Coordinated Transportation System

2003 Annual Report

Georgia Department of Human Resources
Office of Facilities and Support Services
Transportation Services Section

TABLE OF CONTENTS

Introduction 4
Background 4
Regional Transportation Planning Team 6
System Overview 6
Transportation Network Structure 11
Regional Transportation Coordinator 12
Trip Allocation Process 13
Regional Transportation Coordinating Committee (RTCC) 14
System Funding 15
Revenue Contracts 15
System Expenditures 18
Cost Per Client 19
Total System Trips 21
Clients Served 21
Needs Assessment 22
Region 4 / 10 Pilots 22
Future Directions 23

Appendix's

Appendix 1 – Needs Assessment Data 21
Appendix 2 – Organization Chart - System 22
Appendix 3 – Organization Chart DHR 21
Appendix 4 – Regional Map 21

Department of Human Resources (DHR)
Coordinated Transportation System

Background

Recognizing the importance of transportation in linking people with services and opportunities, DHR initiated several studies and task forces. Based on recommendations that came from these studies and task forces, DHR began to reorganize its transportation services in a move towards developing a statewide transportation system. Now DHR's transportation system is being designed to meet the specialized transportation needs of DHR clients who are elderly, mentally/physically disabled and/or low-income individuals. The goal is to provide transportation for these clients in a safe, efficient and cost-effective manner, allowing those clients to access essential services provided by the Department.

DHR's consolidated transportation system began in 1995 with five pilot projects (total budget $300,000) and has grown to provide some services in all of Georgia's 159 counties. As of July 1, 2003, transportation services are provided to clients served by the Divisions of Aging Services, Mental Health/Developmental Disabilities/Addictive Diseases (MHDDAD) and Family and Children Services (DFCS). A minimal number of trips are provided to the Division of Public Health.

Regional Transportation Planning Team

In October 1997, under the leadership of DHR Commissioner Tommy Olmstead, a group was formed to actually design a unified system for the Department. The members of the group were from the five divisions (Rehabilitation Services has since been moved to the Department of Labor), the Association County Commissioners of Georgia (ACCG), Office of Planning Budget Services (OPBS), and the Office of Technology and Support (now Office of Facilities and Support Services). The goals for the group were:

> **Client Services** - "Develop a regional transportation system that insures the availability of a flexible, efficient, cost effective and quality transportation services that assist DHR customers in achieving healthy, independent and self-sufficient lives."
>
> **Provision of Services** –"The system will be coordinated statewide, include regional planning, and implementation will be within a state established framework and effectively utilize resources."
>
> **Resources** – "Identify all resources (current and potential) relative to transportation of DHR clients. Identify costs relative to transportation of DHR clients. Develop a plan that coordinates and maximizes these resources."

Communications/Marketing – “Develop a network of communication that addresses customer input, public awareness and education, and interagency and intra-agency coordination that lead to political and stakeholder support.”

The outgrowth of work done by this group became the foundation for DHR’s current Coordinated Transportation System.

System Overview

The Coordinated Transportation System was officially begun in early FY 1999 with the start-up of four regions (Regions 1, 4, 5 and 10). The system has grown from the 1995 pilot project mentioned above. The initial goal was:

"Transportation systems will be designed locally with the help of Regional Transportation Offices located within each region. Input will be gathered from Regional Transportation Coordinating Committees composed of representatives from each DHR division. Each committee will identify local service needs and provide information, advice, direction and support to the Regional Transportation Office. Unified transportation will improve and expand service to elderly, the disabled, and transportation disadvantaged, as well as create a more efficient effective way to mobilize our consumers."

This initial design and vision has carried the system through to its current state. Today's system is still in an expansion stage as some selected areas of the state have yet to see full system fielding. However, much of the state is covered by the system.

Transportation Network Structure

The transportation program is administered through DHR’s Office of Facilities and Support Services, Transportation Services Section (TSS). The TSS is responsible for overall system management, development of policies that ensure quality services, technical assistance, establishment of a data system for program monitoring, an evaluation program for determining effectiveness, and development of a statewide public relations plan. Actual services are provided through contracts for services in each area. Contractors may be a state, county, non-profit, regional government entity or private for-profit vendor. The organizational structure of the Department and the system is shown on pages 5 and 6.

Figure 1
State of Georgia
Department of Human Resources

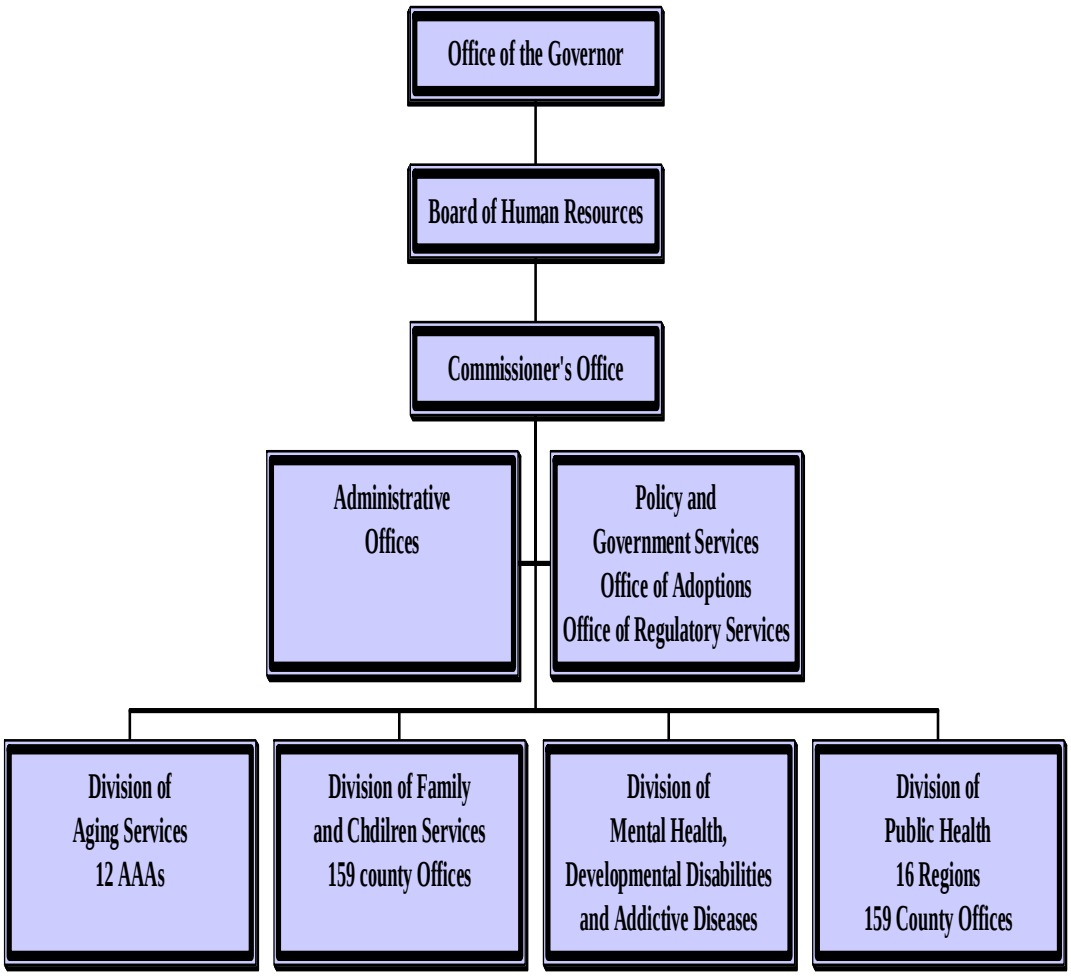
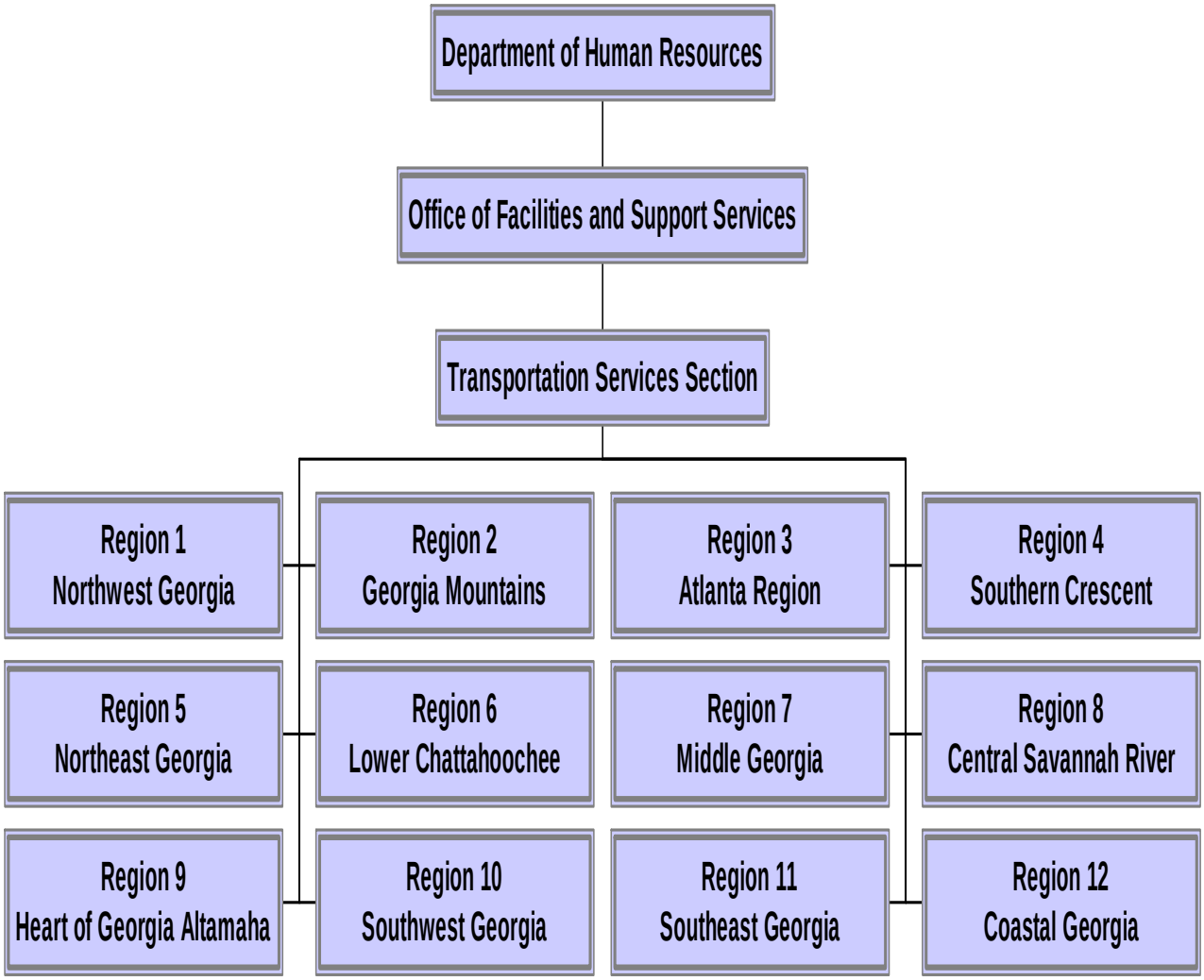


Figure 2
Coordinated Transportation System
Organizational Chart



Regional Transportation Coordinator (RTC) and Regional Transportation Offices (RTO)

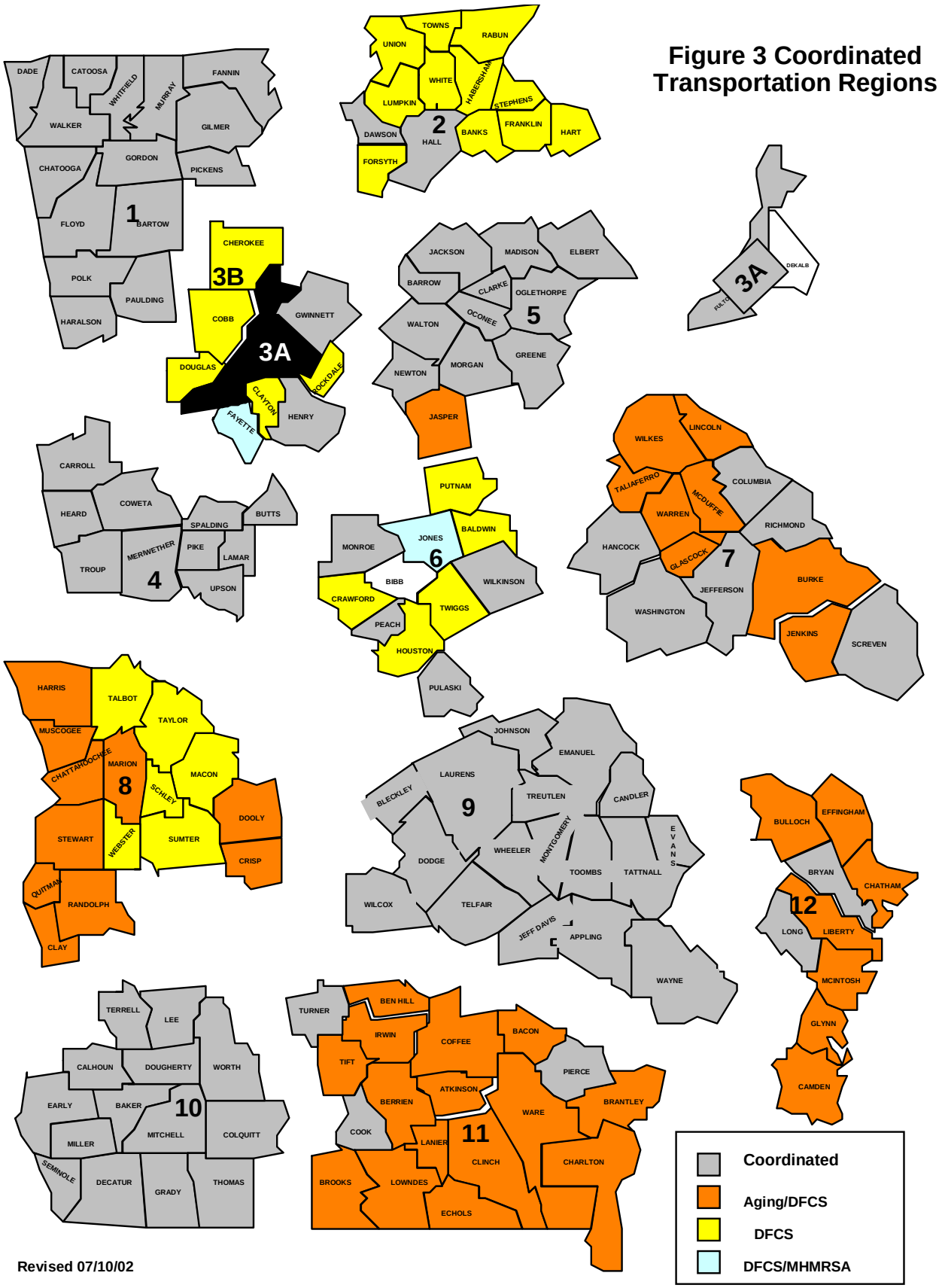
An RTC is assigned responsibility for one or more of the 12 transportation regions and Regional Transportation Offices in the state (see Figure 3 for regional map). The Regional Transportation Office staff, in concert with a Regional Transportation Coordinating Committee (RTCC), is responsible for transportation planning. The RTO staff members are the regional system representatives who insure the system functions properly. At a minimum, the RTO staff holds informational meetings, as needed, with local providers and each DHR division. The primary functions of the RTO are:

- Coordinates transportation services, compiles reports and addresses issues within each region.
- Performs site visits to the contractors in their assigned region(s) to monitor contract compliance and to provide technical assistance to contractors.
- Conducts periodic reviews without notification. These unannounced reviews may include, but are not limited to, vehicle inspections; riding randomly selected routes; and interviewing clients.
- Conducts annual needs assessments to determine requirements for the system.
- Develops service specifications and insures quality service.
- Monitors vehicle usage and provide oversight and guidance on procurement and disposal for each region.

Trip Allocation Process

To facilitate delivery of transportation services, the state of Georgia is divided into twelve transportation regions, as illustrated in Figure 3. The RTOs are the point of contact with the program divisions in each area and work with regional managers to effectively plan for each region's transportation needs.

Figure 3 Coordinated Transportation Regions



Revised 07/10/02

The RTOs also play a key role in the trip allocation process each year, as outlined below:

- Program divisions decide at the beginning of the year what funds will be transferred to the transportation budget, if any, to support client transportation requirements.
- Funding allocations are developed for each program division based on the available budget. Each division may have funds the division transferred to the transportation budget, federal funds allocated directly to the transportation budget and those state and federal funds in the base budget.
- The program divisions decide how funding is allocated to support their client populations based on negotiated or projected rates (cost per trip or unit) within contracts for each region.
- These requirements are transmitted to the divisions' respective regional managers who develop plans in coordination with the RTOs. The plans are developed taking in consideration available budget, cost per trip or unit for that region, clients to be served, and the types of trips needed to meet client needs.
- RTOs and regional managers finalize plans and submit requirements to the state office.

Regional Transportation Coordinating Committee (RTCC)

The purpose of the RTCC is to provide local information, advice, direction, and support to the Regional Coordinator. At a minimum, an RTCC includes the following (or their designated representative) within each DHR region:

- Director of the Area Agency on Aging
- Division of Family and Children Services Field Director
- Regional Executive Director for Mental Health, Developmental Disabilities, and Addictive Diseases
- Department of Transportation Intermodal Program's District Representative
- Other members as necessary and pertinent based on local decision

Service Operations

Days and Hours of Service - Transportation services are made available twenty-four (24) hours per day, seven (7) days per week. Core hours are between the hours of 6:00 am and 6:00 pm, Monday through Friday; however, the contractor must provide scheduled trips beyond these core hours and days as demand warrants meeting the needs of DHR consumers.

At a minimum, the contractor responds to telephone calls and facsimile (fax) messages from 8:00 am to 5:00 pm, Monday through Friday.

Reservations and Scheduling - DHR reservations are made by staff of human service providers who are so authorized. The DHR Regional Transportation Coordinator will provide the transportation contractor with a list of authorized human service providers.

Subscription Service Trips - Subscription service trips are scheduled with a predetermined notice to meet the repetitive travel needs of passengers. Trips are performed on a continuing basis.

Scheduled Response Service - Trips that are scheduled with a predetermined notice, and are not performed on a continuing basis.

Demand Response Service - Trips requested and performed on short notice.

Group Trips - Trips that involve transporting multiple passengers with the same point of origin and the same destination, and who intend to travel together.

Eligibility Determination - Clients may qualify for transportation services under a variety of programs administered by the Department of Human Resources. Program staff at the local level determines eligibility.

System Funding

The flow of funds into the transportation budget provides both services, and flexibility to adjust where needed.

- The transportation system uses a single budget within the Office of Facilities and Support for all system transactions.

- The transportation budget has a base continuation budget comprised of federal and state funds. A portion of the funds (state and federal) in the Transportation Services Section budget are pooled to provide services to all client groups in all areas of the state. Additional funds may be brought in at the start of the budget cycle through transfers from the divisions to support their respective programs.

- A portion of each program divisions' Social Services Block Grant (SSBG), Title III, State and Temporary Assistance for Needy Families (TANF) funds can be

allocated directly into the transportation budget to support their transportation needs.

- Funds from revenue contracts are brought in during the year and support the specific client groups for which contracted, such as TANF and Department of Labor clients.

- As additional transportation needs are identified, program divisions may transfer additional funds to the transportation budget to support their clients' needs. These program funds may be TANF, State, Title III or SSBG.

- Trips are allocated to each division's clients based on base funding and other funds transferred into the transportation budget.

- Trips are then "purchased" out of the available fund base in the transportation budget.

In FY 2003 the transportation system expended $25,725,075. All the funds were used in purchase of service contracts. Approximately 44 prime contractors around the state provide services. The total funds (by fund source) for FY03 are shown in the following pages.

Revenue Contracts

Funds of approximately $ 3,133,204 come from revenue contracts with both counties and other departments. The revenue contracts are agreements with agencies outside the department to provide transportation services. These entities then reimburse the system. Outside agencies, which the system contracts with, are:

- Job Access and Reverse Commute Program (JARC) – $91,286 in Federal Job Access money to provide employment related transportation in Dekalb and Fulton Counties in FY03.

- Gwinnett and Fulton counties – These counties will provide $2,413,656 for transportation services to its seniors and developmentally disabled for congregate meals and center activities.

- DOL GoodWorks (GW) Program – $53,959 in funds to support GoodWorks transportation. Part of the FY03 GW transportation is being supported with TANF funds.

- Department of Labor Vocational Rehabilitation (VR) Program – Approximately $448,110 in services is provided to VR clients.

- Other counties - $126,193.

Figure 4
FY 2003 Fund Sources

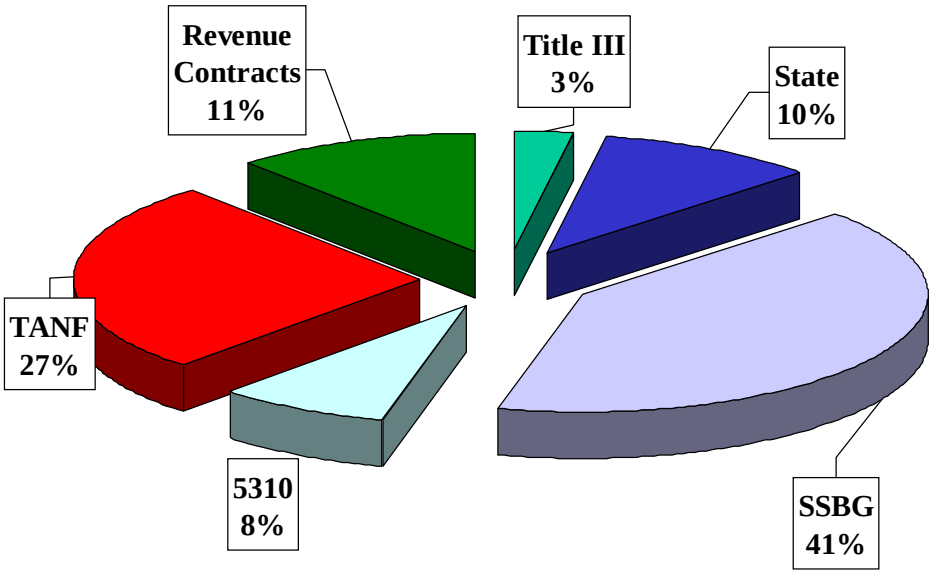


Figure 4, above, reflects the fund sources used by the transportation system. Federal Transit Administration title 5310 funds are administered by the Department of Human Resources. Title III Older American Act funds are used for elderly clients. Temporary Assistance to Needy Families (TANF) is used for low-income families and children. A portion of the Social Services Block Grant Funds (SSBG) are pooled along with state funds and used for all client groups.

Figure 5
Expenses by Division FY 00 - FY 03

Division	FY 00	FY 01	FY 02	FY 03	%
Aging	$1,773,817	$6,411,802	$6,366,661	$6,946,266	29%
DFCS	$621,588	$2,449,820	$3,928,360	$6,279,718	18%
MH/DD/AD	$4,066,585	$8,069,065	$9,990,286	$10,584,549	44%
Other	$274,337	$669,777	$3,554,283	$1,914,542	9%
Total	$6,736,327	$17,600,464	$23,745,759	$25,725,075	100%

Figure 6
System Expenditures FY00 - FY 03

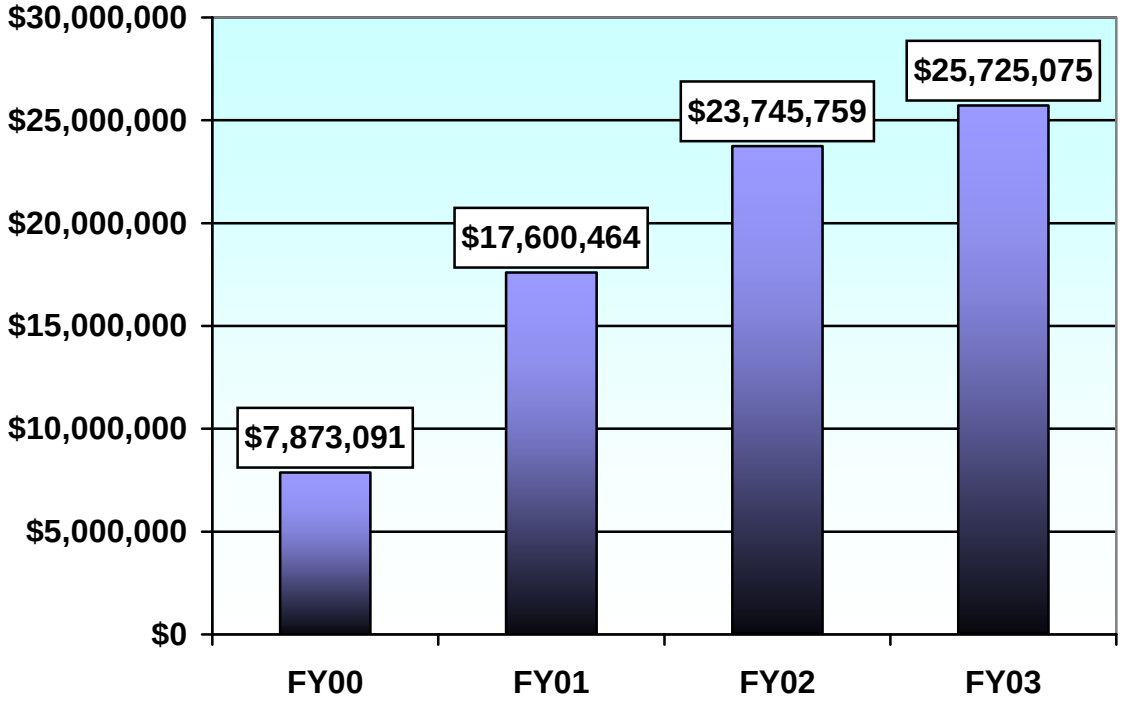
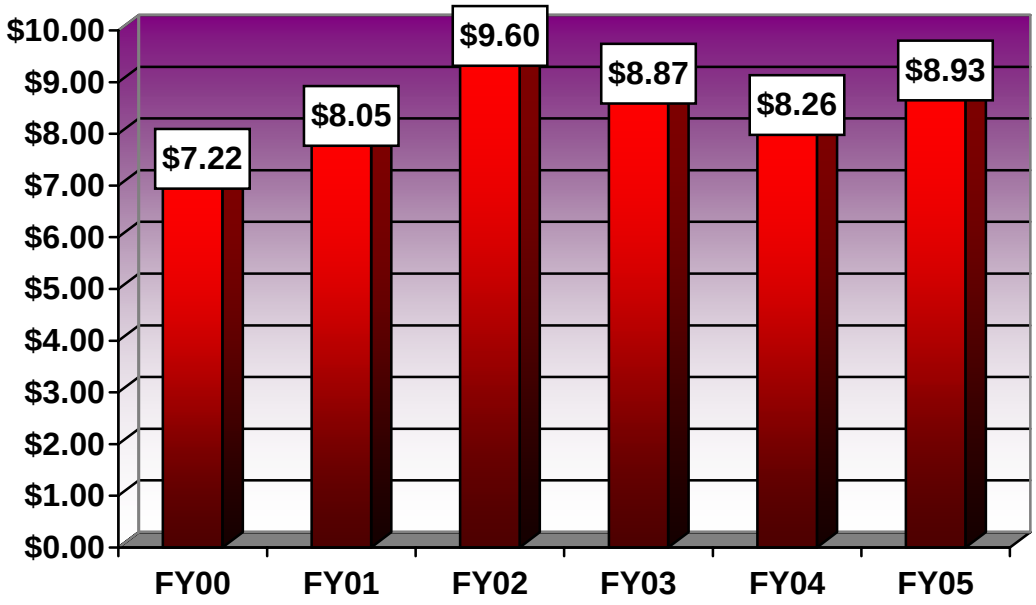


Figure 7
Total Annual Costs per Client FY 00 - FY 03

Division	FY 00	FY 01	FY 02	FY 03
Aging	$495	$1,235	$1,220	$977
DFCS	$266	$345	$549	$480
MH/DD/AD	$1,368	$1,908	$2,398	$1,999
Other	$433	$420	$1,650	$873
System Average	$707	$970	$1,271	$929

Figure 8
Cost Per Trip
FY00 - FY03
(Projected FY04 - FY05)



FY04 reflects costs through the first eight months of the year. FY05 is a projected cost.

Figures 9 and 10 (page 15) illustrate the trips for the system. Figure 9 reflects the trips by division within the system. As can be seen, the developmentally disabled clients are the primary users of the system with 41% of the trips. Demand across the entire system has grown. The other category includes a portion of the revenue contracts with the Department of Labor, vocational rehabilitation clients.

Figure 10 shows the dramatic increase in trips provided since FY00. The small increase in trips between FY02 and FY03 is a result of the budget shortfalls experienced by the state during this period. Although there was only a small increase in trips, it should be noted that the cost per client figures during the period also decreased. Thus, trips did increase while costs decreased during this period.

Figure 9
Number of Trips by Division FY03

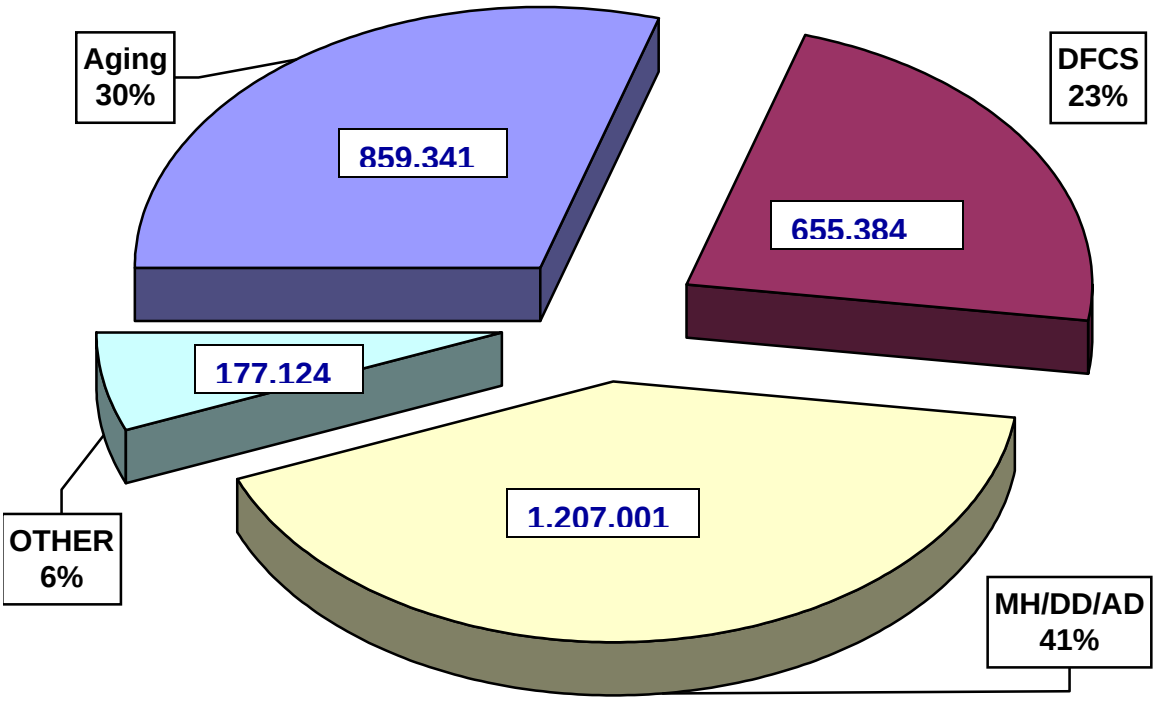


Figure 10
Total Trips FY00 - FY03

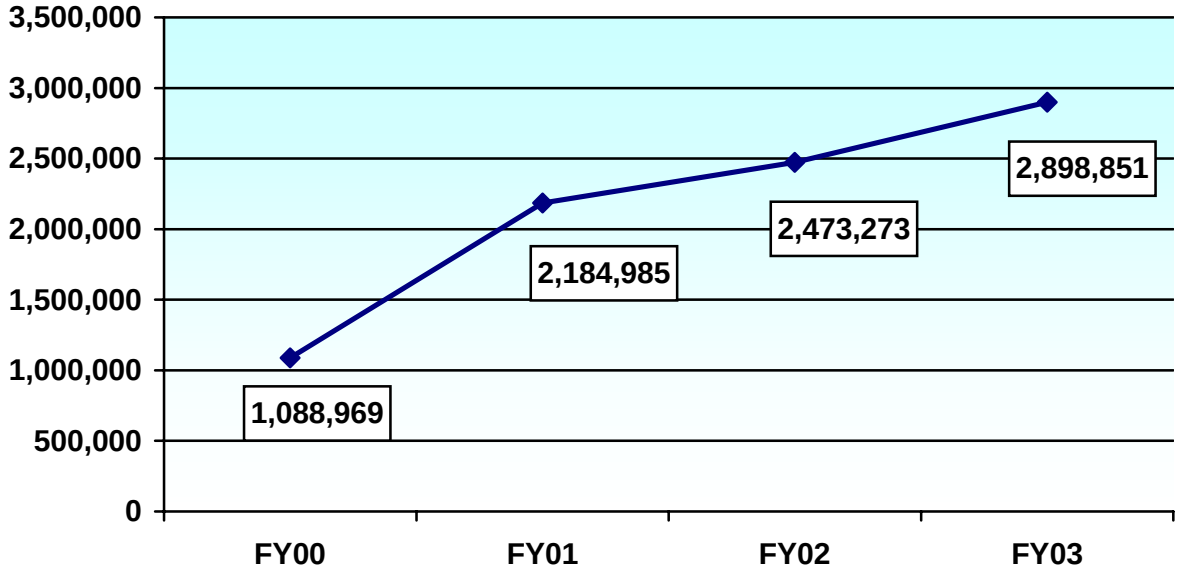
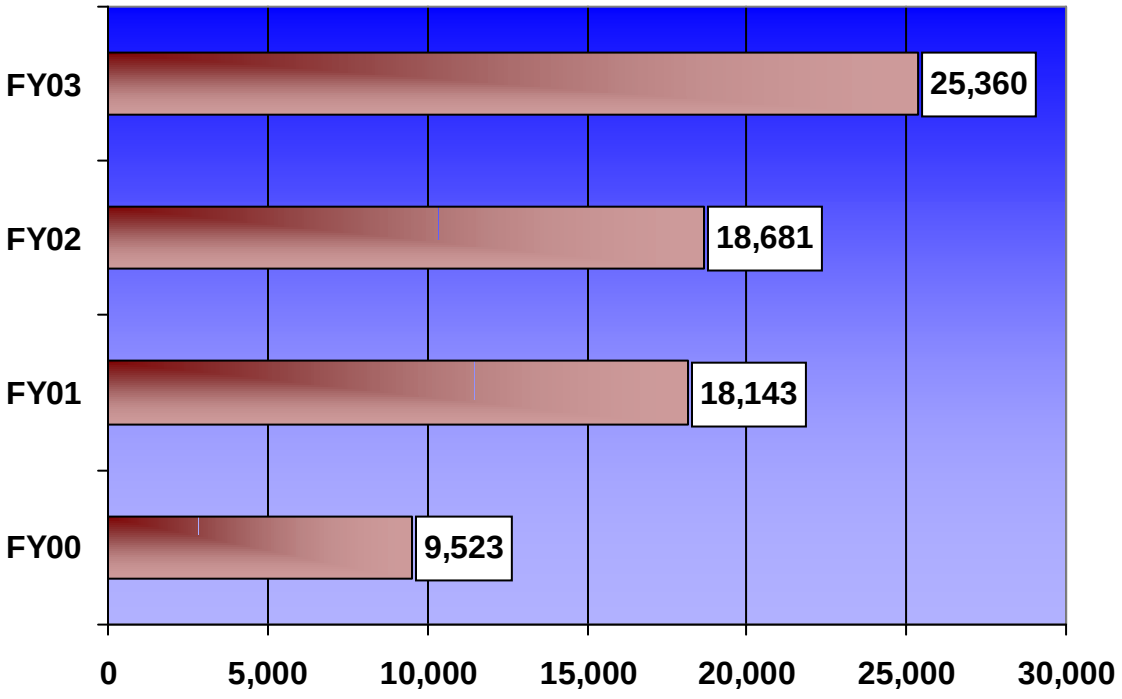


Figure 11
Number of Clients Served by Division FY 00 - FY 03

Clients	FY 00	FY 01	FY 02	FY 03	% (FY03)
Aging	3,583	5,189	5,215	6,879	27%
DFCS	2,335	7,086	7,146	11,577	46%
MH/DD/AD	2,972	4,227	4,166	4,866	19%
Other	633	1,591	2,154	2,038	8%
Total	9,523	18,143	18,681	25,360	100%

Figure 12
Clients Served FY00 - FY03



Regional Pilots

Two Regional Development Centers (RDC) that provide services in regions 4 and 10 have developed transportation pilots that are both innovative and far-reaching in their impact. RDCs are regional government entities that support multiple counties in the area of regional planning and development. Some of the RDCs in the state are also primary contractors for the Coordinated Transportation System. These two regions have taken FTA 5311 funds, and with the use of coordinated system funds, established a regional transportation system that serves both DHR clients and the general public. The Georgia Department of Transportation (GDOT) has granted an exception in the use of 5311 funds (normally only allotted to individual counties) for this pilot. Although the pilots are still in the initial stage of development, results have been very positive. This concept seems to meet the needs of the general public and human service clients in a cost efficient manner. In rural areas of the state, coordination of resources may be the way to meet transportation needs.

One of the pilot regions involved is McIntosh Trail Regional Development Center (MTRDC). The following executive summary was provided by the MTRDC:

McIntosh Trail Regional Development Center – Coordinated Transportation Pilot Project

The McIntosh Trail Regional Development Center (MTRDC) has administered a regional level 5311 Public Transportation Program since 1999, and DHR Coordinated Transportation since March 2000. The RDC administered a 5310 program for DHR in FY98-99 before the program became managed by DHR. The RDC manages the reimbursement, monitoring and oversight, quality of service, complaints, and policy enforcement of these programs. The RDC has managed numerous federal, state and local government contracts since its inception in 1969.

The McIntosh Trail Regional Development Center contracts with the Department of Human Resources in order to provide client transportation throughout the McIntosh Trail and Chattahoochee Flint Regions (DHR Region 4). Transportation providers are selected based on a competitive bidding process, county or regional need, professionalism of the company, and the lowest cost that will provide the best quality of service for the clients. Once a provider is selected, the MTRDC oversees and administers the transportation program by keeping the provider informed of and interpreting DHR policies and procedures, checking and consolidating reimbursement requests, monitoring the quality of service provided to the DHR clients, resolving disputes and handling complaints from clients and DHR providers, and monitoring to ensure providers stay in compliance with DHR policies and procedures regarding transporting DHR clients.

Present Status

At the present time three (3) subcontractors are used in the ten county region. Troup and Heard Counties provide transportation to DHR in conjunction with their GDOT

5311 programs. This is expected to continue, these areas have had very few complaints and or problems. Butts, Carroll, Coweta, Lamar, Meriwether, Pike, Spalding and Upson Counties are served by the Middle Georgia Community Action Agency. This agency has been operating transportation programs in the mid-state region for 20 years and they have a good track record for quality service.

A combination of GDOT 5311 and DHR transportation services is provided in the areas served by the Middle Georgia Community Action Agency. The McIntosh Trail RDC is working with DOT and DHR to fully coordinate both programs into one seamless transportation service, and those efforts are still ongoing. In 2002, the McIntosh Trail's Section 5311 program was designated as one of two regional pilot programs for the State. Both pilot programs are being monitored for ease of use, coordination of services, and quality of service. When the pilot projects are completed, it should provide guidance on the best ways to coordinate the DOT and DHR transportation programs within each region.

Future Goals

The future goals of the McIntosh Trail's transportation program are to continue efforts to recruit local governments into the Section 5311 regional program, and to work with DOT and DHR to coordinate transportation services, policies, etc. A fully coordinated service is a benefit to the public community, a way to spread the use of public transit in rural areas, and a way to help DHR accomplish its mission by providing quality service at an affordable cost.

The second pilot region involved is Southwest Georgia Regional Development Center (SWGARDC). The following executive summary was provided by the SWGARDC:

Southwest Georgia Regional Development Center
Regional Rural Transit Program

Getting Started

In the fall of 2000, the Department of Human Resources and the Southwest GA Regional Development Center (SWGARDC) entered into a contract to have the SWGARDC quasi-broker transport services for their clients in the Southwest Georgia area identified as DHR Region 10. This created a more direct approach for the human service providers to request services from the source that would provide it. In addition, by having the RDC as a local, regional agency administering the program, there is more direct accountability. The SWGARDC's Board of Directors (75% being elected officials) addresses local concerns more immediately and responsibly than previous brokers.

From the beginning, SWGARDC intended to be innovative and do more than just administer the DHR program. Staff, Infrastructure and support were established to encourage future development of complementary programs. Members of the SWGARDC's Board of Directors began the "escrow" that provides the capital local match for GDOT's rural transit program (In 2003 when 40+ vehicles were purchased

and the SWGARDC provided over $240,000 for the local match). Most importantly, the SWGARDC secured the support of DHR in the beginning and established a solid working relationship with its regional coordinator, which continues today.

What We Do

The main role of the SWGARDC was established as the entity that would monitor the selected transportation providers for compliance to DHR standards, assist with planning for future needs, help create guiding policies, coordinate service delivery and insure the integrity of invoices submitted for services.

Many RDCs perform similar duties as listed above, but SWGARDC has taken additional steps to further develop better solutions for local and statewide issues. The RDC, like some other RDCs, has participated in planning for future services. To better assist with the information used for planning, SWGARDC established advanced software to insure the integrity of the data collected and analyzed. When we look at planning we not only look at how costs can be cut and more services can be done, but also how services can be more efficient. We feel the key to getting more out of the budget has been analyzing the way services are done. Again, with software we are able to see the routes of vehicles and levels of service provided. SWGARDC continually develops and redevelops approaches to monitoring services to insure adherence to DHR, state and local policies and goals. Finally, our underlining objective with the approach to regional transit services has been coordination. The SWGARDC seeks to fully coordinate resources and create central sources that can accommodate the services that are demanded throughout Region 10.

Partners to Success

The SWGARDC has partnered with several entities in order to insure a successful approach to rural transit services. First and foremost has been the partnership with the state agencies that provide infrastructure and service demand. The Department of Human Resources is our first and biggest consistent contributor. It has a need for service delivery and offers payment for such services. It defines certain service parameters and requires monthly reporting. The Georgia Department of Transportation offers infrastructure as well as some potential assistance for service delivery. GDOT's rural transit program (Section 5311) is key to our program of coordination and requires additional reporting as well as service delivery to the general public, usually the same customers already targeted for service by DHR.

There are two additional private partners that add significantly to the success of our approach. The first is private transportation service providers. The SWGARDC contracts with private, for-profit companies to operate and service the DHR and general public consumers. It is very common to utilize private providers, but the SWGARDC takes a vested interest in the success of their companies so in turn there is success in the services they provide. We meet monthly to address a wide range of issues and create a clear line of communications to assist with program development. This enables the SWGARDC to form policies that are almost directly written by the companies that must execute them. And, by providing clear and specific guidelines,

policies and procedures, the SWGARDC can insure that service delivery meets expectations.

The second private partner is the software company RouteMatch, Inc., based in Atlanta. It has provided advanced software to assist with every data coordination aspect of the program. The system meets the changing needs of our program and has a wide range of application. RouteMatch has committed to assisting the SWGARDC with data coordination and has continuously worked with us to find new and better ways of collecting and analyzing regional information. The best aspect of the software is its ability to produce the wide range of information formats required by the different state, regional and local entities. The software allows for different reports with similar data to be provided to different entities without extra effort because all of the data is uniformly stored.

Some of the other partnerships are more localized, such as city and/or county governments, local community groups and other interested entities. We utilize these partners to help understand the dynamics that exist at the local levels and better target services while improving service delivery.

Goals and Objectives

One of the most significant tasks that the SWGARDC has taken upon itself has been the coordination of the goals and objectives of all of the parties involved and impacted in regards to the programs administered and the services provided. Every partner has it's own set of goals and objectives. Interestingly, there are some common themes and trends between entities, but each take different routes to reach them. The SWGARDC has been very successful with bringing these goals together into one path as to satisfy all entities involved while still achieving the underling purpose of coordination, to provide an effective, efficient service resource to all residents.

By first understanding the goals of those involved, the SWGARDC could better form a route by which to achieve all goals involved. The goals of DHR and GDOT are common in that service delivery and information reporting are primary concerns. However, the entities have guidelines and reporting requirements that differ. The goal has not changed, but how to satisfy each entity is the task. The SWGARDC creates policies that are sensitive and specific to certain needs, but still achieve the larger goal of coordination. With information, the software implemented has been critical to such coordination. Information is centrally retained while specific agency reports can be generated. The same theory applies to service delivery. A key to the success is finding common requirements and creating a basis from them. This approach is also flexible because as objectives shift so can the coordination model, since the common basis for how the coordination is achieved is rooted in specific common requirements.

In coordinating services the SWGARDC itself has established goals and objectives to its effort.

The SWGARDC's main goal is to coordinate services to the extent that residents and local entities can utilize one local source for transportation needs. These services

would be provided in the most effective and efficient way possible. The system would utilize the elasticity that exists in all types of regions to help offset weak areas with those that are strong resulting in one solid transit program.

Some objectives created from common trends with partners and entities involved are:

Service Coordination
Establish transit sources that accommodate all types of demands in the region and eliminate duplication of services.

Information Coordination
Provide a single source for all information related to the transit program.

Influence Rising Costs of Services
Help identify areas of financial inefficiencies and look for ways to minimize their impacts. Most recent examples would be fuel and Insurance. These are common concerns and by centralizing both resources the SWGARDC can help minimize their costs and impacts on the system as a whole.

Stable Services
Stable services will result in reliable, consistent services that will also help reduce long-term costs.

Long Term Solutions
Long term planning will enable long term commitments from entities involved. The SWGARDC understands a quick fix will only result in consistent and developing problems.

Provide Transportation Options For All Residents
Combine resources and centralize control to establish a program that will respond and offer transportation options to every resident in this region.

Factors of Success
Coordination with DHR in Regards to the transit escrow grant:
DHR allowed for the initial escrow to be created that has been used consistently for the required local match of Section 5311, GDOT Rural Transit Program.

GDOT Pilot Program
GDOT has allowed for a regional pilot to be established in order to coordinate more services.

Regionalism (Elasticity)
Elasticity allows for the “up” and “down” factors encountered in different ways in different areas of the region. The result is a solid program.

Transportation Service Provider Selection
The SWGARDC has looked for companies that are not only looking for payment-for-services, but is also looking to form a partnership that will ultimately benefit everyone involved. To do this transportation service providers have had to be flexible and innovative.

Long Term Planning
Understanding where the program has been, where it is and where it is going. Knowing that services must change as demand and consumers change. Creating goals that take time to reach, but are worth the effort.

Operational Statistics
FY01 (1/2 Year Contract)
Budget- $2,378,497
Trips – 300,745
Admin Fee - $1.75 Per Trip
Average Cost Per Trip - $7.91

FY02 Contract with DHR
Budget - $3,194,489
Trips – 365,169
Admin Fee - $.85 Per Trip
Average Cost Per Trip - $8.74

FY03 Contract with DHR
Budget - $3,081,450
Trips - 355,000
Admin Fee - Flat Fee Contract, Excess over payment to TSP is RDC's Fee. A flat fee of $8.75 is paid on average. This amount minus what is paid to a TSP is the administration fee collected by the RDC.
Average Cost Per Trip - $8.75

FY04 Contract with DHR
Budget - $3,116,796.00
Trips - 359,551
Admin Fee - Flat Fee Contract Continues
Average Cost Per Trip - $8.65

FY05 Contract with DHR
Projected
Budget - $3,145,565.00
Trips - 367,855
Admin Fee - Flat Fee Contract Continues
Average Cost Per Trip - $8.55

Policy Development Study

In May 2002, a comprehensive Policy Development study was undertaken which evaluated the Coordinated Transportation System. The purpose of the study was to determine: (1) Is the coordinated transportation system meeting Georgia's needs; and (2) How can the system be improved? The findings of the study revealed the system is meeting client needs, but some improvements could be made. As an outgrowth of the study, a transportation committee was formed to implement the study's recommendations.

Transportation Committee

In September 2002, a Transportation Committee was established to carry out and implement the recommendations of the Policy Development Study. The Committee was developed to be an action element and effect change to the system. One of the most significant accomplishments of the Committee has been the completion of a transportation needs assessment.

Needs Assessment

Methodology

The needs assessment is a part of an evaluation of the Coordinated Transportation System that has been ongoing for the last year. Through this activity, gaps in services are identified and the program can be designed to meet these needs. Activities in a needs assessment involve the following:

- Analyses of current data;
- Conduct Focus groups, or surveys;
- Collection of data, evaluate strengths and conditions; and
- Evaluation of data, develop a Requirements Definition document.

The committee developed a survey form by which to gather data. The survey addressed two areas of need, and gathered core (essential) trip information:

- Additional transportation needs for current clients and
- Transportation needs for additional DHR clients.

Eleven focus groups were conducted throughout the state with all population groups to insure the questions were understood and responses would provide the data needed. The focus groups proved to be very helpful in configuring the questions. The final survey was sent through the program divisions to human service providers (or the equivalent) in each division. Each division would actually perform the survey with

assistance from designated members of the committee. The staff of Regional Transportation Offices provided key assistance throughout the entire process.

Core Trip Data

Since limited funding at present precludes all clients needing transportation services from getting it, some methodology was needed to focus efforts on only those clients needing "core" or "essential" trips on the system. Each division would define the specific definition of what a core trip is for their clients during the course of the survey. Each Division responded, providing definitions for core trips. The divisions prioritized core trip data. Below is a listing of core or essential trip data as defined by the DHR program divisions. Data was not interpreted or altered in any way. It is presented "as is".

Data Compilation

The intent of the needs assessment was to gather unmet transportation requirements by division, by region. The survey was intentionally designed to insure that information would be returned in that format for compilation. Critical data items were clients and trips. Future cost data was computed based on gross domestic product estimates. Due to the volume of data a separate Appendix was assembled which contains detailed information by division, by region. Below is an overview of the results of the needs assessment.

Current data in the below tables reflect those trips, costs, and clients served by the Coordinated Transportation system as of July 2003. ***Projected*** trips, clients and costs reflect those additional unmet transportation needs. Projected costs in FY05 ($9.33 per trip) are based on gross domestic product estimates. The $9.33 figure was the estimate based on cost projections at that time (July 2003).

The needs assessment reflects the total requirement (in FY05) for the system in terms of trips, costs and clients, by region. This information is useful at both the operational and management level in determining how and where to best use limited resources. Combining trip, cost and client data with core (essential) trip information allows needs and resources to be matched most efficiently. Focusing on priority one needs in areas where the transportation requirements are the greatest can now be accomplished. The needs assessment provides information needed to make decisions on where limited resources should be spent.

The initial needs assessment provides a baseline for future assessments, and a baseline to build on and improve procedures and survey methodologies. In the future a needs assessment will be conducted annually. Figures 14 through 19 show the results of this needs assessment.

Needs Assessment Results
Core Trip Data

Figure 13
Essential (Core) Trips for Aging

Priority	*Type Trip*	*Percent of total*
1	Rides to and from senior centers	54.4%
2	To and from medical appointments	23.3%
3	Shopping	16.3%
4	Employment rides	4.1%
5	Field Trips	1.2%
6	Paying bills	.7%

Figure 14
Essential (Core) Trips for DFCS

Priority	*Type Trip*	*Percent of total*
1	Rides to and from employment, job training and search for TANF	58.7%
2	To and from technical school and adult education	11.1%
3	To and from WEX site for F/S clients	6.1%
4	To and from medical appointments	5.8%
5	To and from mental health centers	4.1%
6	Non-TANF transportation	4.0%
7	Substance Abuse Treatment	1.1%
8	Social Service Clients	.4%
9	Miscellaneous	8.7%

Figure 15
Essential (Core) Trips for MHDDAD

Priority	*Type Trip*	*Percent of total*
1	Rides to and from employment locations	29.5%
2	To and from day centers	26.5%
3	To and from mental health appointments	15.8%
4	Community training/activities	9.9%
5	Job training	5.8%
6	To and from medical appointments	4.6%
7	To social services	4.3%
8	Miscellaneous	3.6%

Figure 16
Essential (Core) Trips for CSE/Fatherhood

Priority	*Type Trip*	*Percent of Total*
1	Rides to and from school	38.0%
2	To and from jobs	27.6%
3	Job search and placements	9.6%
4	To and from job training	8.4%
5	Workshops/Assessments	4.9%
6	To and from CSE agent	.7%
7	Fatherhood	.7%
8	Miscellaneous	10.1%

Figure 17
Essential (Core) Trips for Public Health

Priority	*Type Trip*	*Percent of Total*
1	Immunizations	33.3%
2	Clients to clinic and store	22.2%
3	Prenatal to clinic and appointments	22.2%
4	To scheduled medical appointments	22.2%

Figure 18
Needs Assessment Client Data

DIVISION	CURRENT CLIENTS	PROJECTED CLIENTS	TOTAL CLIENTS	% OF NEED CURRENTLY MET
Aging	7,108	6,355	13,374	52%
DFCS	13,085	28,713	41,176	30%
MHDDAD	5,294	2,755	7,950	65%
CSE/ Fatherhood	0	1,853	1,853	0%
Public Health	0	10,872	10,872	0%
Totals	25,487	50,548	75,225	33%

Figure 19
Needs Assessment Cost Data

DIVISION	CURRENT COSTS	PROJECTED COSTS	TOTAL COSTS	% OF COSTS CURRENTLY MET
Aging	$6,946,267	$15,568,150	$22,514,417	31%
DFCS	$6,279,718	$23,115,355	$29,395,073	21%
MHDDAD	$10,584,550	$14,597,503	$25,182,053	42%
CSE/ Fatherhood	$0	$2,412,276	$2,412,276	0%
Public Health	$0	$5,077,065	$5,077,065	0%
Totals	$23,810,535	$60,770,349	$84,580,884	28%

Figure 20
Needs Assessment Trip Data

DIVISION	CURRENT TRIPS	PROJECTED TRIPS	TOTAL TRIPS	% OF TRIPS CURRENTLY MET
Aging	841,569	1,668,612	2,510,181	34%
DFCS	640,844	2,477,530	3,118,374	21%
MHDDAD	1,207,001	1,564,577	2,771,578	44%
CSE/ Fatherhood	0	258,569	258,569	0%
Public Health	0	544,166	544,166	0%
Totals	2,689,414	6,513,454	9,202,868	29%