Issue Brief

Aging & Disability Resource Center
An Initiative of the U.S. Department of Health and Human Services
TECHNICAL ASSISTANCE EXCHANGE

Role of Aging and Disability Resource Centers in Transportation Coordination Efforts

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I. Introduction

All people need access to transportation of some kind to fully participate in modern life. In the United States, most people require access to a personal vehicle to get from place to place. This situation can present problems for older adults and people with disabilities, as physical or cognitive limitations may prevent them from driving. In addition, some people with limited personal income might be physically able to drive, but unable to afford a vehicle. Other forms of transportation, including public transit, taxis, and non-profit transportation providers can be complex to manage and therefore inadequate for meeting daily transportation needs.

The 2000 Census indicated that 73 percent of individuals aged 65 and older lived in suburban and rural areas, communities whose public transportation offerings may be limited by the low population density.[1] National surveys of people with disabilities have indicated that as many as one in three people with disabilities have inadequate access to transportation options.[2]

Demographers expect a significant increase in the number of people with disabilities and the number of older adults in the population due to increasing longevity. The Federal Interagency Forum on Aging-Related Statistics predicts that, by 2030, the senior population will more than double to 71.5 million, and more of these seniors will have disabilities.[3] This trend will increase demand for specialized transportation options which are already in short supply in most areas. In a 2003 report, the Government Accountability Office (GAO) found that while significant federal, state and local dollars are devoted to human services transportation provision, lack of coordination often leads to overlap in services between different transportation providers, fewer options, inefficient services and ultimately less integration into the community for consumers.[4]

In recent years, federal, state and many local governments have begun efforts to coordinate previously fragmented transportation systems in order to meet increasing demand. The United States Department of Transportation (DOT) calls these *mobility management* initiatives, describing each effort as one that:

> Focuses on meeting individual customer needs through a wide range of transportation options and service providers. It also focuses on coordinating these services and providers in order to achieve a more efficient transportation service delivery system for public policy makers and taxpayers who underwrite the cost of service delivery.[5]

The concept of mobility management encompasses both *direct service efforts* to provide individuals with better transportation options and *transportation coordination and partnership building efforts* to pursue systemic solutions. Aging and Disability Resource Centers (ADRCs), designed to be coordinated entry points of services for older adults and people with disabilities, can participate in ongoing mobility management activities in their communities.[6]

The purpose of this issue brief is two-fold. First, it will assist ADRCs in identifying relevant resources and stakeholders at the federal, state and local levels that can assist with the direct provision of transportation coordination services to consumers. The second purpose is to demonstrate how ADRCs can connect with existing

transportation coalitions in their communities to pursue broader changes in the transportation system.

In the area of ***direct service efforts***, this issue brief will describe how ADRCs can:

- Gain a better understanding of transportation operations and infrastructure;
- Implement best practices for mapping existing community transportation services;
- Identify service gaps; and
- Communicate transportation-related information to consumers as a part of options counseling.

In the area of ***transportation coordination and partnership building efforts***, this issue brief will describe how ADRCs can:

- Identify transportation coordination activities already underway at the federal, state and local level; and
- Partner with other stakeholders in transportation coalitions.

II. The Role of Aging and Disability Resource Centers

ADRCs are a part of the Administration on Aging's long-term strategic priorities for supporting consumers' choice, independence, and well-being. ADRCs work with consumers to achieve streamlined access to needed long-term services and supports. They might connect consumers to services funded by the Older Americans Act, case management, options and/or benefits counseling, and make referrals to partner organizations such as senior centers, adult day health centers, wellness programs and other community-based services.

The ADRC program underscores the goals that governments, community organizations and advocates are pursuing nationwide - to make the long term service system more person-centered and consumer-directed, make it easier for people with disabilities of all ages to access information about home and community-based alternatives to institutional services, and support people of all income levels to live independently in their communities. To be considered a fully functioning ADRC, program sites are encouraged to use "systematic processes across all entry points to provide information, referral and access to services."[7] ADRCs are also expected to work with state and community partners to play a role in improving the availability of long-term supports and services and ongoing long-term care reform.

The Administration on Aging intends ADRCs to serve as coordinated points of entry to needed services and information for older adults and people with disabilities. Such systems can take the form of a Single Entry Point (SEP) or No Wrong Door (NWD) model, so long as the experience of ADRC contact is seamless from a consumer's perspective. The underlying idea is that a person in need of long-term supports will only have to make one phone call to be connected to the entire range of services available to them. ADRCs are expected to partner with all necessary stakeholders to achieve this integration. Because ADRCs serve as trusted information brokers, they are in a unique position to assist consumers in learning about appropriate transportation services.

ADRCs already have working relationships with many aging and disability stakeholders in their communities, so the partnerships necessary to become involved in broader transportation coordination may not be too much of a stretch. Area Agencies on Aging (AAAs) and Centers for Independent Living (CILs) which often house ADRC program sites are likely already involved in some measure of systems-level coordination and/or advocacy. AAAs frequently conduct community needs assessments and planning activities; CILs are typically involved in a range of advocacy efforts as a core component of their mission to promote independent living.

The concept of a "one-stop" center is central to both ADRCs and mobility management initiatives. Easter Seals' Project ACTION (ESPA) writes that in a one-stop center focused on transportation, "Riders are steered toward the most appropriate provider, trips and funding are coordinated, and customers benefit from the simplicity of having one number to call for any type of transportation need."[8] Mobility management, as described by ESPA, is a person-centered process that takes into account individual needs and preferences. ESPA's *National Strategic Plan for Person First Mobility Management* explains that mobility management:

> Supports the concept that improving mobility and transportation options for those accessing human services, workforce development centers, education and medical services ultimately improves mobility options for everyone. This can happen through potential changes such as expanded service hours, more accessible vehicles, information dissemination, and stronger political emphasis on the importance of transportation to the community.

ADRCs also take person-centered approaches to providing long-term care options counseling to consumers, and should be familiar with the person-centered philosophy used by transportation coordinating coalitions. When partnering with transportation stakeholders, ADRCs can

also contribute vital information and unique resources from their networks of community partners, services, and consumer contacts. For example, ADRCs' databases have valuable information about consumers' transportation needs and requests that may be vital for transportation coordinating coalitions to use in their work.

III. Policy and Program Background

ADRCs considering a role in transportation coordination at the individual or system level should be familiar with the policy and programs that have shaped the human services transportation system in recent years. Federal, state and local stakeholders have pursued transportation coordination initiatives for decades, but the concept of mobility management as a unified concept first received considerable momentum with passage of the Safe, Accountable, Flexible, Efficient, Transportation Equity Act (SAFETEA-LU) of 2005. SAFETEA-LU is a multi-billion dollar transportation infrastructure act that requires localities to produce a coordinated public transit plan to be eligible for funding.

The law requires that state and local stakeholders, including non-profit agencies, government programs and transportation providers, participate in constructing coordinated transportation plans. The act also established several programs for helping improve human services transportation systems. These programs include the 5310 program, Job Access and Reverse Commute Grants, New Freedom Initiative and United We Ride. The United We Ride Program is the federal, intra-agency program that assists states and localities to develop the coordinated transportation plans that are required for them to receive SAFETEA-LU funding.[9] United We Ride also provides funding and technical assistance for states and localities to improve coordination in their transportation systems. Prior to SAFTEA-LU, there was limited cross-cutting federal support for mobility management activities.[10]

Each state has a Department of Transportation (DOT) which receives funding from that state's budget as well as the federal Department of Transportation. If a state legislature enacts a program to improve transportation for older adults or people with disabilities, the state Department of Transportation often administers that program. ADRCs should also be aware of state transit associations for mobility management activities. The transit associations provide information and contribute to coalitions of human services agencies and transportation providers. ADRCs can find a list of state DOTs and state transit associations on the American Public Transportation Association website.[11]

Metropolitan Planning Organizations (MPOs) exist at the local level to lead the process of developing transportation plans for metropolitan areas. The Federal-Aid Highway Act of 1962 established the requirement for MPOs in each area over 50,000 people, while the 1991 Intermodal Surface Transportation Efficiency Act (ISTEA) established MPOs as local planning organizations and required state officials to consult them transportation planning issues. MPOs exist to ensure local areas have sufficient input in federally funded transportation projects.

In rural areas, Rural Planning Organizations (RPOs) serve similar purposes as MPOs but lack the same Congressional mandate to develop transportation plans. As a result, the entity with jurisdiction for enacting rural transportation coordination can vary. The State of Washington, for example, developed a new designation for transportation planning organizations (Regional Transportation Planning Organization) in order to serve the same purpose as MPOs in both rural and urban areas.[12]

The Federal Highway Administration (FHWA) explains that, "In states where there are RPOs, the state DOT might coordinate with the RPO, and the RPO with the counties and municipalities to consolidate and prioritize needs. Where RPOs do not exist, the state will generally have some sort of process for working with counties and municipalities to identify and prioritize needs to develop statewide plans."[13] Indeed, regional planning agencies and county governments sometimes take on the role of transportation coordination in rural areas.

IV. Direct Service Activities

The first area of mobility management we will discuss is the direct service of transportation coordination at the individual level. This is likely the most natural mobility management activity for ADRCs to adopt because it overlaps with the core ADRC functions of providing information and assistance through options counseling.

Gathering Information

ADRCs' first step to improving transportation options for consumers is to gain an understanding of the transportation infrastructure in the communities that they serve. To do this, ADRCs should first learn about transportation networks in general and then identify local sources of community-specific information.

Human services transportation in most localities consists of a combination of paratransit agencies (such as door-to-door service) and fixed route transportation (bus and/or train). Other options might include carpool arrangements, volunteer driver programs or subsidized taxi programs. The types of transportation available to a consumer may depend upon the consumer's destination. For example, specialized transit may be available for travel

Table 1: Types of Destinations and Range of Transportation Providers

		Life Sustaining Destinations	Life Enriching Destinations
Automobile	single passenger shared ride	Medical Center Nutrition Services Dialysis Treatment Physical Therapy Doctor Appointment Health Care Services Adult Day Health Center	Shopping Center Pharmacy Recreation Trips Volunteer Activities Religious Service Visiting Friends Social Outings Beauty Parlor/Barber Library Fitness Center Senior Center Restaurant
Public Transit	bus light rail train subway		
Paratransit	ADA transit Dial-A-Ride		
Private Transit	taxi limousine / chauffeur service		
Specialized Transit	hospital-based transit senior program transit church-based transit program volunteer service program		
Other Options	bicycle walking		

Source: National Center for Senior Transportation, "Transportation Options for Seniors"

to so-called "life-sustaining" destinations such as medical appointments, while consumers may have to rely on public transit to get to "life enriching" destinations like shopping centers or religious services.

Section VIII of this brief provides a list of additional resources to assist ADRCs with gathering information about transportation options. The list includes reports that contain detailed descriptions of a variety of potential transportation providers and the differences between them.

ADRCs can also tap the expertise of local transportation organizations to learn more about service offerings. Local or regional transportation authorities and city and county governments understand available transportation in the community and might work with an ADRC to educate staff about consumers' options. Human services agencies outside of the ADRC often assist older adults and people with disabilities with navigating and scheduling transportation funded by Medicaid and these entities can also be a valuable source of current and community-specific information for the ADRC. Staff members of human service agencies who have ongoing relationships with consumers can share their experiences with coordinating transportation and provide information about any obstacles consumers meet regularly.

Another method that ADRCs can use to assess the local transportation system is to track consumers' specific requests related to transportation. ADRCs can periodically analyze transportation requests to identify gaps in services and ensure that the ADRC is providing the most relevant information and referrals possible. Consumers may also be able to directly advise ADRC staff of their current transportation use as well as any perceived gaps in services. ADRC staff and consumers alike can benefit from the accumulated knowledge and experience of other consumers.

The National Resource Center for Human Services Transportation (NRC) has produced a guide with helpful questions an ADRC's staff can ask themselves to make sure they have gathered enough information on the local transportation system to start counseling consumers on transportation options and ultimately help consumers build individual transportation plans.[14] These questions are:

- Do staff members know how to travel across town on the community bus system?
- Can staff arrange for daily transportation to and from work for someone with a significant disability (e.g., person who uses a wheelchair or scooter; has a cognitive impairment; or sensory limitation)?
- Do staff members know what types of transportation services are available in the community?
- Are staff and consumers familiar with the transportation services that operate during business and non-business hours?

Also relevant for this activity is the National Center for Senior Transportation's (NCST*) - Senior Transportation Options Template.*[15] ADRCs can use this template to identify and assess local transportation options, as well as create brochures, media releases, and booklets on community transportation options. Once an ADRC has thoroughly answered the questions above and feels confident in its knowledge of local transportation options, it can start thinking about providing mobility management services to consumers as a part of options counseling.

Integrating Mobility Management into Options Counseling

After an ADRC has gathered information on consumers' transportation needs and the range of local options, it can provide individualized information and assistance to consumers. This function can be seamlessly integrated into the existing process of options counseling or the provision of information and assistance. Most information that ADRCs gather about transportation options can also be available online via an ADRC's website so that it is accessible to consumers without a phone call. For example, Alabama created the www.AlabamaConnect.gov website, which contains a collection of links, tools and resources so "older adults, individuals with disabilities and their family members [may] locate services they might need as well as other information that might be of interest."[16]

Across the country, ADRC sites continue to develop robust options counseling programs that build on strong information and assistance infrastructure. Both options counseling and individual mobility management require assessing the consumer's needs and preferences, working with that person to develop a plan, linking him or her with needed supports and making a follow-up contact to ensure success. Options counseling is a process whereby consumers are supported in making informed choices for themselves.

Information that an ADRC might share with a consumer about available transportation options might include:

- Information on available, relevant transportation services;
- Advice on how to navigate and use public transportation and/or a formal travel training program;
- Connection of consumers with volunteers that provide transportation; and
- Customization of a transportation plan for a consumer's regular outings.

Difficulties with transportation can often go unexpressed unless an options counselor explicitly asks a consumer if they have trouble getting from place to place. Truly comprehensive options counseling provided by an ADRC should include an assessment of a person's transportation needs and a plan for meeting them. Integrating transportation information into personal plans can help ensure that options counseling addresses transportation's role in supporting community-based living and community inclusion.

Options Counseling is an interactive decision-support process whereby consumers, family members and/or significant others are supported in their deliberations to determine appropriate long-term support choices in the context of the consumer's needs, preferences, values, and individual circumstances.

The document "Building an Individual Transportation Plan," available on the United We Ride website at www.unitedweride.gov, includes a practical guide for conducting options counseling activities related to transportation. For instance, the guide includes important points to consider when constructing transportation plans, a template for an individual transportation plan, questions to ask consumers and a system for documenting policies of different transportation providers.

Centers for Independent Living have traditionally offered Independent Living Skills Training as a core service. The National Council on Independent Living defines this as training to help consumers learn "skills needed to achieve independent living, ensuring that people with disabilities achieve and maintain their independence."[17] This training can take many forms, but one component could easily include assistance with navigating and using the public transportation system or scheduling paratransit services.

Similarly, some ADRCs, or coalition partners involved in ADRC networks, have hired dedicated *mobility managers* to work exclusively on providing transportation-related assistance, options counseling, partnership building and advocacy. The US DOT states that mobility managers "serve as policy coordinators, operations service brokers, and customer travel navigators."[18] The Easter Seals Project Action website contains more information about mobility managers, including how the American Recovery and Reinvestment Act of 2009 supports the hiring of mobility managers as an eligible activity for which a locality can receive stimulus funding.[19]

V. Transportation Coordination and Partnership Building Efforts

Beyond directly assisting consumers with transportation needs, ADRCs can also collaborate with existing coalitions

to work towards systems-level change. Mobility management efforts are already underway across the country, and ADRCs can bring valuable knowledge and experience to those coalitions. ADRCs can collaborate with others to take on broad activities that include:

- Creating or refining regional transportation plans;
- Developing shared client databases;
- Brokering trips through multiple providers;
- Sharing inventories of local transportation resources;
- Coordinating ride sharing;
- Developing central dispatching;
- Mixing client types in vehicles;
- Centralizing key functions like maintenance and driver training;
- Sharing and utilizing volunteers for trips; and
- Establishing one-call or one-stop centers.

Transportation coordination not only results in more efficient and convenient transportation for consumers, it can also reduce program costs by avoiding service overlap or wasting resources. Table 2 describes further benefits of systemic transportation coordination.

Transportation coordination initiatives are already occurring at the federal, state and local level because of policy and programs described earlier in this issue brief. Thus, ADRCs do not have to take on mobility management alone. Rather, ADRCs can become involved in ongoing transportation activities that are being spearheaded by other entities.

A good starting point for ADRCs to gather information about the concept of systemic transportation coordination is the United We Ride website's sections on "Mobility Management Strategies" and "Assessment and Planning" available at www.unitedweride.gov. In addition to these written resources, there are many federal, state and local transportation initiatives that deal specifically with transportation coordination that ADRCs can seek out. Technical assistance is also available from several national resource centers described later in this brief.

One document ADRCs might benefit from reading is the FWHA's publication, "A Citizen's Guide to Transportation Decisionmaking." This guide provides an overview of the transportation planning process at all levels of government and suggests methods for citizens to get involved. Finally, FWHA has provided case studies that explain how MPOs, state DOTs, transportation providers and community stakeholders have collaborated on transportation planning initiatives.[20] Another helpful document is the National Center for Senior Transportation's "Framework for Action: Building the Fully Coordinated Transportation System," which can help communities and stakeholders gauge the progress of human services transportation coordination efforts.[21]

Table 2: Results of Coordination of Transportation Services

Transportation Service Levels Increase
► Expanded hours of service per day
► Expanded days of service per week/year
► Expanded geographic service area
► Expanded numbers and types of persons who can access services
Transportation Service Integration Increases
► More funding sources being coordinated
► More funding for coordinated services
► Less duplication of routes and services
► Fewer restrictions on trip purposes and eligible riders
► Central/single source of customer access
► More centralized oversight and management of transportation services
► More agencies involved in cooperating/coordinating in joint efforts
► Fewer agencies operating single-client transportation services
Resource and Service Efficiency Increases
► Lower cost per vehicle hour or passenger mile
► More passenger trips per vehicle hour or vehicle mile
► Lower cost per trip

Source: National Center for Senior Transportation, "Seniors Benefit from Transportation Coordination Partnerships–A Toolbox"

Getting Involved

As mentioned previously, to receive SAFETEA-LU funding, states and localities must create coordinated transportation plans. This process is probably underway in most areas, but it is likely not too late for an ADRC to get involved. ADRCs can attend coalition meetings to connect with transportation stakeholders such as United We Ride Ambassadors, the Department of Transportation and the local Metropolitan Planning Organization (or equivalent rural organization). Input during such meetings can contribute to the process of crafting or editing transportation plans that meet the needs of older adults and people with disabilities.

Many transportation coordination efforts seek involvement from service providers like ADRCs in order to foster engagement from and learn the transportation needs of all members of the community. Contributing to transportation coordination efforts, and the partnership

building it requires, can help ADRCs strengthen relationships with community partners and grow their understanding of other human services networks. Providers of transportation services are often eager to collaborate because they can provide more rides, better access to information about rides and increase customer satisfaction through better coordinated, more efficient services.

One organization that specializes in bringing together relevant human services transportation entities to plan transportation coordination activities is the Community Transportation Association (CTAA). CTAA holds transportation coordination planning conferences that ADRCs can attend with other relevant local stakeholders to develop transportation coordination coalitions and produce action plans. CTAA also holds trainings that can help the staff member at ADRCs involved in transportation issues learn methods for contributing most effectively to transportation coordination efforts.[22] As described in **Section VI**, Massachusetts' ADRC of the Greater North Shore participated in a CTAA planning conference in late 2008.

National Resources on Transportation Coordination

Several national technical assistance centers exist to provide support for mobility management activities. These include the National Resource Center on Human Services Transportation (NRC), Easter Seals' Project ACTION, the National Center for Senior Transportation (NCST), the National Rural Transit Assistance Program, and the Tribal Transit Technical Assistance Program.

The NRC, funded by SAFETEA-LU, works with stakeholders to "provide states and communities with the support they need to better integrate public transportation services with the services and demands of their human services networks."[23] The NRC coordination entities most relevant to ADRCs are United We Ride Ambassadors. Ambassadors are ten regional technical assistance advisors that work with states to develop comprehensive, coordinated human service transportation plans.[24]

ADRCs who want to become more involved in transportation should consult with their regional United We Ride Ambassadors. ADRCs can visit the Ambassadors' website to find the relevant ambassador for their region.[25] Because each Ambassador serves a small number of states/provinces, they are likely to be able to help an ADRC identify relevant transportation coordination stakeholders at the federal, state and local levels.[26]

The Federal Transit Administration also funds Easter Seals Project **ACTION** (Accessible Community Transportation in Our Nation). Project ACTION, originally commissioned by Congress in 1988, provides human services transportation information and technical assistance. Project ACTION runs periodic Mobility Planning Services Institutes that bring together private, non-profit and government transportation stakeholders and providers to improve transportation in their communities. Project ACTION also provides a clearinghouse of resources via their website (http://projectaction.easterseals.com) and a toll-free technical assistance number (1-800-659-6428).

Easter Seals, with funding from FTA, also operates the National Center for Senior Transportation (NCST), which coordinates with the National Association of Area Agencies on Aging (n4a) to provide information and technical assistance to "communities, transportation providers, state and local governments, aging and human service providers, and older adults and their caregivers" to increase and improve transportation options for older adults. ADRCs can consult NCST's website to utilize their library on human services transportation for seniors (http://seniortransportation.easterseals.com). Especially relevant for transportation coordination efforts is NCST's *Seniors Benefit from Transportation Coordination Partnerships: A Toolbox,* which includes descriptions of methods for conducting transportation coordination and several case studies of localities efforts in this area.[27] The Toolbox also includes a guide entitled "How To Establish and Maintain Door-Through-Door Transportation Services for Seniors", which describes the transportation coordination process

Transportation Coordination Technical Assistance Centers

National Resource Center for Human Services Transportation (NRC)
http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=1530&z=62

Easter Seals Project ACTION
http://projectaction.easterseals.com

National Center for Senior Transportation (NCST)
http://seniortransportation.easterseals.com

National Rural Transit Assistance Program
http://www.nationalrtap.org/technicalassistance

Tribal Transit Assistance Program
http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=259

United We Ride
http://www.unitedweride.gov/

in detail, including assessing need, partnering with relevant stakeholders and coordinating human services transportation services. The NCST website also houses information on NCST's intensive technical assistance programs, which they award through a competitive application process.[28]

The FTA (in cooperation with the Neponset Valley Transportation Management Association) also funds the National Rural Transit Assistance Program (RTAP), which provides information and technical assistance on rural transportation issues, including human services transportation coordination. RTAP operates a center at the national level and each state has a RTAP State Manager, an individual that has a more locally focused understanding of human services transportation issues in rural areas.

RTAP provides several technical assistance opportunities for rural areas, including the ability to chat with a live specialist, a collection of resources on coordination issues through The Rural Technical Resource and Communications Center (R-TRAC) and a network of peer-to-peer specialist in the area of rural and small-urban transportation coordination. RTAP also provides tailored technical assistance to tribal communities. ADRCs can consult the RTAP website (http://www.nationalrtap.org/technicalassistance) to access these resources.

Federally recognized tribal communities can learn more about technical assistance provided by the Tribal Transit Technical Assistance Program at its website (http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=259).[29] This technical assistance includes extensive on-site technical assistance and possible consultation from outside consultants and experts. The program selects three communities for this technical assistance each year.

Also relevant are technical assistance documents United We Ride has produced, including guidance on direct service and transportation coordination and coalition building activities, which one can find on the United We Ride website at www.unitedweride.gov.

State and Local Resources on Transportation Coordination

For coordinating at the state and local level, a good place to start for ADRCs is to identify their relevant state and local transportation related advocacy groups and associations. These organizations will likely have already begun human services transportation advocacy efforts and will likely be able to education ADRCs on the best ways to get involved in the state and local communities. The American Public Transportation Association's (APTA) website contains a comprehensive list of local and state transportation associations, as well as each state's Department of Transportation.[30]

At the local level, ADRCs should locate and determine the best way to collaborate with their local MPO, RPO or similar organization. For areas with a population of more than 50,000 people, ADRCs should consult with the local Metropolitan Planning Organization (MPO). ADRCs can locate their local MPO by utilizing the DOT Transportation Planning Capacity Building Program's searchable MPO database.[31] Each ADRC's relevant MPO website should have a schedule for public meetings, archives of meeting minutes and other information to help ADRCs track planning and transit agency decisions.

Legislation establishing and refining the role of transportation planning agencies has increasingly made "public involvement" in the form of input from community members and community based organizations a part of the MPO planning process.[32] As mentioned, state and local advocacy groups and associations might be able to help ADRCs locate relevant human services transportation entities. Collaborating with these organizations is vital for contributing to transportation policy discussions at all levels of implementation.

ADRCs in rural areas might find connecting with local transportation coordination efforts more difficult because rural areas are not required to have an entity like an MPO. However, many rural areas do have RPOs or similar entities. These organizations might be more difficult to locate, however, since there is not a centralized database of RPOs that ADRCs can consult. One approach is to work with a local Rural Transit Assistance Program (RTAP) manager. ADRCs can locate their state RTAP manager at the RTAP website (http://www.nationalrtap.org/state). ADRCs can also consult the FHWA document, "Planning for Transportation in Rural Areas," which addresses the complexity of transportation planning activities in rural areas.[33]

Finally, FHWA developed a list of resources for transportation agencies on how to seek input and partnership with individuals and organizations in local communities.[34] Some techniques are outreach to relevant consumer populations, facilitating face-to-face meetings between consumers and transportation entities, focus groups, public opinion surveys and transportation fairs. ADRCs can use these resources to make themselves familiar with recommended approaches to meaningfully and effectively expressing opinions to transportation agencies.

VI. Case Examples

To illustrate the approaches to transportation coordination described in this issue brief, we highlight the work of three Aging and Disability Resource Centers on mobility management programs.

South Carolina

One of the South Carolina ADRC program sites is a part of The Lower Savannah Council of Governments (LSCOG), which is a national leader in transportation coordination activities. The Council of Governments first gathered information about the transportation systems in South Carolina by analyzing Department of Transportation data and surveying non-profit providers in the community. They also learned about consumers' needs by conducting a survey on how consumers interact with the transportation systems.

LSCOG reports that they have received funding for their ADRC to broker trips for consumers between the transportation providers with which the Council of Governments has built relationships. The ADRC operates a "one-call" center through which they provide both options counseling and transportation referral services.

The coordination activities that led to the ADRC's role as a transportation broker began with a grant to the Lower Savannah Council of Governments from the South Carolina Department of Transportation. With this funding, the agency formed a Regional Transportation Management Association (RTMA). This was an effort to get human services agencies, transportation providers and elected officials together to better coordinate human services offerings. Through these meetings, this coalition agreed to develop a new public transit system, with transportation providers pooling their vehicles and the Council of Government and AAA coordinating services and brokering trips. The LSCOG was able to secure funding for transportation technology to help providers coordinate services. As a grantee of the United We Ride/Mobility Services for All Americans initiative, the LSCOG is implementing a Travel Management and Coordination Center (TMCC), which will coordinate rides for consumers within the LSCOG's ADRC.

Massachusetts

Massachusetts' ADRC of the Greater North Shore's has been involved in mobility management efforts related to coalition building and planning for greater coordination. The ADRC of the Greater North Shore became part of a task force that attended a CTAA training intensive in late 2008. The group, named "Greater North Shore: On the Move," consisted of representatives from Greater Lynn Senior Services, Greater North Shore Senior Services, Independent Living Center of the North Shore and Cape Ann, Inc (ILCNSCA) and a prominent transportation services provider. The group's mission statement is that, "All residents of the North Shore will be able to travel where they want when they want."

At the CTAA meeting the coalition developed a 12-month action plan to gather information on consumers' needs and the existing transportation system and its service gaps. The group also strategized on ways to get more stakeholders involved in transportation coordination efforts. Some of the specific goals laid out in the action plan were:

- Developing a stakeholder outreach campaign;
- Identifying potential stakeholders;
- Designing data collection methodology;
- Implementing data collection efforts;
- Designing community education/cross training curriculum for Mobility Managers;
- Outreach & Community Education–Speakers Bureau, Cable Television Programs; and
- Beginning work to develop community transportation resource matrix.

The ADRC of the Greater North Shore's team is in the planning and development stage of their transportation coordination efforts. This planning and coalition building has, however, allowed the team to create strong proposals for new transportation initiatives to be funded by the New Freedom Initiative and other federal programs. For instance, Greater Lynn Senior Services has applied for a grant to expand their transportation coordination network and develop an online transportation resource directory. The Greater North Shore team has also applied for a grant to hire another mobility manager to serve at their One-Stop resource centers. This mobility manager would work with consumers to problem-solve on transportation issues and also conduct transportation needs analyses and help coordinate services between different human services and transportation providers.

Alabama

Alabama's Department of Senior Services (ADSS) oversees the state's two ADRCs program sites and the virtual ADRC www.AlabamaConnect.gov. As mentioned earlier, this website contains a search engine for locating relevant services for older adults and people with disabilities, including transportation, at www.alabamaconnect.gov/services.aspx.

The ADSS has hired a Transportation Planner with funding from the Federal Transit Association's New Freedom

Initiative. The main activity of the Transportation Planner so far has been planning and administering Alabama's State Competitive Grant process for the JARC and New Freedom Initiatives in small urban and rural communities. These grants are meant to fund the needed services identified in the State Transportation Plan and individual transportation plans from the 12 Regional Councils in Alabama. United We Ride originally contracted Alabama in 2005 to produce a transportation plan that would result in, according to the Office of the Governor, "successful cost effective strategies in coordinating human service transportation at the Federal, State, Tribal, and Local levels need to be examined, identified, documented and disseminated."[35] Now, through the work of the Transportation Planner, the state is ready to contract out to provide these services.

As part the funding from the JARC/New Freedom Initiative, the Transportation Planner is coordinating a statewide competitive grant to private, non-profit organization, state or local government bodies and private transportation providers to provide services laid out in the state's coordinated transportation plans. These services include both support and planning activities (Intelligent Transportation Systems, marketing, etc.) and operational activities (the actual provision of services). To ensure coordination, these services must be part of a given locality's coordinated transportation plan from one of the state's twelve Regional Councils. Some services covered by the New Freedom Initiative grants will include:

- Expansion of paratransit service beyond the minimum requirements of ADA;
- Expansion of current hours for paratransit service;
- Enhancement of the level of service by providing escorts or assisting riders through the door of their destination;
- Voucher programs; and
- Purchase of Service.

Alabama's Transportation Planner commented that the best way for ADRCs in Alabama to help with transportation coordination is to market, to consumers and human services agencies, the services that will result from the JARC/New Freedom transportation planning and competitive grant processes with transportation entities. In addition, ADRCs should become well-informed on the available services to be able refer them to consumers. The transportation planner also mentioned that it would be helpful for ADRCs to attend regional planning meetings to give input on transportation coordination processes in their locality and report on how well the new services are working so they can make continual improvements. ADRCs are an important entity for gathering consumer opinion and presenting it to coordination entities.

VII. Conclusion

While ADRCs alone cannot solve the lack of coordination in human services transportation systems, these case examples show that ADRCs can make a big impact when they participate in coordination efforts. To help ADRCs actively contribute to these transportation coordination efforts, this brief described important sources of information on the transportation system, best practices and opportunities for technical assistance. ADRCs can use this brief to navigate the process of gathering information on local transportation offerings, provide individual mobility management services as a part of options counseling and participate in system-level transportation coordination and partnership building efforts.

VIII. Additional Resources

Easter Seals Project ACTION http://www.projectaction.org	ESPA's mission is to promote universal access to transportation for people with disabilities under federal law and beyond by collaborating with transportation providers, the disability community and others through the provision of training, technical assistance, applied research, outreach and communication. The ESPA Web site includes free publications, tools, and training opportunities related to ADA-accessible transportation service, mobility planning, and travel training.
United We Ride http://www.unitedweride.gov	United We Ride is an inter-agency federal initiative that provides state and local agencies with transportation coordination-related technical assistance and resources including a planning self-assessment tool, a regional ambassador program, and technical assistance to help communities succeed.
ADRC Technical Assistance Exchange. - *Fully Functioning Single Entry Point System/ADRC.* http://www.adrc-tae.org/tiki-download_file.php?fileId=27036	The criteria that establishes ADRCs as "Fully Functioning". This is the best source for information on the functions and minimum responsibilities of ADRCs.
Federal Highway Administration - Planning for Transportation in Rural Areas. http://www.fhwa.dot.gov/planning/rural/planningfortrans/ruralguide.pdf	Guide for transportation planning in rural areas. Describes Regional Planning Organizations (RPOs) and other rural transportation coordination entities.
Federal Highway Administration - *Metropolitan Planning Organization (MPO) Database* http://www.planning.dot.gov/overview.asp	Searchable database of Metropolitan Planning Organizations (MPOs)
Federal Highway Administration - *Public Involvement: Key Legislation, Regulations, and Guidance* http://www.fhwa.dot.gov/environment/pi_leg.htm	Database of Federal legislation that aims to enhance public participation in transportation coordination activities.
Federal Highway Administration - *Public Participation/ Public Involvement* http://www.fhwa.dot.gov/environment/pubinv2.htm	FHA's website on public participation in the transportation coordination process. Links include relevant legislation, public involvement techniques, case studies and relevant publications.
Federal Highway Administration - *HEP Public Involvement Case Studies* http://www.fhwa.dot.gov/environment/pubcase.htm	Case studies on how federal, state and local stakeholders are promoting public involvement in transportation coordination activities.
GAO - *Transportation Coordination – Disadvantaged Populations: Some Coordination Efforts Among Programs Providing Transportation Services, but Obstacles Persist* http://www.gao.gov/new.items/d03697.pdf	Most recent (2003) GAO report on human services transportation coordination.
NCD - *The Current State of Transportation for People with Disabilities in the United States* http://www.ncd.gov/newsroom/publications/2005/pdf/current_state.pdf	Detailed description of transportation infrastructure commonly utilized by people with disabilities. Includes description of the limitations of current transportation systems and recommendations for change.
NRC - *What is this Resource Center?* http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=1390&z=68	Website detailing the transportation coordination activities of the National Resource Center for Human Services Transportation Coordination (NRC)

AoA *Seniors Benefit from Transportation Coordination Partnerships* http://seniortransportation.easterseals.com/site/DocServer/4.SynthesisReport.pdf?docID=100003	Guide detailing the challenges facing human services transportation systems that serve older people, the potential benefits of transportation coordination and examples of promising practices.
United We Ride - Building an Individual Transportation Plan (Template originates from Easter Seals Project ACTION) http://www.unitedweride.gov/Building_an_ITPfinalaltformat.doc	A guide for assisting individual consumers with their personal transportation plans. The document contains examples of forms and questionnaires to use with consumers to best provide options counseling and also continually learn about the transportation system during the process.
United We Ride - *Mobility Management* http://www.unitedweride.gov/Mobility_Management_Brochure.pdf	Describes the "mobility management" approach to transportation coordination, explains how SAFETEA-LU funds mobility management activities and provides two case studies of agencies participating in mobility management.
Washington State Department of Transportation. *Metropolitan Transportation Planning. What is an MPO* http://www.wsdot.wa.gov/planning/metro	Describes the basic functions of MPOs, how they receive funding, and how they interact with rural organizations with similar functions.
NRC - *United We Ride Ambassadors* http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=72	Describes the activities of United We Ride Ambassadors. Includes a list of the Ambassadors and the states and regions they serve.
NCST – *Transportation Options and Older Adults* http://seniortransportation.easterseals.com/site/DocServer/Transportation_Options_and_Older_Adults_BF_1_v1.2.pdf?docID=61803	Fact Sheet describing community transportation options for older adults produced by the National Center on Senior Transportation.
American Public Transportation Association. *State Transit Association and Department of Transportation Links* http://www.apta.com/links/state.cfm	For each state, Links to State Department of Transportation and state transit associations (when applicable).
The Community Transportation Association http://www.ctaa.org	A link to the Community Transportation Association website. CTAA holds transportation coordination planning conferences that ADRCs can attend with other relevant local stakeholders to develop transportation coordination related coalitions and produce action plans for these coalitions.
NCST - Senior Transportation Options Template http://seniortransportation.easterseals.com/site/PageServer?pagename=NCST2_tsc_options_download	Local agencies can use this template to identify and assess local transportation options, as well as create brochures, media releases, and booklets on community transportation options.
NCST – Transportation Solutions for Caregivers http://seniortransportation.easterseals.com/site/PageServer?pagename=NCST2_trans_car	Resources for caregivers and volunteer drivers of older adults or those with cognitive or physical impairments. Additional materials and information are available on transportation escorts for seniors and adult day services programs.

NCST – Transportation Solutions for Caregivers Tip Sheets (available through website) http://seniortransportation.easterseals.com	Tip sheets on communication, providing assistance and passenger sensitivity for caregivers or transportation providers such as volunteer drivers are available through the NCST Library.
CTAA-ESPA Transportation Solutions Curriculum http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=813	A training course designed for human services agencies, workforce development, non-profit staff or individuals that want to develop skills as transportation solutions coordinators. Transportation solutions coordinators assist individuals by matching their needs with appropriate transportation.

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