enables passengers to make more than one stop during each outing. Service providers indicated that multi-stop rides gave senior riders peace of mind by allowing them to take care of multiple errands in a single trip. Interestingly, the single trip for a passenger could count as three or perhaps even six trips for a transportation service provider.
- **Involving flexible staff...** resulted in adaptable service delivery for many services. For example, flexibility in scheduling might require more drivers or more office staff to schedule rides. In one example, if the service could not fulfill the need for transportation to a medical appointment, staff would reschedule the appointment with the medical center, which required flexibility on the part of more than the program staff.
- **Matching riders with specific volunteers...** with rider-volunteer matches can encourage the development of relationships and therefore drivers get to know their riders better and are better prepared to meet their needs as their needs change.
- **Adjusting policies...** especially customer policies, can be fairly simple if those policies are not viewed as hard, fast rules, but are instead used as guidelines that can be changed to meet the needs of senior passengers.
- **Using surveys...** of passengers on a frequent basis can enable a program to adjust transportation services according to passenger needs and demands.
- **Accommodating special needs of volunteer drivers...** such as a need to drive during the lunch hour, only on Sundays, or very late at night; or the need to drive a program owned vehicle or to driver a single passenger were methods several programs used to expand their volunteer driver pool or ensure the commitment of volunteer drivers.

### *Quotable Quotes*

*“We are available/accessible by law; beyond ‘acceptable’ in our performance; and affordable for our passengers because we recognize that we live in an economically depressed rural area serving mainly low income individuals, and therefore, keep our prices low. Our best practice is being adaptable by accommodating our passenger’s needs on a day to day basis. We are always prepared for passengers who may be ambulatory one day but in need of wheelchair service the next. We can accommodate same day service 95% of the time. We purchase new fleet vehicles to anticipate community needs (i.e. our stretcher van).”*

*“Volunteers are the key to our program....the program adapts to their schedule and preferences...they adapt to passengers needs by offering more assistance on a day they know has been stressful.”*



*“We purchase vehicles based on adaptability and needs: (1) raised roof vans allow seniors to walk without stooping or bending, ramps fold down and allow seniors to walk into a vehicle, using a walker or other device rather than step up into a vehicle; (2) mini vans, body on chassis; (3) large cars to accommodate obese persons, cars lower to the ground; and (4) vehicles with flip seats for more ambulatory clients, when flipped up, accommodates wheelchair clients.”*

*“If a person calls with a specific date and time of an appointment, if we cannot accommodate the request, we contact the medical facility and reschedule the appointment so that the client can feel at peace that he or she will be able to be seen by the doctor or other medical facility.”*

*“Many changes are beyond our control, whether it is a senior center changing their program hours or a new business moving in a location just outside of your service area. If we are not able to adapt to changes that affect our seniors then they will stop riding with us and we lose our purpose.”*

*“We tailor our program to the needs of the individual recipients... need to stop at the pharmacy - no problem. Taking the dog to the vet - we'll find a volunteer who's willing. We make every possible effort to adjust our program to serve the entire person, not make the person adapt to a pre-determined service system.”*

*“We provide a service that addresses the specific individual needs of our senior riders. We need to be adaptable and to be able to coordinate with other transportation providers if we cannot successfully address their need with the resources that are under our control.”*

*“Adapting to new and different needs has been critical to our being of value and service. Changes in residential options, in the use and variety of mobility devices, and in health care all have significant impact on how transportation services are offered and delivered.”*

*“Our services are personalized to accommodate customers' individualized needs. For example, drivers provide trip-chaining services and can make multiple stops on a single outing. This allows customers to meet unexpected needs as they arise and to complete multiple errands on a single outing.”*

*“Volunteer drivers are matched one-to-one and can provide as many rides as needed, provide flexible scheduling with no limits on hours of service, and are not limited to geographical area.”*

#### *4F. ACCESSIBILITY*

For some organizations, accessibility was related to vehicles, for others it was promoted by the reservation system, for others it was associated with the human side of service delivery, and still for others it was the drivers who made their service accessible. In discussing their best practices in meeting the needs and expectations of older adults, some respondents argued that in addition to being available, services needed to be accessible by seniors. If seniors could not access the transportation services, then they still would not be able to go where they needed to go. The goals and objectives they attributed to accessibility addressed making transportation services as manageable, as easy to be reached, and as user friendly as possible. What follows are summaries of customer service **accessibility** “best practices” that were most frequently identified by respondents.

## *Key Issues*

- **Ensuring a user-friendly path to services...** included the following ways to guarantee easy application processes: applications by phone without paper forms to fill out; elimination of in-person eligibility screening and of waiting periods to determine eligibility; carrying registration forms on the bus so new riders could register and ride at the same time. Respondents also made sure that riders were informed of their programs and policies through passenger registration and welcome packets, tri-annual passenger newsletters, and website updates.
- **Eliminating eligibility requirement...** by doing away with health, income, or in some cases residency policies and guidelines was seen as making transportation accessible.
- **Scheduling methods...** that improved accessibility included many high touch, low cost methods used by staff, passengers, and even drivers. For some respondents the fact that senior riders could schedule a ride without hassle was a key element of their service's accessibility. They made sure that riders did not have to navigate hard-to-use phone systems. They connected with a toll-free, easy-to-dial, local 2-1-1 system to give a one-call or one-click resource that assesses needs, refers to the closest public service, or schedules rides. They also provided reminder calls twenty-four hours before a scheduled ride. Some services reduced scheduling requirements by allowing passengers and drivers to schedule on line.
- **Connecting riders to services...** often meant helping senior riders to access services located in their region by providing them with vouchers or by helping them to complete the registration process.
- **Meeting riders where they are...** promoted accessibility by bringing transportation to the door of subsidized senior apartment buildings and serving locations with highly concentrated senior populations.
- **Offering multi-lingual services...** encouraged diversity by promoting accessibility. Some services offered multi-language phone services and information materials. Others actively recruited bilingual volunteers from diverse communities or hired bilingual staff, or matched passengers with volunteer drivers fluent in their languages.
- **Providing wheelchair accessible vehicles...** and involving drivers trained to meet the needs of disabled customers ensured accessibility of senior passengers who are disabled. Such vehicles have ramps or are equipped with lifts. In some programs, volunteer drivers could use program vehicles if their own vehicles are unsuitable to transport disabled riders. In other cases, respondents enlisted the help of local cab companies for wheelchair transport and provided escorts when needed.
- **Helping with ambulatory assistive devices...** included accommodating walkers and smaller wheelchairs. One respondent mentioned that they served one wheelchair bound individual who could not afford to install a ramp at his home, so they sent two trained persons on the ride and the rider was then slowly wheeled down the steps one at a time.
- **Providing escorts...** allowed some services to enable passengers get in and out of their residence, the vehicles, and the destinations safely. Escorts also assisted passengers at destinations, especially shopping, and provided assistance in carrying bags.
- **Mobilizing volunteers...** was often cited as the means for making transportation accessible for they are able to provide the level of assistance needed by riders and frequently offer caring companionship.

## *Quotable Quotes*

*"The term 'accessible travel includes' much more than benefit offered to disabled riders. In fact, it is vital as it also mandates financial, geographic, and temporal accessibility."*

*“Our program is for seniors too frail or isolated to use public transportation. Public transportation requires them to walk to a route location and wait for a bus. This is just not possible for many of them because of their fragile health or the distance of their home from a bus route. Some do not hear well or see well which makes transferring to another bus difficult.”*

*“In cases where one of our own vehicles simply cannot navigate a steep driveway or a rutted dirt road in the mountains, we have found willing volunteers in rugged vehicles who to provide transportation that brings a stranded older adult to needed services.”*

*“Without our presence in this community many seniors would not be able to access activities that promote both a mental and physical wellbeing. Access promotes the overall health and well-being of participants.”*

*“Ours is a user-friendly service. Our phone is always answered immediately by staff. Our application and reservation process is concise, and conducted by phone. We take seniors at their word regarding their need, without requiring ‘proof’.”*

*“We provide excellent, reliable, and prompt service to passengers by compassionate volunteers they trust.”*

*“We always try to say ‘yes, we can do it’ instead of ‘no, we can’t’.”*

*“We go above and beyond what the ADA law says to accommodate the seniors in our county.”*

*“We offer Language Line Services and brochures in several languages, and actively recruit bilingual volunteers from diverse communities.”*

*“There is no waiting for 30 minutes or an hour between drop off and turn trip.”*

#### *4G. ACCEPTABILITY*

Research tells us that people outlive their driving expectancy. It can be very difficult for older adults who have driven an automobile throughout their adult lives to become passengers in a bus, a shuttle, or even an automobile that belongs to a transportation service or a volunteer driver. For those who have always been independent, it can be difficult to ask for a ride or to even accept a ride. At the same time, several respondents indicated that it was necessary to make their transportation services acceptable, because they knew that if they didn’t, older adults wouldn’t use them. In light of the fact that it can be exceptionally difficult for many seniors to accept a transportation option other than driving their car, it is interesting that only 5% of the survey respondents identified making their service acceptable as their best practice. What follows are summaries of customer service **acceptability** “best practices” that were most frequently identified by respondents.

##### *Key Issues*

- ***Circulating the right information...*** by organizing informative group gatherings was used to increase public awareness about transportation programs and to erode any reservations people may have about accepting charitable services.
- ***Training the drivers...*** providing initial training as well as follow-up training on all aspects of service delivery was as key to passenger acceptance of service. Many services identified senior passenger sensitivity as one of the more important aspects of their training. The result of such training is that drivers are prepared to deal with various situations that might arise and are sensitive to the needs of senior passengers.

- **Providing caring services...** can be the difference between acceptance and rejection of a transportation service. Respondents were steadfast in their message that it is the personal touch that made their services acceptable by riders. Some said they make sure that older adults talk to a person when they call to schedule a ride and that the driver knows the importance of passenger socialization. In addition, office staff and drivers often develop relationships with their senior riders and are aware of their personal needs. Friendship is often a result of rides.
- **Respecting seniors' pace...** because pace can change with age. Some respondents said they make sure senior passengers do not feel rushed, that drivers have plenty of time to provide assistance as well as to get to and from the destination. Many said that both their paid and volunteer drivers take the time to help senior passengers in and out of the vehicles, the residences and the destinations.
- **Maintaining the right appearance...** of the vehicles, and the drivers. Looks matter to all of us! Respondents said they make sure that all vehicles (including those of volunteer drivers) are clean, safe and comfortable. They also said that their passengers also appreciate the looks of their drivers. One respondent commented that passengers were especially appreciative of the fact that their drivers did not wear uniforms and were likely to be relatively close to their age and one reason for the age relationship is that many volunteer drivers are seniors themselves. This is said to make it easier for some older adults to accept the rides, because it looks like that rather than being driven by a professional driver, they are riding with a friend (which is often also the case).

### *Quotable Quotes*

*“Acceptability is the key to assisting the senior population. The door-through-door service and volunteer/escort service offer seniors the added sense of safety and respect they deserve when traveling to their destinations.”*

*“We know the transportation service we provide needs to be acceptable to seniors who are mobility challenged due to a chronic illness or disability.”*

*“Acceptability begins with volunteer recruitment and orientation and initial training.”*

*“Nowhere in our community will persons find a more compassionate and reliable transportation service.”*

*“The volunteers who drive for our program become friends of the passengers. Sometimes they stop along the way to have a soda or enjoy lunch. The drivers know the passengers they transport and a mutually pleasing relationship is forged.”*

*“The service unites volunteers and passengers and establishes lasting relationships.”*

*“Our peer driver would not be identified as a professional helper by observers, it would appear as two friends going on errands. Making the needed help “acceptable” in appearance assists the clients in accepting the transportation help they need to remain independent.”*

*“Our senior passengers accept our rides because they need them. They are treated with dignity and respect. Our drivers are instructed to maintain the riders’ privacy at all times.”*

*“We take surveys of our riders to make sure the service we provide for them is acceptable. We look at each rider as an individual, and provide them with the level of service they require or request, and we provide the transportation at a very low fare.”*

*“Volunteers make a caring connection to the people they serve, and passengers often remark on how important this caring connection is them.”*

#### *4H. SUMMARY*

For further information about the 5 A's please find a Senior Friendliness Calculator included in attachment #2. The calculator enables the reader to identify where a transportation service might be rated on a continuum with respect to its senior friendliness. Also, Beverly Foundation fact sheets and several reports can be found on the Beverly Foundation's website ([www.beverlyfoundation.org](http://www.beverlyfoundation.org)). These materials include information about the 5 A's as they relate to senior friendliness of volunteer driver programs, to senior friendliness of public transportation programs, and to the delivery of dementia friendly transportation services.

*PART 5*  
*STORIES ABOUT*  
*PASSENGERS—DRIVERS—PROGRAMS*

The stories in this chapter were contributed by the nineteen 2011 STAR Award winners. Each of the stories tells about the experience of passengers and their relationship to a volunteer driver and/or the volunteer driver program from which they receive transportation services. For the most part, the stories convey the needs and challenges of receiving (and giving) transportation services and the outcomes that result. Not only do they provide insight into the senior passenger, as a person and as a recipient of transportation services, they also offer a glimpse of the important role volunteer drivers and volunteer driver programs play in meeting the transportation needs of older adults.

Below is a list of the 2011 STAR Award winners.

***STAR Award for Excellence Winners***

Community Partners in Caring – Santa Maria, California  
FriendshipWorks – Boston, Massachusetts  
Senior Services – Seattle, Washington

***STAR Special Recognition Award Winners***

College of Southern Idaho Office on Aging – Twin Falls, Idaho  
Elder Services of the Merrimack Valley – Lawrence, Massachusetts  
Grafton County Senior Citizens Council – Lebanon, New Hampshire  
Na Hoaloha – Wailuku (Maui), Hawaii

***STAR Special Merit Award Winners***

Avoyelles Public Transit – Marksville, Louisiana  
Catholic Community Services of King County – Seattle, Washington  
Community Concepts, Inc. – Auburn, Maine  
Faith in Action Caregivers – Georgetown, Texas  
Gateway Services ARC/Access Johnson County – Franklin, Indiana  
Jewish Family Service of Los Angeles – Los Angeles, California  
Little Brothers, Friends of the Elderly – Hancock, Michigan  
Medical Motor Service of Rochester and Monroe County – Rochester, New York  
Prairie Hills Transit – Spearfish, South Dakota  
Ruth Rales Jewish Family Service of South Palm Beach County – Boca Raton, Florida  
Senior Helpline Services – Lafayette, California  
Western-Washtenaw Area Value Express (WAVE) – Chelsea, Michigan

Each of the stories below is listed in alphabetical according to the name  
of the submitting (and winning) organization.

### *Get on the Bus*

Octavia and Bertha use Avoyelles Public Transit. Octavia has to travel 140 miles three times a week for doctor appointments and treatments. She lives in a small rural community. Octavia said: "it is a blessing to have this service; I don't know what I would do without this transportation service." Bertha has been riding transportation for the past 20 years. In March of 1991 Bertha was released from the nursing home, she was at home with no way to go and was depressed. The Avoyelles Public Transit started transporting Bertha to the Senior Center where she participates in the Group Respite program. She is doing well and said, "It is great to have a way to go places that I need to go and be able to go to the senior center."

*STAR Special Merit Award Winner  
Avoyelles Public Transit, Marksville (LA)*

### *A Winning Match*

Marian, a senior rider, is fiercely adamant about remaining in her apartment of 30 years. Since she no longer drives and is too frail to take public transportation, it has become very difficult for her to keep food in her home. Sue is a young woman who was laid off and decided to put her new found time to good use as a volunteer. Each week she dedicates four hours to drive Marian to the grocery store and complete other essential errands. Sue says that when she arrives, she is greeted by Marian who is dressed up for the outing and wearing a huge smile. It is a great match that is benefiting both, helping two generations to learn from each other. Sue says, "Thank you for giving me this opportunity and experience. I couldn't be happier with this volunteer opportunity." And Marian says this about her volunteer, "I am able to get to the store now and she is like a grand-daughter to me."

*STAR Special Merit Award Winner  
Catholic Community Services of King County, Seattle (WA)*

### *Always on Time*

Lela relies on the College of Southern Idaho Office on Aging's transportation program to get to her doctors appointments and to the hair salon. She has been using the program for nine years to go to doctor's appointments, to Wal-Mart and Target, and anywhere else she needs to go. "I get a ride at least once a week," Lela said. "It is a very helpful service. All of the volunteer drivers always take their time in helping me as I'm unable to drive my own car. They are very thoughtful about making sure that I get to where I need to go in a safe and timely manner."

*STAR Special Recognition Award Winner  
College of Southern Idaho Office on Aging, Twin Falls (ID)*

### *Mother and Daughter*

Cecile is 92 years old and her daughter Diane is 63 years old. They live in the same apartment building, but have their own separate apartments. Diane has Cerebral Palsy and does not drive. They both rely on Community Concepts Elder Rides to get to and from their medical appointments. Diane says, "I love all my drivers. They help so much. When I am sick, the drivers take care of my mother so I don't worry. I know she is in good hands and so thankful for this service." Cecile is still sharp as a tack. She says that she has used Community Concepts since she gave up driving years ago. She is presently in rehabilitation for pneumonia, but plans to return home very soon. She is grateful for everything Community Concepts has done for her.

*STAR Special Merit Award Winner  
Community Concepts, Auburn (ME)*

### *A Team Effort*

In January of 2011 we received a call from our client Julia requesting escorted transport service to go to the hospital to have the battery changed in her pacemaker. Julia is a loving devoted wife, who is also a 24/7 caretaker for her adored husband Pete who suffers from Alzheimer's. She asked if we could find someone to sit with Pete during her outpatient procedure. We were able to integrate our transport services with our respite care and schedule four separate volunteers to complete this assignment. Volunteers' Gregg & Darrell arrived at their house at 9:00 am. Gregg sat with Pete while Darrell drove Julia to the hospital. Volunteer Tina arrived at 2:00 pm to relieve Gregg and sat with Pete until volunteer John picked Julia up from the hospital and brought her home at 5:30. It was amazing to see our volunteers in action, working together to help this wonderful couple.

*STAR Award for Excellence Winner  
Community Partners in Caring, Santa Maria (CA)*

### *Ride and Sight*

The following is a story from one of our Medical Advocates about the person whom she helps. "It has been my pleasure to serve as a volunteer Medical Advocate through Elder Services of the Merrimack Valley to a delightful, almost 80 year old, lady. She is diabetic, legally blind, has had bypass surgery and her kidneys are failing, although she is not yet on dialysis. Approximately 8 years ago she was involved in a serious automobile accident which caused her some brain damage. I was asked to become her Medical Advocate in order to provide some stability in her medical care since her memory from day to day is cloudy. It has been a challenge since her eyesight is so poor which poses problems with her insulin usage and charting her blood sugar levels. In working with her eye specialist, we were able to put her in touch with the Massachusetts Commission for the Blind which has provided her with a machine she can use to help her read the newspaper, with books on tape, and a large block calendar where we list her appointments so she can keep track of them."

*STAR Special Recognition Award Winner  
Elder Services of the Merrimack Valley, Lawrence (MA)*

### *A Lucky Lady*

A trip to the beauty shop turned out to be very lucky for one of our clients, Johnnie. About 5 years ago, Johnnie had taken a taxi to her beauty appointment, but the taxi failed to come for her after her appointment. As she worried aloud about her transportation home, another customer told her about our NorthEast Austin Caregivers' group and gave her the phone number. Before long, she had made the call, completed her assessment and was a client in good standing. She says that Faith in Action Caregivers-NE is about ¾ of her life as they allow her to get to many of her doctors' appointments. Johnnie is vibrant, engaging and beautiful in every way! It is no wonder that she has some special drivers that ask for her. To show her appreciation to our group, she became part of a wonderful plan over the Super Bowl weekend. She has some friends that only get together once a year to watch the Super Bowl. They usually buy gifts for each other but this year, they decided to make a donation to a worthy cause instead, and each one put the name of a charity in a hat. To our good fortune and Johnnie's delight, they drew the Faith in Action-NE group.

*STAR Special Merit Award Winner  
Faith in Action Caregivers, Austin (TX)*



### *A Pinch of Laughter*

Olivia has been completely blind since early childhood. She has always been amazingly self-sufficient and continues to live independently at the age of 81. She first contacted FriendshipWorks in 2002 to request a Medical Escort volunteer, and since that time, has continued to call on the Medical Escort program. Olivia once wrote to FriendshipWorks, describing a challenging day made better by a Medical Escort volunteer: "...It was a confusing day because I had to go to two different buildings for two different appointments. The first appointment ran late of course, making us very late for the second...Connie [the escort volunteer] helped me get to my second appointment and waited while I had my procedure. In spite of all the ups and downs, she made me laugh...I am a very independent woman, and FriendshipWorks helps me maintain my independence."

*STAR Award for Excellence Winner  
FriendshipWorks, Boston (MA)*

### *Suitable Vehicles*

Richard is 79 years old and uses a wheelchair. He lives at an assisted living center in southern Marion County. Richard relies on ACCESS for transportation because no one in his family has a wheelchair accessible vehicle. ACCESS Johnson County makes it possible for Richard to visit and be a part of his family's special events. Richard and his family have stated numerous times how grateful they are that ACCESS provides the mobility solutions that Richard needs to continue to be a vital part of his family. William is 81 years old and his mother Zola lives with him in his home. ACCESS has been a longtime provider of transportation services for Zola, and when William was diagnosed with cancer he contacted ACCESS for his transportation needs. ACCESS helps both William and Zola overcome the barriers that might otherwise prevent them from accessing the medical care that they need.

*STAR Special Merit Award Winner  
Gateway Services ARC/Access Johnson County, Franklin (IN)*

### *Rides to Volunteer Opportunities*

As a retired pastor, Marilyn was used to staying busy supporting other people facing personal challenges. Eight years ago she was sitting at home recovering from having one of her legs amputated. More than anything, she wished she could go out into the world and be of service again. Her daughter suggested she apply for a volunteer position answering phones and dispatching buses for Grafton County Senior Citizens Council. Marilyn applied, qualified, and began working three days a week. Today, at age 72, and despite on-going challenges with her health, she still volunteers two days a week. "It gives me the opportunity to come in and do something useful," Marilyn says. She likes the variety of requests from callers and prides herself on always being able to connect them with the information they want – even if it takes research. As for the buses, she points out, "I use them myself. I need a bus that can accommodate a wheel chair, pick me up at my door, and bring me to work. Where else would I find that kind of support?"

*STAR Special Recognition Award Winner  
Grafton County Senior Citizens Council, Lebanon (NH)*

### *Meaningful Rides*

Several months ago, Mrs. B contacted the CONNECT Program to inquire about receiving rides to medical appointments and grocery store. She explained that she suffers from severe

arthritis and several chronic conditions. Until then, her 70 year-old son did their grocery shopping, as well as other household chores. However, her son had Parkinson's Disease, and the disease had progressed to the point to where he was no longer able to drive. The next day, a CONNECT volunteer took Mrs. B to the market for greatly needed groceries; and within the next two weeks, Mrs. B received rides and escort assistance to multiple medical appointments, which she had postponed due to her previous lack of transportation and escort assistance. About one month after enrolling in CONNECT, Mrs. B requested a ride to the local Veterans Administration Hospital where her son had been hospitalized. A volunteer drove Mrs. B to the VA Hospital, a forty-five minute trip, and escort her to her son's bedside, and drove her back home. This routine continued every day for nearly one month until Mrs. B's son passed away. As a result of CONNECT, Mrs. B's son did not die alone; he was comforted by his mother's continual presence, and Mrs. B had the peace of mind knowing that she could be with her son during his final days.

*STAR Special Merit Award Winner  
Jewish Family Service of Los Angeles, Los Angeles (CA)*

### *Shopping Away*

Soon after her husband passed away, Jean called Little Brothers – Friends of the Elderly. Legally blind, she was struggling to maintain her independence and continue living in her home 25 miles away in the country with few neighbors. She needed transportation to the nearest regional hospital over 100 miles away. Jay and Judy have been volunteering for several years and readily agreed to drive Jean to her medical appointment in Marquette. Jay and Judy are very attentive volunteers and always call their passengers to see if they have any special needs and to inform them of the planned schedule. When they called Jean they explained they would like to shop at some stores on the way. When they picked Jean up for her appointment, they could see her child-like excitement because she knew she'd have the opportunity to shop after her appointment. She brought along curtains as a sample color and requested Jay and Judy's help in choosing a paint color. Jay and Judy made her feel comfortable and put her at ease and they had an enjoyable visit on the long drive to the hospital and back.

*STAR Special Merit Award Winner  
Little Brothers - Friends of the Elderly, Hancock (MI)*

### *Life on TRAC*

With a growing number of older adults facing transportation barriers in Monroe County, TRAC has made it possible for many older adults, such as Johnnie of Rochester, N.Y. to retain a sense of independence and keep doing what they love to do in the community. Johnnie once said, "After my stroke, my whole life changed. Even the simple things were hard for me to do. I was worried I'd have to go to a home, but then my wife learned about TRAC." In need of transportation that could accommodate his use of a wheelchair, Johnnie began riding through TRAC over a year ago. "After one easy call, I can get to my rehab appointments, and I'm getting a little better every day. TRAC is a godsend – helping me stay in my home and get back in the front row of my choir with all my friends."

*STAR Special Merit Award Winner  
Medical Motor Service of Rochester and Monroe County, Rochester (NY)*

### *A Source of Help*

Pat was all alone until Adele reached out and befriended her through the Na Hoaloha - ALOHA CRUISERS program. "One year ago I experienced severe health problems and I asked for

assistance for someone to accompany me to medical appointments and to help me with shopping trips. Adele helps in every way, and has largely been responsible for getting my life back on track (at 86!). Thanks for putting her in my life!"

*STAR Special Recognition Award Winner  
Na Hoaloha, Wailuku (HI)*

### *Still Going Full Speed*

John had his left foot amputated in August, 2008, due to an illness that hit him quickly. Because of his disability, he was unable to continue living in his home. One day he told us, "One of the main reasons I chose to move to Spearfish was the bus." He also told us that Prairie Hills Transit bus service was indispensable to him for those eight months he was unable to drive. And even after being fitted with a prosthesis and being able to drive again, he still uses the bus to get to life-saving dialysis treatments three to four times a week. "The vehicles have lift equipment, and the drivers are always so cheery and pleasant. They're part of my social network. I'm glad to see them every time." John uses Prairie Hills Transit for service in town as well as for appointments in Rapid City or neighboring towns. "It's much less expensive than a taxi and I don't have to inconvenience my friends." He values that independence and thanks to the available transportation service, he's not letting his disability slow him down.

*STAR Special Merit Award Winner  
Prairie Hills Transit, Spearfish (SD)*

### *Back in the World*

The need for an alternative to driving a car to meet the mobility needs of an aging population is apparent everywhere, and particularly in South Florida with its special appeal for retirees. "Kibbitz and Ride" was Ruth Rales Jewish Family Service's response to this growing concern: a transportation program run by volunteer drivers who use their own cars to provide door-to-door service for "quality of life" activities not normally available through existing transportation programs. Doreen was one of the first volunteers to sign up for the "Kibbitz and Ride" program when it first started in March, 1999. When her mother was alive, Doreen would drive her everywhere. "Maybe that was in the back of my mind. It meant a lot to her. I like to think that I'm doing the same for someone else's mother." Each week she drives Evelyn, a 90 year old woman to the Diamond Club, a social club for those over the age of 75. Evelyn had no way to get anywhere until her son signed me up with the Kibbitz and Ride program. She said: "Wonderful volunteers pick me up and take me to the Center which keeps me going, I'm part of the world again. Now I have stimulation and I'm welcomed as part of the group."

*STAR Special Merit Award Winner  
Ruth Rales Jewish Family Service of South Palm Beach County, Boca Raton (FL)*

### *Stand by Me*

Angela is a nurse who dedicated most of her life to caring for her family at home and patients in the hospital. After she retired, serious illnesses befell her one at a time until she could no longer drive. Wendy, a retired business entrepreneur, had just completed her training at Senior Helpline Services, as a volunteer driver. They were paired for a ride, the first of hundreds over the next six years, primarily for Angela's medical care. Very soon after their initial encounter, this client/volunteer driver arrangement became a relationship, a strong and lasting friendship that has resulted in not only sharing time together for rides, but on several occasions Wendy sitting at Angela's bedside holding her hand and comforting her. The last time Angela was hospitalized, the doctors gave up hope for her to continue to live, but Wendy has never given

up on her. Again and again, Angela has defied those who do not recognize her strong will and tenacity. Everyone seems surprised except Wendy, who is picking up Angela at her home today to take her to yet another medical appointment. Someone once said, "Friends are the most important ingredient in this recipe of life." Thank you, Angela and Wendy, for reminding us just how true that is.

*STAR Special Merit Award Winner  
Senior Helpline Services, Lafayette (CA)*

### *Source of Independence*

98-year-old Bettye in Federal Way, Washington frequently uses Senior Services' Transportation Program. An active hairdresser until health problems forced her to quit working at age 89, Bettye didn't think much about retirement or "being old." Now she lives on a fixed income and has a difficult time getting to her medical appointments. Taxis are too expensive to use on a regular basis, and with her level of mobility, public transportation is out of the question. Six years ago she turned to Senior Services for help. Now volunteer drivers pick her up at home, take her to the doctor, and wait for her before taking her home again. Bettye credits Senior Services' Transportation Program with helping her remain independent. She says the Transportation Program plays an important role in keeping up her spirits. "I don't have to depend on my children taking time off work to get me to the doctor." Even Bettye's children are grateful for the program. "I don't know what we do without the Transportation Program."

*STAR Award for Excellence Winner  
Senior Services, Seattle (WA)*

### *A Real Life-Saver*

Last year we received a heart-warming letter from the wife of a rural-residing rider. She and her husband resided many miles from town, making it difficult to schedule on our around-town bus or free circulator. The following letter was received after we offered them rides on WAVE's LifeLine van program that assists our most rural-residing neighbors. Her letter read: "Dear WAVE, Thank you for saving my husband's life! When he experienced renal failure in December, we did not have any available means of transportation to the Dialysis Center. He is in a wheelchair and I am on a walker. Every avenue led to a dead end until the wonderful WAVE bus stepped up to literally save his life by making ongoing transportation available to and from the Dialysis Center! We cannot tell you what it meant to us...a life saving option." I broke down and cried with relief when we received that call! What you provide in this area is not just transportation, but a quality of life for those who do not have other options.

*STAR Special Merit Award Winner  
Western-Washtenaw Area Value Express (WAVE), Chelsea (MI)*

## *ATTACHMENTS*

*ATTACHMENT #1: LIST OF 2011 STAR SEARCH APPLICANTS*

*ATTACHMENT #2: A SENIOR FRIENDLINESS CALCULATOR*

*ATTACHMENT #3: MAP OF STPs IN AMERICA*

*ATTACHMENT #1*  
*LIST OF 2011 STAR SEARCH APPLICANTS*

**Alaska**

The Bridge Adult Day Program	Juneau	AK
Upper Tanana Development Corp	Tok	AK
Connecting Ties, Inc.	Valdez	AK
Mid-Valley Senior's Inc	Wasilla	AK

**Arizona**

Civic Service Institute @ Northern Arizona University	Flagstaff	AZ
Coconino County Senior Services	Flagstaff	AZ
Seniors on the Move	Lake Havasu City	AZ
Arbor Rose Senior Care LLC	Mesa	AZ
Ahwatukee Foothills YMCA	Phoenix	AZ
Neighbor to Neighbor	Prescott Valley	AZ
Verde Valley Caregivers Coalition	Sedona	AZ
Catholic Community Services in Southeastern Arizona	Sierra Vista	AZ
Sierra Vista Volunteer Interfaith Caregiver Program	Sierra Vista	AZ
City of Surprise -Senior Center	Surprise	AZ
Eastside Neighbors Volunteer Program (ENVP)	Tucson	AZ
Pima Council on Aging	Tucson	AZ

**Arkansas**

Bella Vista Courtesy Van Inc.	Bella Vista	AR
Kindness, Inc.	Mountain Home	AR

**California**

Seniors First, Inc.	Auburn	CA
City of Brea	Brea	CA
City of Buena Park- Senior Center	Buena Park	CA
Love INC of Santa Clara County	Campbell	CA
PASSAGES	Chico	CA
City of Escalon	Escalon	CA
St. Anselm's Cross-Cultural Community Center	Garden Grove	CA
Care-A-Van Transit	Hemet	CA
City of Lafayette - Lamorinda Spirit Van Program	Lafayette	CA
Senior Helpline Services	Lafayette	CA
Jewish Family Service of Los Angeles	Los Angeles	CA
Catholic Charities of the Diocese of Stockton	Modesto	CA
City of Monterey Park	Monterey Park	CA
City of Oakland	Oakland	CA
HELP of Ojai, Inc.	Ojai	CA
Desert Samaritans for Seniors	Palm Desert	CA
Asian Community Center	Sacramento	CA
ElderHelp	San Diego	CA
Jewish Family Service of San Diego	San Diego	CA
Peninsula Shepherd Center	San Diego	CA
Catholic Charities of Santa Clara County	San Jose	CA

OUTREACH	San Jose	CA
County of Marin H&HS, Division of Aging/Adult Services	San Rafael	CA
Marin Senior Coordinating Council, Inc. (dba Whistlestop)	San Rafael	CA
City of Santa Fe Springs	Santa Fe Springs	CA
Community Partners in Caring	Santa Maria	CA
Sebastopol Area Senior Center	Sebastopol	CA
St. Joseph's Medical Center	Stockton	CA
City of Vista	Vista	CA
Full Access & Coordinated Transportation, Inc.	Vista	CA
Caring Hands Volunteer Caregivers Program	Walnut Creek	CA
City of Whittier	Whittier	CA
<b>Colorado</b>		
Special Transit	Boulder	CO
CareConnect	Boulder	CO
Seniors' Resource Center	Denver	CO
CARE-ful Wheels Transportation/ Silver Wheels Foundation	Eastlake	CO
El Paso Fountain Valley Senior Citizens Inc. aka FVSC	Fountain	CO
Southern Ute Community Action Programs, Inc.	Ignacio	CO
<b>Connecticut</b>		
Central CT Regional Planning Agency	Bristol	CT
Town of Granby Senior Center	Granby	CT
Groton Senior Center	Groton	CT
Volunteer Care Teams of Rocky Hill	Rocky Hill	CT
<b>Delaware</b>		
Delaware Ecumenical Council on Children and Families	Wilmington	DE
<b>Florida</b>		
Ruth Rales Jewish Family Service of South Palm Beach County	Boca Raton	FL
Volunteers In Motion	Cocoa	FL
Palm Tran Connection	Lake Worth	FL
Brevard Alzheimer's Foundation	Melbourne	FL
Miami Behavioral Health Center	Miami	FL
ITNOrlando	Orlando	FL
Bay County Council on Aging	Panama City	FL
ITN Sarasota	Sarasota	FL
Medical Transportation Management	Stuart	FL
City of Tamarac	Tamarac	FL
Alpert Jewish Family & Children's Service	West Palm Beach	FL
<b>Georgia</b>		
Jewish Federation of Greater Atlanta	Atlanta	GA
I CARE, Inc.	Decatur	GA
Fayette Senior Services, Inc.	Fayetteville	GA
<b>Hawaii</b>		
Na Hoaloha	Wailuku	HI

**Idaho**

College of Southern Idaho Office on Aging	Twin Falls	ID
---	------------	----

**Illinois**

Escorted Transportation Service Northwest	Arlington Heights	IL
Faith in Action of McHenry County	Crystal Lake	IL
Macoupin County Public Transportation	Gillespie	IL
Interfaith Community Partners	LaGrange Park	IL
Community Action Partnership of Central Illinois	Lincoln	IL
Lamoine Valley Chapter Am, Red Cross	Macomb	IL
RSVP of Peoria and Tazewell Counties	Peoria	IL
Putnam Count Achievements Inc.	Standard	IL

**Indiana**

Council on Aging of Elkhart County, Inc.	Elkhart	IN
Gateway Services ARC/Access Johnson County	Franklin	IN

**Iowa**

Aging Services, Inc.	Cedar Rapids	IA
Riders Club of America	Cedar Rapids	IA
DuRide	Dubuque	IA
Siouxland Aging Services	Sioux City	IA
Volunteer Services of Cedar County	Tipton	IA

**Kansas**

City of Bonner Springs	Bonner Springs	KS
Finney County Transit	Garden City	KS
Southeast Kansas Community Action Program (SEK-CAP)	Girard	KS
RSVP of Barton County Kansas	Great Bend	KS
Friends in Action	Hutchinson	KS
Douglas County Senior Services, Inc.	Lawrence	KS
Osage County Council on Aging Inc	Osage City	KS
Jewish Family Services	Overland Park	KS
Doniphan County Public Transportation	Troy	KS
Sedgwick County Transportation	Wichita	KS

**Kentucky**

Kentuckiana Regional Planning & Development Agency (KIPDA)	Louisville	KY
SeniorCare Experts	Louisville	KY

**Louisiana**

Avoyelles Public Transit	Marksville	LA
Pointe Coupee Council on Aging	New Roads	LA

**Maine**

Community Concepts, Inc.	Abuurn	ME
--------------------------	--------	----

**Maryland**

Action In Maturity, Inc.	Baltimore	MD
Jewish Community Services	Baltimore	MD



Neighbor Ride, Inc.	Columbia	MD
The Chesapeake Center, Inc.	Easton	MD
Partners In Care Maryland, Inc.	Pasadena	MD
Jewish Council for the Aging	Rockville	MD
Bikur Cholim of Greater Washington	Silver Spring	MD
The Senior Connection of Montgomery County, Inc.	Silver Spring	MD

### **Massachusetts**

Northern Essex Elder Transport, Inc.	Amesbury	MA
Council on Aging	Arlington	MA
FriendshipWorks	Boston	MA
Templeton Council on Aging	East Templeton	MA
Franklin Regional Transit Authority	Greenfield	MA
Greenfield Council on Aging	Greenfield	MA
Southern Berkshire Elderly Transportation Corp.	Gt. Barrington	MA
Town of Barnstable Senior Services Division	Hyannis	MA
Elder Services of the Merrimack Valley	Lawrence	MA
City of Malden	Malden	MA
Medfield Council on Aging	Medfield	MA
Middleborough Council on Aging	Middleborough	MA
Coastline Elderly Services, Inc	New Bedford	MA
Peabody Council on Aging	Peabody	MA
Franklin County Home Care Corporation/ Area Agency on Aging	Turners Falls	MA

### **Michigan**

RideConnect	Ann Arbor	MI
Macomb County Interfaith Volunteer Caregivers	Center Line	MI
Western-Washtenaw Area Value Express (WAVE)	Chelsea	MI
City of East Lansing	East Lansing	MI
Area Agency on Aging of Western Michigan	Grand Rapids	MI
Little Brothers - Friends of the Elderly	Hancock	MI
Hillsdale County Senior Services Center	Hillsdale	MI
Mecosta County Commission on Aging	Mecosta	MI
ALTRAN Transit Authority	Munising	MI
Transportation Solutions Div. of Shiawassee Area Transp. Agency	Owosso	MI

### **Minnesota**

Interfaith Caregivers-Faith in Action	Blue Earth	MN
Minnesota Valley Transit Authority	Burnsville	MN
Ebenezer Ridges Adult Day Center	Burnsville	MN
Shepherd's Center of the Cannon Valley	Cannon Falls	MN
Ecumen Parmlly LifePointes	Chisago City	MN
Neighbor to Neighbor LAH/BNP	Frazee	MN
Granite Falls Living at Home/Block Nurse Program	Granite Falls	MN
Faith in Action for Cass County	Hackensacik	MN
Mankato Area Living at Home/ Block Nurse Program	Mankato	MN
The Salvation Army Caring Partners Adult Day Program	Rochester	MN
Partners	Rothsat	MN
Hamline Midway Elders	St Paul	MN
Payne-Phalen LAH/Block Nurse Program	St Paul	MN

Community Thread	Stillwater	MN
Warren Living At Home/Block Nurse Program	Warren	MN
<b>Mississippi</b>		
Bolivar County Council on Aging, Inc.	Cleveland	MS
Natchez Senior Citizens Multipurpose Center	Natchez	MS
<b>Missouri</b>		
SEMO Alliance for Disability Independence	Cape Girardeau	MO
Catholic Charities of Kansas City-St. Joseph, Inc.	Kansas City	MO
Shepherd's Center of the Northland	Kansas City	MO
Dunklin County Transit Service, Inc.	Malden	MO
Shepherd's Center of Webster/Kirkwood, Inc.	St. Louis	MO
<b>Montana</b>		
Liberty County Council on Aging	Chester	MT
<b>Nebraska</b>		
Easter Seals Nebraska	Omaha	NE
<b>Nevada</b>		
UNR/Sanford Center for Aging/RSVP	Reno	NV
<b>New Hampshire</b>		
Monadnock RSVP	Keene	NH
Grafton County Senior Citizens Council, Inc.	Lebanon	NH
Caleb Interfaith Volunteer Caregivers	Whitefield	NH
<b>New Jersey</b>		
Shimon & Sara Birnbaum JCC	Bridgewater	NJ
Jewish Federation of Southern New Jersey	Cherry Hill	NJ
Jewish Family Service of Atlantic County	Margate	NJ
Interfaith Network of Care, Inc.	Milltown	NJ
The Tender, Inc	Moorestown	NJ
Sussex County Skylands Ride	Newton	NJ
Project LINC/Catholic Family & Community Services	Pompton Lakes	NJ
Greater Mercer RideProvide	Princeton	NJ
Daughters of Israel/Metro Transport	West Orange	NJ
<b>New Mexico</b>		
Bonnie Dallas Senior Center	Farmington	NM
Sierra Joint Office on Aging	Truth or Cons.	NM
<b>New York</b>		
Hearts and Hands: Faith in Action	Akron	NY
Interfaith Caregivers, Inc	Allegany	NY
HANAC Inc.	Astoria	NY
Institute for Human Services, Inc. (IHS)	Bath	NY
Madison county Office for the Aging	Canastota	NY
St Lawrence County Office for the Aging	Canton	NY
St Regis Mohawk Tribe AAA	Hogansburg	NY

Mercy Care for the Adirondacks	Lake Placid	NY
Wayne County Action Program, Inc.	Lyons	NY
Association of Senior Citizens	Malone	NY
Town of Mamaroneck	Mamaroneck	NY
Friends of Seniors of Dutchess County Corp.	Poughkeepsie	NY
Catholic Family Center	Rochester	NY
Medical Motor Service of Rochester and Monroe County, Inc.	Rochester	NY
Laker Transportation Project Inc.	Skaneateles	NY
United Hindu Cultural Council Senior Center	South Ozone Park	NY

**North Carolina**

Council on Aging of Buncombe County, Inc.	Asheville	NC
American Red Cross Greater Carolinas Chapter	Charlotte	NC
The Shepherd's Center of Charlotte, Inc.	Charlotte	NC
A Helping Hand	Durham	NC
Durham-Chapel Hill Jewish Federation	Durham	NC
Shepherd's Center of Greensboro	Greensboro	NC
The Shepherd's Center of Greater Winston-Salem	Winston-Salem	NC

**North Dakota**

West River Transit	Bismarck	ND
Faith in Action Health Coalition	Cavalier	ND
Pembina County Meals & Transportation	Drayton	ND

**Ohio**

Williams County Department of Aging	Bryan	OH
Guernsey County Senior Citizens Center, Inc.	Cambridge	OH
Jewish Federation of Greater Dayton, Inc.	Centerville	OH
Defiance County Senior Services	Defiance	OH
Koala Kruizers	North Canton	OH
Family & Community Services, Inc.	Ravenna	OH
TLC Transportation LLC.	Toledo	OH
Trotwood Area Hanivan Ministry	Trotwood	OH
Community Action Commission of Fayette County	Washington Ct House	OH
Xenia Adult Recreation and Services Center	Xenia	OH
Yellow Springs Senior Center	Yellow Springs	OH

**Oklahoma**

Northern Oklahoma Development Authority Area Agency on Aging	Enid	OK
--	------	----

**Oregon**

Dial-A-Bus	Corvallis	OR
Lane Transit District	Eugene	OR
Handicap Awareness & Support League (HASL)	Grants Pass	OR
Northeast Oregon Public Transit	La Grande	OR
CAPECO - RSVP of Eastern Oregon	Pendleton	OR
Metropolitan Family Service	Portland	OR

**Pennsylvania**

Surrey Services for Seniors	Berwyn	PA
ShareCare Faith in Action	Bethlehem	PA

Faith in Action of Adams County	Gettysburg	PA
Laurel Area Interfaith Volunteer Caregivers, Inc. Faith in Action	Latrobe	PA
JFCS	Philadelphia	PA
Northeast Adult Day Care	Philadelphia	PA
Sewickley Valley YMCA	Sewickley	PA
<b>South Carolina</b>		
Generations Unlimited	Barnwell	SC
Capital Senior Center	Columbia	SC
Cherokee County	Gaffney	SC
ITNCharlestonTrident	North Charleston	SC
KeoweeCares	Salem	SC
<b>South Dakota</b>		
River Cities Public Transit	Pierre	SD
Prairie Hills Transit	Spearfish	SD
<b>Tennessee</b>		
Jewish Family Service	Memphis	TN
<b>Texas</b>		
Faith in Action Caregivers	Georgetown	TX
H.O.P.E., Inc.	Jacksonville	TX
Jefferson Outreach for Older People	San Antonio	TX
<b>Utah</b>		
Brigham City Senior Center	Brigham City	UT
Garfield County Senior Citizens	Escalante	UT
Salt Lake County Aging Services - Transportation Program	Salt Lake City	UT
<b>Virginia</b>		
Mountain Empire Older Citizens, Inc.	Big Stone Gap	VA
Appalachian Agency for Senior Citizens	Cedar Bluff	VA
Shepherd's Center of Fairfax Burke	Fairfax	VA
Shenandoah Area Agency on Aging	Front Royal	VA
Loudoun Volunteer Caregivers	Leesburg	VA
Peninsula Agency on Aging	Newport News	VA
Med-Ride	Pulaski	VA
New River Valley Senior Services, Inc.	Pulaski	VA
Lake Country Area Agency on Aging	South Hill	VA
Catholic Charities of Eastern Virginia	Virginia Beach	VA
Williamsburg Area Faith in Action	Williamsburg	VA
Faith in Action	Winchester	VA
<b>Vermont</b>		
Bennington Project Independence	Bennington	VT
Castleton Community Seniors, Inc.	Castleton	VT
Community Cares Network of Chester/Andover, Inc.	Chester	VT
Stagecoach Transportation Services	Randolph	VT
Deerfield Valley Transit Association	West Dover	VT
Volunteers in Action	Windsor	VT

**Washington**

Faith in Action Westsound	Belfair	WA
Hearts and Hands	Eastsound	WA
Snohomish County Transportation Coalition	Mukilteo	WA
Ecumenical Christian Helping Hands Organization (ECHHO)	Port Townsend	WA
Faith in Action	Sammamish	WA
Catholic Community Services of King County	Seattle	WA
Senior Services	Seattle	WA
Volunteers of America Western Washington	Seattle	WA
Catholic Community Services-Volunteer Chore Program	Tacoma	WA
The Mustard Seed Project of Key Peninsula	Vaughn	WA

**West-Virginia**

Faith in Action of the River Cities	Huntington	WV
Faith in Action Caregivers, Inc.	Wheeling	WV

**Wisconsin**

Jewish Social Services of Madison	Madison	WI
United Community Center UCC	Milwaukee	WI
Interfaith Volunteer Caregivers of Clark Co., Inc.	Neillsville	WI
Oconto County Commission on Aging (COA)	Oconto	WI
Senior Connections	Superior	WI
Interfaith Caregivers of Washington County	West Bend	WI

*A SENIOR FRIENDLINESS CALCULATOR  
FOR PUBLIC AND COMMUNITY TRANSPORTATION SERVICES*

The 5 A's of Senior-Friendly Transportation are criteria which can be used by transportation services to make a judgment as to their senior friendliness. To initiate your review, check each of the factors below that are represented within your public or community transit service. Each check equals one point. When you have completed your review, add up your score and look at the scoring key at the bottom of the page to know where you are on "the road to senior friendliness."

**Availability : The Transportation Service....**

- provides transportation to seniors
- can be reached by the majority of seniors in the community
- provides transportation anytime (day, evenings, weekends, 24/7)
- can take riders to destinations beyond city & county boundaries
- maintains organizational relationships with human service agencies

**Acceptability: The Transportation Service...**

- uses vehicles that are easy for seniors to access
- offers "demand-response" with no advance scheduling requirement
- provides driver "sensitivity to seniors" training
- adheres to narrow "window of time" for home and destination pick up
- ensures cleanliness and maintenance of vehicles

**Accessibility: The Transportation Service...**

- can accommodate the needs of a majority of elders in the community
- has information program for improving senior transportation knowledge
- can provide "door-thru-door" transportation when needed
- can provide services to essential and non-essential activities
- can link seniors with "more appropriate" transportation options

**Adaptability: The Transportation Service...**

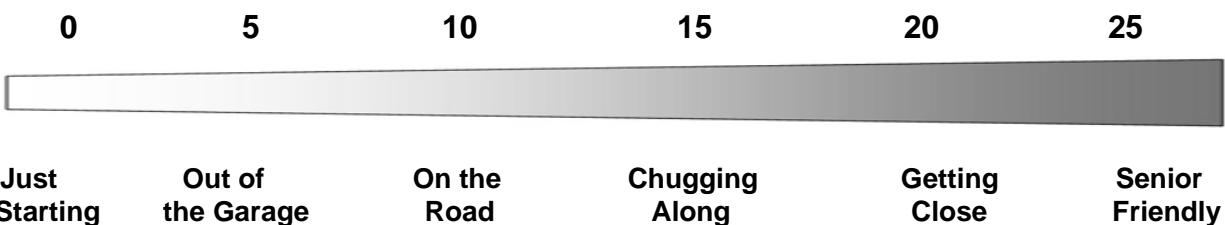
- will provide transportation escorts when needed
- can provide multiple stop trips for individual passengers
- uses vehicles that accommodate wheelchairs and walkers
- maintains a policy of "adapting the system to meet the needs of seniors"
- undertakes annual senior customer survey for service improvement

**Affordability: The Transportation Service...**

- offers reduced fares (or free transportation) to senior passengers
- secures funding specifically to support senior transit services
- offers opportunity to purchase monthly pass instead of paying cash
- offers options for purchasing tickets by mail or the internet
- uses volunteer drivers to reduce costs for providing "extra" services

**Total \_\_\_\_\_ ( Possible Score = 25 )**

*The Road to Senior Friendliness*



## 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](http://www.beverlyfoundation.org)