

**L O U I S I A N A A C T I O N P L A N
F O R S T A T E W I D E T R A N S P O R T A T I O N C O O R D I N A T I O N**

**THIS ACTION PLAN WAS CREATED IN COOPERATION WITH
THE LOUISIANA UWR TRANSPORTATION TASK FORCE
AND WAS CREATED BY:**



IN ASSOCIATION WITH



ADOPTED: NOVEMBER 4, 2005

EXECUTIVE SUMMARY

United We Ride is program funded by the Federal Transit Administration to improve coordination and delivery of human service and public transportation services. United We Ride was conceived through the work of the Federal Coordinating Council on Access and Mobility (CCAM), comprised of senior leadership from ten Federal departments and agencies.

The United We Ride grant and accompanying materials provided by the Federal Transit Administration guides a States' human service and public transportation stakeholders through a planning process to determine where action is needed to improve transportation coordination. In Louisiana, the process identified a Framework for Action that could bear considerable fruit. With a relatively small initial investment, this Plan could increase the availability of public transportation services for disadvantaged populations utilizing existing state and federal funding.

The United We Ride Task Force, comprised of state and local human services and transportation services stakeholders, approved this plan and recommends that it be adopted by the State of Louisiana for implementation. The UWR Task Force also recommends that a Governor's Office of Transportation Coordination, with oversight by an Inter-Agency Transportation Coordination Committee (Option 4 under Structure), be created and funded to promote coordination in Louisiana.

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I. INTRODUCTION

United We Ride is a collaborative effort among Federal, state and local agencies, stakeholders and partners to improve the delivery and coordination of human service and public transportation services. United We Ride was conceived through the work of the Federal Coordinating Council on Access and Mobility (CCAM), comprised of senior leadership from ten Federal departments and agencies.

The CCAM recognized that to effectively implement coordination strategies at the state and local levels, significant data collection, analysis and planning efforts would need to be undertaken. The goal of United We Ride is to develop practical action strategies for states and local communities that would improve, enhance and expand access and mobility for all persons, enhance and improve the effectiveness and efficiency of transportation services, and minimize or eliminate duplication and overlap in the provision of services. In order to formulate these strategies for future action, states and communities must first assess and document the status and supportive infrastructure of existing transportation programs. The assessment of current conditions would help establish the starting point for change, in funding, administration, regulation and legislation that might be necessary to realize the goals and objectives of UWR.

As human services programs were established throughout the nation over the past thirty years, it quickly became apparent that *access* was essential to the success of the programs. The programs were serving many individuals and families that did not have reliable transportation; therefore, some alternative means of transportation was needed, to either transport the clients to programs, or bring the programs to the clients. The easiest and quickest way to address this problem was to create a new transportation service. Human services programs like Head Start, Area Agencies on Aging, and Vocational Rehabilitation programs could use public funds to acquire and operate transportation fleets. Other programs like Medicaid supported the purchase of transportation services. The net result was the proliferation of parallel transportation networks in many communities. These networks focused upon transportation of their programs' own clients. As long as adequate funding was available, many of the individual transportation programs operated effectively. Through the 1980's and 90's however, funding levels for many human service programs were reduced. In response, many agencies necessarily concentrated their resources on core programs in support of their clients; fewer resources were available for support programs like transportation. Some agencies reduced or eliminated transportation services entirely.

Meanwhile, the need for both client transportation services and general public transportation is increasing. Transit dependent populations of seniors, persons with disabilities and youth are all increasing. Increasing fuel prices are creating new economic pressures for families who rely upon automobiles for transportation. Welfare reform, and restructuring of Medicaid services are inflating transit dependent populations further. Welfare reform in particular is generating significant new demand for transit services. It has been estimated that only 6% of welfare recipients in 1996 owned reliable

automobiles. Provision of dependable transportation has been identified as one of the critical services essential for welfare recipients to successfully enter the work force.

Communities often encounter barriers in implementing coordination strategies, but it is important to identify whether these barriers are *real* or *perceived*. Although some stakeholders may cite legal or regulatory impediments to coordination of transportation services, there are actually very few statutory barriers at the Federal level. In fact, guidance from Federal agencies encourages coordination within and among recipients. If communities encounter apparent barriers to coordination attributed to Federal or state rules and regulations, the underlying reference or source should be carefully examined to determine if it indeed represents a barrier. Because perception can represent reality for many stakeholders, even if there is no regulatory or statutory basis for a barrier, a major educational effort may be necessary to overcome the perception. Coordination efforts often encounter formidable turf issues, characterized by an unwillingness to share resources with other organizations, without any real justification. Education, and persistence, can help overcome these issues as well.

As Federal, state and local officials recognized the inherent inefficiencies in the existing network of transportation services, it was inevitable that they began to support, encourage and mandate *coordination* of services. United We Ride grew out of this recognition and concern, and represents a broad based comprehensive planning tool developed by the Federal government for use by state and local partners.

II. BENEFITS OF COORDINATION

Coordination can take many forms, ranging from a simple exchange of information among agencies to total consolidation of all transportation within one organization. Other forms of coordination can include, shared functions such as dispatching, training or maintenance, shared purchasing of items such as fuel and insurance, or a brokerage. Coordination can begin with the participation of only two partners, but its benefits grow proportionately to the level of participation in the community. Benefits are maximized when *all* providers and consumers of transportation services in a community participate. Regardless of the individual approach to coordination, the benefits are the same. They include:

- Improved utilization of resources.
- Increased readiness to respond to emergency situations such as those presented by Hurricanes Katrina and Rita.
- Reduction or elimination of duplicative services.
- Simplified access for users.
- Enhanced quality of service.
- Expanded level and availability of day-to-day and emergency response service.
- Reduction in operating costs, or minimization of operating cost increases.
- Reduction in capital expenses.
- Diversification of revenue base and better sustainability of services.
- Expanded economic development opportunities.

III. COORDINATION IN LOUISIANA

Coordination has been a topic of discussion in Louisiana since the early 1990's. An Inter-Agency Transportation Coordination Committee (IATCC) was created via Executive Order in 1992 under Governor Edwin Edwards' administration and was tasked with collecting data on transportation services and making recommendations for coordination of those services. The Executive Order was reauthorized under Governor Murphy "Mike" Foster's administration. Coordination efforts undertaken by the IATCC resulted in limited success.

Mid-level managers in the various state agencies that fund transportation services accomplished most of the successes. While there were many perceived and real barriers to coordination, several statewide coordination efforts did bear fruit. One such effort resulted from cooperation between two state agencies funding local transit providers through different funding streams that targeted the same population.

The main reasons for the limited success were the lack of real power afforded the IATCC to mandate coordination and the lack of support from the Governor's office. While the IATCC was mandated to collect data regarding transportation services being provided in Louisiana and report to the Governor's office, there was no sense of urgency attached to that mandate. The first and second annual reports to the Governor carried a number of specific recommendations, which went unanswered.

In 2004, the Federal Transit Administration (FTA) initiated a new program aimed at coordination of services for transportation-disadvantaged populations. The program, United We Ride, provides grants for states to develop coordination plans. FTA has created resource material in the form of a self-assessment tool called, "A Framework for Action – Building the Fully Coordinated Transportation System."

The self-assessment tool lays out a process for developing a statewide coordination plan. Louisiana, under Governor Kathleen Babineaux Blanco, applied for and received a UWR grant in 2004 and has been stepping through the Action Planning process.

The UWR Task Force met several times during 2005. The Self Assessment Tool was reviewed and explained in detail and then accomplished by each individual member. Once the results were compiled, the Task Force met and came to consensus on a Statewide Self Assessment for Louisiana (found in the Appendix). From that Self Assessment, the Framework for Action in Louisiana emerged.

IV. KEY COMPONENTS OF COORDINATION

There are four key components to transportation coordination that are all essential to its success, at any level. They are:

- *Data*
- *Structure*
- *Interaction*
- *Resources*

Data or information on existing resources, needs, and services, serves as a starting point for any coordination effort. Data will quantify the needs versus the resources, and identify gaps in the existing network of services, suggesting where expanded or enhanced services are needed. It will also identify where there is duplication or overlap of service. This analysis will suggest where services might be restructured to better match needs with resources. Data on existing services will also establish a base line against which to later compare performance of a coordinated system when it is established. Financial and operational data are important tools in planning and implementing a coordinated program, but are also important tools in generating support for coordination strategies in a community. Recognition of the magnitude of total expenditures for transportation services among all agencies and organizations is a catalyst for political support of a coordination initiative. Unfortunately, it is often difficult to collect comprehensive information on transportation costs, either because transportation providers do not have the data, or are unwilling to share it.

Structure can help ensure that coordination concepts become reality. Structure entails creation of a state level entity that can support, encourage, or if necessary, mandate coordination planning, programming, funding or implementation. Typically, the structure is established through an Interagency Transportation Coordinating Council (IATCC), or similar entity. To be effective, the IATCC should have the ability to require responsiveness from state, regional and local organizations, across the full spectrum of funding sources, and ideally, should have some level of control over the funding streams to local agencies. Continued support for coordination will also require that the IATCC be permanent; it should therefore be established through legislative action.

Interaction among all stakeholders in a coordination initiative is a critical ingredient, and may involve an unprecedented scope of involvement. Involvement, *and active support* from the Governor will be most critical, facilitating interaction with the legislature, department heads, and campaigns for cost reductions and efficiencies in government. The many benefits of coordination should clearly demonstrate that it is a non-partisan issue, which should enjoy universal support. Interaction will also need to occur among these stakeholders and state agency middle managers, providers in the field, and the public. While there needs to be a certain level of top down support, there also needs to be mechanisms to nurture support and buy-in at the local levels, where many transportation services function.

Resources in the form of tools, guidance, rules, regulations, and most importantly, funding, is the last critical element, without which coordination will not happen. Tools and guidance themselves, will require some level of investment to develop, although there are many of these resources available at the national level and from other states. Rules and regulations, developed legislatively or administratively, will themselves be the

tools that enable the stakeholders to develop, pursue and implement necessary changes in the service delivery networks. Funding will also be needed, especially in the initial stages of coordination initiatives. The data collection and analysis, and formulation of local coordination plans will require a public investment. The fiscal and service efficiencies that result from implementation of the recommended strategies should more than recoup these initial investments.

V. FRAMEWORK FOR ACTION: COORDINATING TRANSPORTATION IN LOUISIANA

As discussed in the section above, the Framework for Action in Louisiana falls into four categories. Each of the four categories, along with their respective action items, is listed below. As in any implementation process, some actions can be accomplished more expeditiously than others and some are important as beginning steps.

Under each of the four categories are three tiers of action items. The tiers do not, as mentioned above, necessarily relate to an item's importance, but merely its order of implementation.

1. Data

A. Collecting Data

Tier 1

- Establish staff or lead agency responsibility for day-to-day responsibility of collecting data, sharing information, and coordinating activities among the various players.
- Develop common criteria for each state office or agency to track the number of passenger trips provided, the type of service they receive, and the fully allocated costs associated with those services.
- Gather data on local transportation markets, travel patterns, and special mobility needs of Louisiana users to gain a better understanding of those needs.
- Ensure that each partner office or agency develops a line item or items that can track any expenses related to transportation services.
 - State Agencies will cooperatively develop a set of common measures and definitions for tracking and reporting the costs of transportation services. These costs of transportation services will be tracked continuously by all partner agencies.

Tier 2

- Develop a standard survey methodology and begin surveying communities and providers throughout the state regarding their technology resources and needs for improving scheduling, dispatching, reservations, billing, and reporting.
- Develop a list of and begin gathering information on the economic and quality of life benefits of connecting people to jobs, health care, education, nutrition, and social support networks.

B. Communicating Data

Tier 1

- Develop a set of protocols to implement across all state and local agencies to manage information about clients, trips, costs, and other key areas that the coordination process has identified.
 - Ensure that the protocols maximize data sharing while protecting confidentiality.

Tier 2

- Develop an active communications strategy for partner offices and agencies to gather information on the benefits of transportation coordination.
- Conduct an annual review of the data that is gathered on transportation services and jointly develop and readjust benchmarks for future progress.
- Develop a Transportation Coordination Web site that includes publications, links to relevant information, policies, and programs.
 - Develop a single web site and toll-free telephone number that citizens can access to discuss their transportation needs, register complaints or give complements, and offer suggestions on improving service.
 - Develop a web site that providers can log onto and enter client identification number and determine eligibility for specific program areas, such as Medicaid, aging, rehabilitation services, and Welfare to Work. This will require all agencies to tie benefits to a single client identification number.
- Once data on funding is in place, develop a matrix to easily display each program and each agency that supports some aspect of transportation service. The matrix will include the level of funding, type of support, eligibility, match requirement, dissemination process, reporting requirements, and other related information.

Tier 3

- Annually, the state agencies will review and revise the chart to identify strategies to ensure coordination of the various programs and services at the local level.

2. Structure

Tier 1

- Create one of the following:
 1. Inter-Agency Transportation Coordination Committee. Created through Executive Order, the IATCC would consist of all agencies providing funding for transportation services and representatives from the legislature. Agency Heads would meet once annually to make major decisions regarding coordination. Agency Heads would designate a representative to attend quarterly meetings to set goals and priorities that would be adopted at the annual meeting. One agency would be given lead agency responsibility and would be responsible for data collection, dissemination, and analysis.
 2. Transportation Coordination Commission. Created through legislation, the Commission would consist of Agency Heads providing funding for transportation

- services along with other representatives from the legislature and transportation community. The Commission would be give authority to direct coordination among the various state funding agencies. The Commission would be provided staff to collect, analyze and disseminate data regarding coordination.
3. Governor's Office of Transportation Coordination. The Office would be created and staffed to coordinate activities among the various funding agencies. The staff would be responsible for collecting, analyzing and disseminating coordination data and would be dedicated solely to advancing coordination in Louisiana.
 4. Combined numbers one and three. Create a Governor's Office of Transportation Coordination with an IATCC functioning as its Executive Board.
- The INTERAGENCY BODY NAME HERE will develop a clear mission statement that will be presented to the Governor and Legislature. The mission statement will address the need for continuing cooperation and coordination that transcends changes in leadership (gubernatorial, legislative and agency head), conflicts over power and control of resources, and competing goals.
 - The INTERAGENCY BODY NAME HERE will meet quarterly to evaluate progress and performance on coordination issues.

Tier 2

- The INTERAGENCY BODY NAME HERE will establish a framework for consultation with stakeholders throughout the state. The framework will consist of a series of regular forums, advisory boards, summits, or similar activities.
 - The INTERAGENCY BODY NAME HERE will develop a strategy to involve consumer groups in the planning, design and implementation stages of coordination.
- The INTERAGENCY BODY NAME HERE will engage in public outreach activities to include speeches and presentations made by senior officials that highlight the economic and mobility benefits gained through transportation coordination.

3. Interaction

Tier 1

- The Department of Transportation and Development and their partner agencies that provide transportation services, know collectively as the Transportation Coordination Partners, will develop cooperative agreements that address the various needs of transportation coordination.
- Transportation Coordination Partners will determine, through analysis of data collected, which programs are duplicating services and could therefore be combined or eliminated without reducing the quality and quantity of service. They will also investigate and eliminate or develop strategies to address conflicting state requirements and regulations that cause barriers to coordination.

Tier 2

- Transportation Coordination Partners will develop an analysis of transportation service needs throughout the state and agree upon an equitable division of funding responsibility for each area.

- When coordination opportunities are identified, each Transportation Coordination Partner will contribute an appropriate amount to provide services to their target population.
- Transportation Coordination Partners will engage stakeholders to assist them in prioritizing coordinated transportation services. These rural and urban stakeholders will include local government officials; human service agencies; public, private nonprofit, for-profit, and volunteer transportation providers; employers; and customer representatives.
- Transportation Coordination Partners will implement a local coordination plan review step as part of their normal grant review process. This step will examine the coordination of existing services and the possibility of coordination opportunities. Applicants will be asked to describe the methods used to develop their coordination plans.
- Transportation Coordination Partners will develop a coordinated framework for delivery of technical assistance to local transportation providers.

Tier 3

- Transportation Coordination Partners will investigate methods to help communities acquire transportation services technology.
- Transportation Coordination Partners will hold meetings with stakeholders to address technology systems planning efforts that will increase coordination.
- Transportation Coordination Partners will work with state universities and colleges to provide mobility training for users throughout the state. The program will emphasize the transportation opportunities and how to access available programs.
- The Transportation Coordination Partners will provide, as a technical assistance resource, mobility managers and brokers to work with various local agencies and transportation providers. (see my notes at bottom of document).
- Transportation Coordination Partners will communicate regularly (at least annually) with their federal partners including the Federal Transit Administration, the Department of Labor, the Department of Housing and Urban Development, the Department of Education, and various agencies within the Department of Health and Human Services
- Transportation Coordination Partners will meet regularly (at least annually) with representatives from Washington, D.C. and from FTA Region VI to discuss coordination barriers and ways to surmount them. They will present success stories and help develop joint state-federal strategies to further coordination in Louisiana.
- Transportation Coordination Partners will establish a structured dialogue with business and advocacy groups to discuss transportation service gaps and develop strategies to address them.
 - The Transportation Coordination Partners will develop strategies to address service gaps and redundancies identified by the local coordination plan reviews.
- Transportation Coordination Partners will implement incentive programs for providers that implement transit pass programs.
- Transportation Coordination Partners will investigate electronic benefits cards that allow clients to present one card regardless of which agency sponsors the trip. The

provider will be able to submit client records for the number and costs of trips and is reimbursed by the appropriate funding agency. Clients will be able to get cards from any agency and benefits from any agency will then accrue to that card.

- Coordination efforts undertaken by Transportation Coordination Partners will be communicated to users through a public outreach program that may include media outreach, public service announcement, advertising, direct mail to target groups, or other means.
 - Transportation Coordination Partners will disseminate information developed about coordination through their respective networks and programs.
 - Transportation Coordination Partners will coordinate presentations throughout the year at local, regional, and statewide meetings to help community leaders, agencies, and organizations recognize the needs and the opportunities for coordinated transportation services.
 - Transportation Coordination Partners will develop a series of opportunities (list-serves, face-to-face forums, etc.) for providers throughout the state to interact with other providers using technology for transportation coordination.
 - The Transportation Coordination Partners will develop an information dissemination tool (possibly a website and/or report) to inform officials and stakeholders of coordination progress.

4. Resources

Tier 1

- The State will aggressively seek state and federal funding necessary to implement coordination related policies and programs as identified by the Transportation Coordination Partners and the INTERAGENCY BODY NAME HERE.

Tier 2

- Transportation Coordination Partners will identify funding strategies at the state level that can ease coordination issues at the local level. If not feasible, local providers will be encouraged to coordinate their resources with other transportation service providers.

APPENDIX A

LOUISIANA UNITED WE RIDE
TRANSPORTATION TASK FORCE
MEMBERSHIP LIST

JD Allen, AICP	Alliance Transportation Group, Inc.
Lemuel Barbarin	DSS/OFS
Ben Bearden	DHH-Bureau of Health Services Financing
John Bellew	DHH-OMH
Mechelle Bergeron	Better Access Community Health
Ronald Blereau, Assistant Director	Governor's Office of Elderly Affairs
Cheryl Bowers-Stephens, Acting Director	DHH-OMH
Johnny Bradberry	LA DOTD
Ty Bromell, Executive Director	Governor's Office of Rural and Development
Miles Bruder	Governor's Policy Office
Sue Bushey, Community Encourager	Better Health for Pointe Coupee
Roderick Campbell	Iberia Parish Health Network
Carol Cranshaw, Administrator	LA DOTD
Randy Davidson	DHH –DHS financing
Glenn Dixon	East Carroll Parish Agricultural Center
Michael Duffey	DHH – Addictive Disorders
Emily Efferson, Urban Program Manger	Louisiana Public Transportation
Clarice Eichelberger, Assistant Director	Governor's Office of Disability Affairs
Kathy Feldbaum, Staff Attorney	Advocacy Center
Stacey Fontenot, Director	Assumption Mental Health Network
Donna Gaignard	DHH- Addictive Disorders
Jinger Greer, Cluster Coordinator	Richland Parish Health Coalition
James Griffith	CARE, Inc, / Tangipahoa Project
Joan Guillory, Associate Professor	LSUHSC- HDC
Kelly Hebert	
Donald Hines	Louisiana Senate
Katherine Hoover, Disability Affairs Specialist	Jefferson Parish Transit
Sharon Howard	DHH –Public Health
Anthony Isaac	Non- Emergency Medical Transporter's Alliance
Roger Istre	
Samuel Johnson	
Pat Jones	AP Transit
Mary Joseph, Deputy Assistant Secretary	DSS- OFS
Patrick Judge	RTA/LPTA
Jamie Karam	Statewide Independent Living Council
Stephen Kauffman	Advocacy Center
Scott Kirkpatrick	Governor's Policy Office
Helen Langley	Jefferson Davis Parish Council on Aging
Karen Leblanc	
Donna Lavigne, Assistant Administrator	LA DOTD Public Transit
Mechelle Lemming	ByNET

LOUISIANA ACTION PLAN
FOR STATEWIDE TRANSPORTATION COORDINATION

E. J. Livings	
Connie Mead, OCDD Region 5	Department of Health and Hospitals
Rob Miller	Delta Transportation
Margaret Mitchell	
Donna Newton, Executive Director	The Health Enrichment Community Network
Kristy Nichols, Director	DHH Bureau of Primary Care and Rural Health
Dena Norton, Administrator	Cenia Nursing Workforce Coalition
Larry Ourso	DOE
Lydia Pelz	DSS /OFS
Louis Prejean, Executive Director	Statewide Independent Living Council
Dale Robicheaux	Bayou Teche Rural Health Network
Mary Alice Roundtree	
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Jerry Shabel	
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Maggie Shipman, Health Systems Developer	DHH, BPCRH
Rita Spicer	Jefferson Parish Health Tack Force
Charles Tate, TANF Director	Governor's Office of Community Programs
Dawn Taylor, Community Encourager	Primary Care Providers for a Healthy Felicia
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Joe Watkins	TRA/ TMSEL
Deborah Whitfield	Governor's Office
Mary Williams, Deputy Director	Governor's Office of Community Programs
Janet Womack	Department of Transportation and Development

APPENDIX B

LOUISIANA UNITED WE RIDE
STATEWIDE SELF ASSESSMENT

A FRAMEWORK FOR ACTION
BUILDING THE FULLY COORDINATED
TRANSPORTATION SYSTEM

A Self Assessment Tool for States

A SELF ASSESSMENT TOOL FOR STATES

Section 1: Making Things Happen by Leadership and Partnership

Driving Factor The governor and state officials serve as a catalyst for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all who need it.

1 Has the governor and other state leadership made transportation coordination a priority issue?

Decision Helpers

- The governor has directed senior cabinet level officials to form an interagency body such as a coordinating council, taskforce, or working group to address coordinating human service transportation and transit services and has established clear direction and expectations for the initiative.
- He/she has also provided resources to support coordination policy and program development.
- Agencies work together well and share responsibility for making transportation services across the state more cost-effective and more accessible for all citizens.

Using Decision Helpers

Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

Progress Rating

Circle one rating that best describes your program



2 Is there a governing and management framework that facilitates interagency efforts to coordinate transportation?

Decision Helpers

- Human service and transportation state agencies maintain an active interagency body to take shared action to increase coordination of human services transportation.
- Cooperative agreements between the state department of transportation and partner agencies in health, labor, and education establish clear guidelines to address the various needs for transportation coordination.
- Steps taken may have included providing incentives for increased coordination, eliminating duplicative programs and services, eliminating conflicting state requirements and regulations, and promoting better use of local, state and federal resources.
- The interagency body operates as a shared decision-making body, meets regularly and evaluates its progress and performance.
- Staff or a lead agency has been assigned day-to-day responsibilities for collecting data, sharing information, and coordinating activities among the various players.

Progress Rating

Circle one rating that best describes your program



3 Does the interagency body have a clear mission and a plan for moving forward? Is the process informed and guided by stakeholder input?

Decision Helpers

- The interagency body has a clearly articulated mission that is sufficiently long-range, comprehensive, and compelling to transcend changes in leadership, changing circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among various stakeholders from urban and rural areas. These include: local government officials, human service agencies, all types of transportation providers (public, private non-profit, for-profits and volunteers), employers, and customer representatives.
- The partner agencies regularly consult with stakeholders such as business and advocacy groups to discuss transportation service gaps and develop strategies to address them.
- The interagency body regularly consults with local-level stakeholders in different parts of the state through forums, advisory boards, summits, or similar means.

Progress Rating

Circle one rating that best describes your program



4 Does the interagency body work with the various federal agencies that fund transportation?

Decision Helpers

- Members of the interagency body communicate regularly with various agencies, including the Federal Transit Administration, the Department of Labor, the Department of Housing and Urban Development, the Department of Education, and various agencies within the Department of Health and Human Services.
- Representatives meet in Washington and at the regional level to discuss coordination barriers and ways to surmount them, share successes, and develop joint state-federal strategies.

Progress Rating

Circle one rating that best describes your program



5 Is there positive momentum?

Decision Helpers

- Coordination has brought with it a fresh mindset open to sharing power and responsibilities and changing longstanding procedures.
- Each year, more significant support from agencies is seen and collectively the agencies are tackling increasingly difficult challenges to coordination.
- Agencies are working collaboratively to ensure that policy and funding strategies are coordinated.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 1

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Making Things Happen by Leadership and Partnership* is:



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 2: Taking Stock of State Needs and Moving Forward

Driving Factor A completed and regularly updated state transportation assessment process identifies assets, expenditures, services provided, service gaps, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It also assesses the capacity of communities to provide coordinated transportation services.

6 Has the interagency body identified transportation-related programs, services, and policies of each state agency and opportunities to coordinate service delivery?

Decision Helpers

- Coordination efforts have been greatly enhanced by creating a comprehensive matrix or similar chart outlining each program in each agency that supports some aspect of transportation service.
- The chart includes the level of funding, type of support, eligibility, match requirement, dissemination process, reporting requirements, and other related information.
- Annually, the state agencies review and revise the chart to identify strategies to ensure coordination of these programs and services at the local level.

Progress Rating

Circle one rating that best describes your program



7 Have the specific transportation needs of people served by local human service agencies been identified in communities across the state? Is there a strategy to address issues that emerge?

Decision Helpers

- The interagency body has worked to develop a comprehensive understanding of the local transportation markets in the state, travel patterns, and special mobility needs of the users in the markets (whether its wheelchair accessibility or money for a week's worth of gas).
- As part of their grant process, the Department of Transportation and several other agencies review local coordination plans to examine the overlay of existing services.
- Communities are also asked to describe the methods they use to develop their coordinated plans.
- The state Department of Transportation works with its partner agencies to address the service gaps and redundancies identified through this process.

Progress Rating

Circle one rating that best describes your program



8 Has the assessment process been used to develop a strategic plan and a set of actions to improve transportation coordination statewide?

Decision Helpers

- The interagency body has used the ongoing assessment process to develop a strategic plan with tangible goals and objectives, timelines, and methods for measuring performance and evaluating outcomes.
- Priorities and strategies embodied in this plan are cross-referenced and supported by the state transportation improvement plan and other relevant plans.

Progress Rating

Circle one rating that best describes your program



9 Is the information gained through transportation services assessments sufficiently communicated?

Decision Helpers

- The state regularly publishes and disseminates this information for elected and appointed officials, agency leadership, and other stakeholders.
- Presentations are made throughout the year at local, regional, and statewide meetings to help community leaders, agencies, and organizations recognize the needs and the opportunities for coordinated transportation services.

Progress Rating

Circle one rating that best describes your program



10 Is data being collected on the benefits of coordination? If so, have benchmarks been established?

Decision Helpers

- Measuring the benefits of coordination is necessary for making continuous improvements in service delivery as well as for generating support for further efforts.
- Each agency tracks the number of passenger trips provided, the type of services they receive, and the fully allocated costs associated with those services.
- There is a central database for all of this information, which is reviewed annually with all of the agencies in order to set benchmarks for future progress.
- Equally important is gathering information on the economic and quality of life benefits of connecting people to jobs, health care, education, nutrition, and social support networks.

Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



EVALUATION

Section

2

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Taking Stock of State Needs and Moving Forward* is:

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes:

A SELF ASSESSMENT TOOL FOR STATES

Section 3: Putting Customers First

Driving Factor Customers and their advocates and local agencies are systematically engaged in the assessment, planning, resource allocation, and decision making for coordinating transportation services.

11 Are customer and agency ideas and concerns gathered for each step of the coordination process? Is customer satisfaction data collected?

Decision Helpers

- The state actively engages consumers and their advocates as part of the planning, design, and implementation stages of coordination.
- Consumers serve on an advisory group to the interagency body.
- Through the state Web site and a special toll-free telephone number, citizens are encouraged to discuss their transportations needs, register complaints or give compliments, and offer suggestions on improving service.

Progress Rating

Circle one rating that best describes your program



12 Are efforts being made to inform the transportation users about available programs and services?

Decision Helpers

- All agencies involved with transportation services disseminate information through their respective networks and programs.
- A key resource is a shared Transportation Coordination Web site that includes publications, links to relevant information, policies, and programs.

Progress Rating

Circle one rating that best describes your program



13 Are benefits of coordination being communicated to key stakeholders?

Decision Helpers

- The interagency body regularly gathers data on the benefits of transportation coordination and maintains an active communications strategy.
- Key components of the strategy are speeches and presentations made by senior officials that highlight the economic and mobility benefits gained through transportation.
- The initiative is also supported by ongoing marketing and communications efforts that consist of media outreach, public service announcements, advertising, direct mail to target groups, or other means.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section

3

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Putting Customers First* is:



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 4: Adapting Funding for Greater Mobility

Driving Factor State agencies are working together to create funding mechanisms that support shared ownership of funding responsibilities while completing reporting and tracking requirements for various funding streams.

14 Is there a mechanism for coordinating funding for cost-effective service delivery?

Decision Helpers

- State agencies, when possible, create coordinated funding strategies at the state level to ease coordination issues at the local level.
- When that is not feasible, state agencies responsible for allocating funds for transportation services encourage grantees at the community level to coordinate their resources with others, such as human service agencies, to provide funding for both capital and operating needs.

Progress Rating

Circle one rating that best describes your program



15 Are local funding allocations based on demonstrated evidence of coordinated activities?

Decision Helpers

- Each state agency responsible for allocating transportation funding reviews local coordination plans as part of its grant review process.
- This information is used to allocate funding in ways that support increased coordination.

Progress Rating

Circle one rating that best describes your program



16 Are there consistent cost reporting procedures across programs and agencies? Are human service transportation expenditures isolated from other program expenditures and easily identified?

Decision Helpers

- Working cooperatively, different agencies dealing with transportation services have agreed on common measurements and definitions for tracking and reporting the costs of transportation services.
- Individual funding mechanisms continue to be tracked, using common definitions, which eliminates the need to collect different measurements for different agencies.
- Each agency has a line item that can be tracked for any expenses related to transportation services.

Progress Rating

Circle one rating that best describes your program



17 Is there a method for defining allocated transportation costs across programs and agencies?

Decision Helpers

- The state Department of Transportation and other agencies that provide transportation resources have agreed on a fair and equitable division of funding responsibilities for transportation services at the community level.
- Each agency contributes the appropriate payment for the fully allocated transportation costs to provide services to its target populations.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 4

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Adapting Funding for Greater Mobility* is:



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 5: Technology Moves Coordination to the Next Level

Driving Factor Technology is being used to design and manage coordinated transportation systems in real time with greater efficiency and effectiveness.

18 Has the state assessed transportation technology needs in communities across the state? Does it encourage technology development at the local level?

Decision Helpers

- The state has surveyed communities about their technology resources and needs for improving scheduling, dispatching, reservations, billing, and reporting.
- Local transportation providers have been invited to state meetings for statewide or regional technology system planning.
- Communities participate in ongoing statewide discussions between systems using technology for coordinated transportation through list-serves, face-to-face forums, and other means.
- State-funded technical assistance and peer-to-peer programs are available to local transportation providers.
- The state is investigating ways, such as pooled acquisition, to help communities acquire transportation services technology.

Progress Rating

Circle one rating that best describes your program



19 Has the state developed protocols for data management across state agencies to facilitate its use by local systems?

Decision Helpers

- Protocols are being implemented and followed by different agencies for managing information about clients, trips, costs, and other key areas that the coordination process has identified.
- These protocols maximize the sharing of relevant data while protecting confidentiality.

Progress Rating

Circle one rating that best describes your program



20 Can local agencies verify transportation service eligibility for individual consumers in “real time”?

Decision Helpers

- Providers who have been assigned a “pass code” can log onto an Internet site, enter a client identification number, and determine eligibility for specific program areas, such as Medicaid, aging, rehabilitation services, and Welfare to Work.

Progress Rating

Circle one rating that best describes your program



21 Is the billing and payment system designed so that a payment card can be used and trips allocated among various funding sources? Can all state-funded transportation programs access the system?

Decision Helpers

- An electronic benefits card allows clients of human service agencies to present a single payment for each trip regardless of which agency sponsors the trip.
- The provider then submits the client record for number and costs of trips and is reimbursed by the appropriate agency.
- While this card can be obtained through any of the state programs, each program can add a client to the system, as he or she becomes eligible.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 5

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Technology Moves Coordination to Next level* is:



Notes: _____

A SELF ASSESSMENT TOOL FOR STATES

Section 6: Moving People Efficiently

Driving Factor Multimodal and multi-provider transportation networks are seamless for the customer but operationally and organizationally sound for the multiple providers.

22 Has the state taken actions to establish and support mobility management arrangements at the community level?

Decision Helpers

- The state has established and designated mobility managers and brokers to work with various local agencies and transportation providers.
- The state has awarded local human service agencies and transportation grantees additional funding if they have implemented transit pass programs.
- Working through state universities and colleges and transportation networks, the state provides training and technical assistance for mobility management initiatives such as transportation brokerage or programs to teach targeted consumers groups such as older persons and those with disabilities how to access or ride various transportation modes of service.

Progress Rating

Circle one rating that best describes your program



EVALUATION

Section 6

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:



Notes: _____

FRAMEWORK FOR ACTION:

OVERALL STATE SELF-ASSESSMENT

You have completed Step 1 of the State Self-Assessment. The six sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section	1	Making Things Happen by Leadership and Partnership	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	2	Taking Stock of State Needs and Moving Forward	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	3	Putting Customers First	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	4	Adapting Funding for Greater Mobility	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	5	Technology Moves Coordination to the Next Level	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	6	Moving People Efficiently	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 

Notes: _____

Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The next steps will involve implementing the actions and moving you further down the road to a fully coordinated transportation system.

A step-by-step Facilitator's Guide to Building the Fully Coordinated Transportation System and other resources are available on the Federal Coordination Council on Access and Mobility Web site:

<http://www.fta.dot.gov/CCAM/www/index.html> or www.ccam.gov.



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